



GETI
Global Energy Talent Index



The Global Energy
Talent Index Report

2023



Welcome to GETI 2023

The Global Energy Talent Index (GETI) was launched in 2017 to provide insights on the state of the industry workforce to help energy companies recruit, retain, and grow their skills base. GETI has since drawn on insights from tens of thousands of professionals and hiring managers to develop a comprehensive window into the state of the industry.

This year's report maps an industry landscape undergoing tectonic shifts. Surging energy prices and shortages have produced an oil and gas pay and profit bonanza while also accelerating the energy transition and helping renewable pay increases to return to pre-pandemic heights.

Fossil fuels and renewables are booming as many countries seek to fill the void from Russian imports, creating industry-wide skills shortages and salary rises. This shift has also put workers in the driving seat. 'Code red' warnings about climate change have accelerated the decarbonisation and diversification of all sectors, transforming job roles.

Spiralling travel costs and family focus are reducing incentives to leave countries and companies. At the same time, rising supply chain costs and inflation are diverting time and resources from recruitment and affecting revenues and profits in several sectors.

This year, we have chosen to examine how this period of flux will affect job satisfaction, future destinations, and career aspirations of energy workers as well as the sectors and countries at the top of their wish list.

This report charts how unprecedented environmental, geopolitical, and socioeconomic challenges are forging a new energy workforce.

Some clear trends have begun to emerge from the disruption:

- It's an employees' market – but it's not all about money. Cross-sector salary rises and skills shortages are empowering an increasingly idealistic generation to seek jobs that also offer non-financial sources of fulfilment. The desire to contribute to society is among the leading drivers of job satisfaction, and ESG is consistently among the top three reasons for choosing another sector as workers move for the mission as well as the money.
- Unprecedented upheaval has ironically produced a more settled workforce. Rising salaries and job satisfaction are reducing worker restlessness. An energy security and price crisis has spurred record investment in fossil fuel, nuclear and renewable energy, boosting salaries and job satisfaction for workers in every energy sector. Inflationary increases in travel costs and a more family-oriented, flexible-working generation are also reducing relocation incentives. This is creating a settled workforce that is less likely to cross borders, impeding cross-sector recruitment and global mobility.



- Supply chain costs are surging and exacerbating skills shortages. Amid growing demand for skills, rising supply chain costs are diverting resources from recruitment and retention and from salaries and perks. Yet with pay and benefits ranked as the biggest drivers of job satisfaction across almost all sectors, this could be deterring potential recruits during a time of high demand for skills.

Hiring managers can turn these trends to their advantage, by considering the following actions:

- **Offer employees the chance to drive ESG.** With an ambitious, socially and environmentally conscious workforce, employers need to offer more career progression opportunities and meaningful, ESG-oriented work. Hiring managers could offer employees the chance to drive internal diversity programmes or decarbonisation initiatives, or lead projects that bring secure and affordable energy to millions.
- **Recruit from outside industries and support families.** With stronger family ties reducing relocation incentives, employers should recruit fresh talent, and offer existing workers more help to relocate families. Booming salaries and the technological transformation of energy could attract skills from outside industries such as technology. Meanwhile, more support for families, flexible working, and assistance with living costs could reduce resistance to relocation.

- **Upskill and diversify the workforce.** Upskilling entry-level and existing talent would create a more cost-effective way to boost skills amidst soaring supply chain and labour costs. This would also boost talent retention, with career progression being a leading driver for career changers. With women being under-represented in every sector and often less likely to get bonuses or feel their views influence company policy, equalising benefits and giving women a greater voice in company decisions could boost both skills and social performance.

Janette Marx,
Chief Executive Officer
at Airswift

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Methodology

This is the seventh annual edition of GETI, the energy industry's most established and comprehensive global workforce trends survey. Building on the success of the six previous volumes, GETI 2023 draws on the views of over 10,000 energy professionals of 149 different nationalities.

The 65-question survey was open for nine weeks and closed in November 2022.

Airswift and a selection of sector experts subsequently analysed the data to pinpoint the key insights and themes to emerge from the responses across all sectors. Additionally, Airswift analysed key industry and internal compensation data in the following three tiers:

- Active contractor headcount
- Active candidates looking for their next role
- Third party data benchmarks

For ease of reference, salary and rate data has been averaged across all countries, but more specific salary information can be provided upon request.

DEALING WITH DISRUPTION

Industries across the world face tremendous disruption, with today's talent finding itself caught between two worlds. On one hand, energy professionals must continue keeping the lights on. On the other, they need to constantly innovate what they're delivering and how they're doing it as the industry undergoes a profound transition.

The shift towards a lower-carbon economy, in conjunction with wider societal trends – pre-dating the pandemic but still accelerated by it – have necessitated dramatic digitalisation and all its associated skills challenges.

They have also led ESG concerns to dominate the discourse and impact upon all aspects of company culture, employee engagement and, ultimately, productivity.

This is all further complicated by the issue of security and its effects on the nature and pace of the transition itself. Energy firms face competing demands to increase current output and reduce prices while also decreasing emissions and investing more in renewables.

So, this year, we are taking a closer look at how energy workforces are being disrupted. We have set out to identify the biggest challenges and opportunities such rapid change presents hiring managers and professionals, and equip them with the tools to help them stand tall on shifting sands.

How have salaries, working practices, tools and technologies changed in light of this disruption? Has the workforce become more opinionated and comfortable in sharing these opinions? Is it bought into the net-zero journey? And what cultural challenges does it feel are needed to make that journey a success?

GETI 2023 aims to answer these pertinent questions and many others. Crucially, it lights the path through this upheaval for professionals and hiring managers. It supports professionals to chart the course of their ideal career, and for hiring managers to attract and retain talent more effectively.

About Airswift



Airswift is an international workforce solutions provider within the energy, process and infrastructure industries. With more than 7,000 contractors and 700 employees in over 60 offices worldwide, our talent pool and geographical reach are unmatched in the industry.

For 40 years, Airswift has been passionately transforming lives through the workforce solutions we provide, including talent acquisition, global employment and mobility, managed solutions and consulting.

We provide strategic support to our customers, resulting in trusted partnerships that are aligned and efficient. Our team of experts are ideally positioned to meet your needs, whether that is finding top talent, mobilising people around the world, implementing an agile workforce strategy or improving decision-making for workforce planning.

For more information, please contact us or visit our website.

geti@airswift.com

www.airswift.com

Partner Directory



Energy Jobline is the leading specialist job board and information hub for the energy industry globally. We have an audience reach of over 5.5 million energy and engineering professionals and work with an extensive partner network of Societies, Publications, Corporate Employers and Recruitment Agencies.

Energy Jobline advertise a large volume of the world's energy and engineering jobs, mainly in the Renewables, Power, Nuclear, Oil & Gas, EV & Battery sectors. Our job board is a significant value-add to any energy employer or employee on a global spectrum.

Our highly engaged audience use Energy Jobline for not only their job search, but also the latest energy news, training, events and contractor services.

Whether you are looking for a new job opportunity or looking to source the best talent in the energy market, please contact us to discuss in more detail.

www.energyjobline.com



Ducatus Partners delivers executive search, market mapping and leadership consulting and advisory services, operating from its offices in Houston, Dallas, London, Dubai, and Rio de Janeiro. Ducatus Partners has experience across the entire value chain of the energy and private equity industries; partnering with the world's largest integrated energy companies to technology start-ups and the advisors and financiers that support them. For more information please visit:

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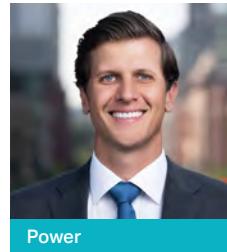
Meet the Experts



Janette Marx,
*Chief Executive Officer
at Airswift*



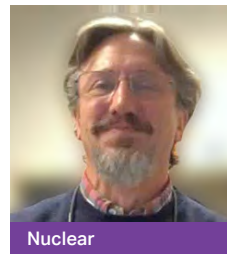
Susan Koch,
*COO & VP Accounting
at Carbon Engineering Ltd*



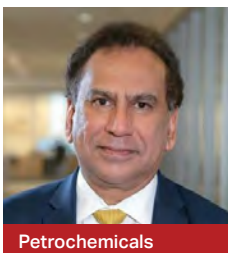
John L. France,
*CEO & Managing Partner
at Bear Peak Power*



Ilda Andaluz,
*Executive Vice President
of Human Resources
at Varel Energy Solutions*



Christopher Sweet,
*Senior Project Manager
for Airswift at Energy
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Ujjal Mukherjee,
*Chief Technology Officer
at Lummus Technologies*

DEALING WITH DISRUPTION

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Renewables

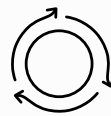


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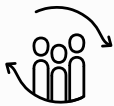
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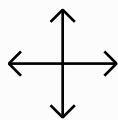
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A difficult socioeconomic climate has not slowed growth in the renewables industry. Salary increases are returning to pre-pandemic levels and recruitment is continuing apace. However, the sector must keep in step with its peers in terms of remuneration and career progression if it is to keep recruiters from other sectors – energy and non-energy alike – at bay.

1. SALARIES

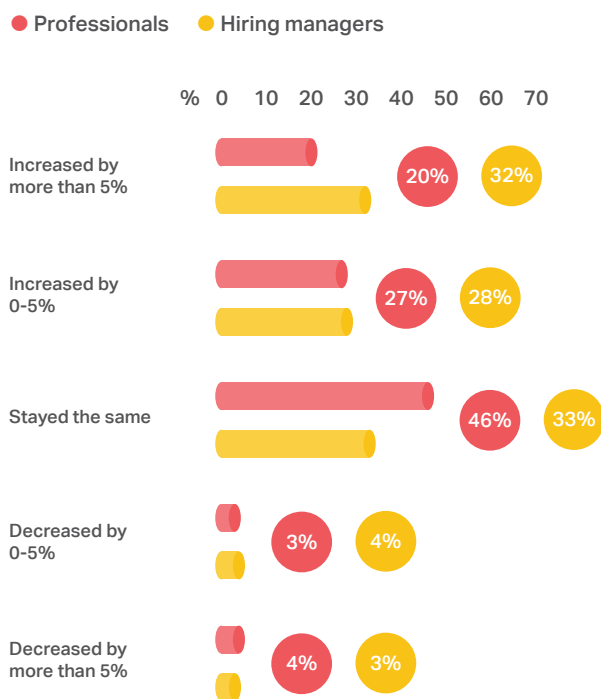
The percentage of pay increases has returned to pre-pandemic levels with 47 per cent receiving a pay rise in 2022, versus 48 per cent in 2019.

Hiring managers, who make up 45 per cent of respondents this year, continue to have a positive outlook on the sector, with a higher percentage reporting pay increases than last year and nearly a third reporting pay rises of more than five per cent.

“The demand for candidates with transferable skills has increased significantly, positively impacting pay and prospects as a result.”

– Susan Koch

PERCEIVED SALARY CHANGES OVER PAST 12 MONTHS



Professionals are also more optimistic about pay increases, with nearly half (47 per cent) expecting a pay increase of more than five per cent – the highest percentage reported in the past five years.

Susan Koch, Chief Operating Officer & VP of Accounting at Carbon Engineering says: “More countries are becoming fully engaged with the transition to renewables, with many markets beginning to reach maturity. The demand for candidates with transferable skills has increased significantly, positively impacting pay and prospects as a result.”

Only five per cent of hiring managers and three per cent of professionals expect pay to fall next year.

47%

of respondents received a pay rise in 2022, versus 48 per cent in 2019.

PERMANENT WORKER ANNUAL SALARY, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	58,192	58,088	109,108	70,620	71,479	45,039	63,789	82,921
Biomass Engineer	38,994	52,672	68,884	75,600	67,133	41,390	52,865	97,825
Business Development Manager	91,000	61,358	97,707	84,000	72,898	47,735	60,333	114,473
Civil/Structural Engineer	49,504	41,357	120,232	75,600	76,825	56,345	50,966	90,300
Commercial Manager	55,875	80,989	128,484	92,400	89,610	74,322	90,500	82,775
Construction Manager	80,882	69,381	150,794	67,800	72,707	52,569	77,028	89,600
Design Engineer	48,900	38,533	90,359	84,000	58,817	54,835	44,455	91,231
Electrical Engineer	62,127	50,606	101,512	54,600	83,462	43,130	70,089	91,052
Energy Engineer	41,099	48,271	90,476	75,600	63,897	27,721	43,282	49,707
HSE Manager	60,132	70,454	135,400	63,600	72,677	38,822	59,270	78,400
Maintenance Engineer	65,845	52,819	90,703	50,400	84,823	39,729	60,333	86,538
Marine Engineer	79,663	62,063	99,287	75,600	67,524	40,937	75,417	83,401
Mechanical Engineer	53,292	43,671	90,460	50,400	60,587	42,297	57,806	82,775
Operations Manager	64,028	63,596	93,110	67,200	75,779	68,587	72,720	77,398
Project Engineer	61,385	59,715	120,646	58,800	77,456	41,844	76,631	86,231
Project Manager	81,170	79,658	150,696	58,800	83,004	49,850	84,281	89,600
QA/QC Manager	59,557	60,014	135,437	75,600	91,174	43,354	75,476	69,055
Renewable Energy Consultant	41,411	69,839	105,340	75,600	68,342	39,729	62,728	78,260
Solar Engineer	42,000	40,712	90,510	67,200	49,908	34,593	47,432	88,193
Wind Farm Project Manager	47,372	75,127	150,822	92,400	54,748	32,478	68,911	74,411
Wind Turbine Technician	39,603	40,935	71,303	67,200	58,212	30,514	45,250	57,190

47%

of professionals expect a pay increase of more than five per cent.

5%

of hiring managers and three per cent of professionals expect pay to fall next year.



CONTRACT WORKER DAY RATE, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	399	446	553	468	565	323	523	593
Biomass Engineer	279	376	492	450	475	296	378	699
Business Development Manager	464	438	617	500	521	341	431	818
Civil/Structural Engineer	354	316	588	450	529	402	515	645
Commercial Manager	388	578	670	550	598	531	618	591
Construction Manager	578	490	633	500	703	375	618	640
Design Engineer	340	383	501	500	416	392	415	652
Electrical Engineer	390	370	562	450	590	308	541	650
Energy Engineer	290	345	579	450	550	220	519	355
HSE Manager	417	503	595	450	563	277	539	560
Maintenance Engineer	470	377	513	450	580	284	412	618
Marine Engineer	569	443	652	450	640	292	539	595
Mechanical Engineer	382	440	530	450	570	302	515	591
Operations Manager	450	447	611	400	566	490	618	568
Project Engineer	438	427	570	500	570	299	539	616
Project Manager	531	700	620	550	720	356	754	640
QA/QC Manager	425	435	558	450	621	310	624	493
Renewable Energy Consultant	296	499	496	450	485	284	431	559
Solar Engineer	300	317	374	400	502	247	379	630
Wind Farm Project Manager	338	750	534	550	714	232	754	526
Wind Turbine Technician	283	292	357	400	386	218	323	408

32%

of hiring managers reported pay rises of more than five per cent.

46%

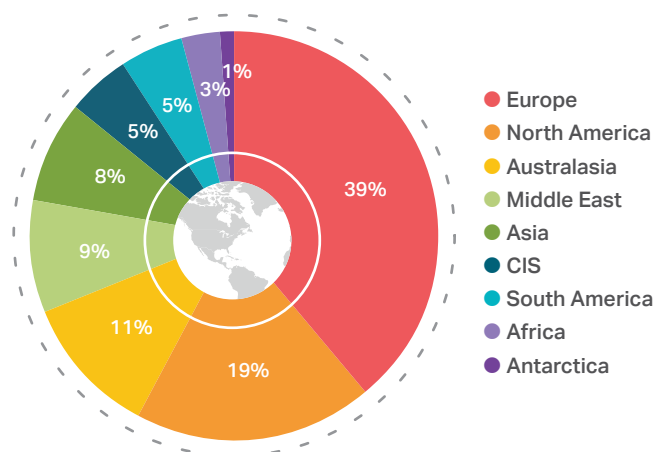
of professionals reported that their pay stayed the same.



2. GLOBAL MOBILITY

Reflecting the accelerating growth of new geographic markets, the percentage of employers offering cross-regional job transfers has increased from 52 per cent to 56 per cent. However, concerningly, the proportion of respondents that would consider relocating to another region for work has fallen by nearly a tenth this year, to 78 per cent.

WHERE WOULD YOUR PREFERRED LOCATION BE?



Janette Marx, CEO of Airswift, says: “Renewables start-ups and traditional energy players alike increasingly recognise the need, and the opportunity, to support the energy transition. A large portion of the workforce will need to be geographically mobile if companies are to simultaneously bridge the skills gap and develop new markets.”

“A large portion of the workforce will need to be geographically mobile if companies are to simultaneously bridge the skills gap.”

– Janette Marx

“Some oil and gas companies continue to find it difficult to cannibalise parts of their businesses to pursue renewables.”

– Susan Koch

Following several positive moves from the Biden administration, including the Inflation Reduction Act, North America’s offshore wind industry is finally out of the starting blocks. This new momentum brings vast opportunities onto the horizon. As a result, although Europe remains the most attractive destination for relocation, North America has risen swiftly into second place, followed by Australasia, with the Middle East sinking from second place last year to fourth place this year.

Koch reflects: “In the same way that typewriter companies didn’t invent the computer, some oil and gas companies continue to find it difficult to cannibalise parts of their businesses to pursue renewables. Yet the only place you’ll find a typewriter now is in a museum, or your grandma’s basement.”

58%

cite career progression as the reason they would relocate.

As in other years, career progression continues to be the overwhelming reason people would relocate (58 per cent, up from 51 per cent last year). However, with 78 per cent of respondents being under the age of 44, family issues continue to be cited as the reason many would not wish to move (54 per cent).



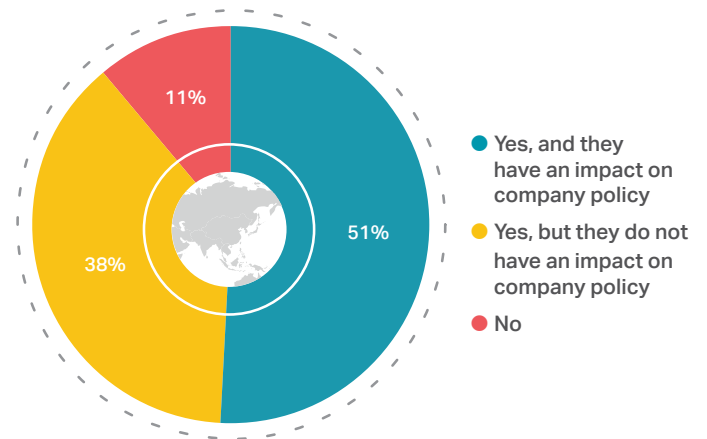
“The culture of innovation, and the need to fail fast to combat climate change, means that ideas are encouraged.”

– Susan Koch

3. ESG

With innovation at the very heart of the renewables industry’s remarkable success, it is perhaps unsurprising to see a high level of openness embedded culturally. Seventy-three per cent of respondents say they feel comfortable expressing their values or opinions as an individual at work and half (51 per cent) feel that their concerns are listened to and have an impact on company policy – the highest of any sector.

ARE THE CONCERNS RAISED BY YOURSELF AND YOUR COLLEAGUES LISTENED TO BY LEADERSHIP?



Koch says, “The culture of innovation, and the need to fail fast to combat climate change, means that ideas are encouraged.”

Marx adds, “The ability to make a meaningful contribution is a major driver of job satisfaction for this industry, so it’s really encouraging to see such a high percentage of respondents that feel they can influence company direction.”

51%

of respondents feel that their concerns are listened to and have an impact on company policy.

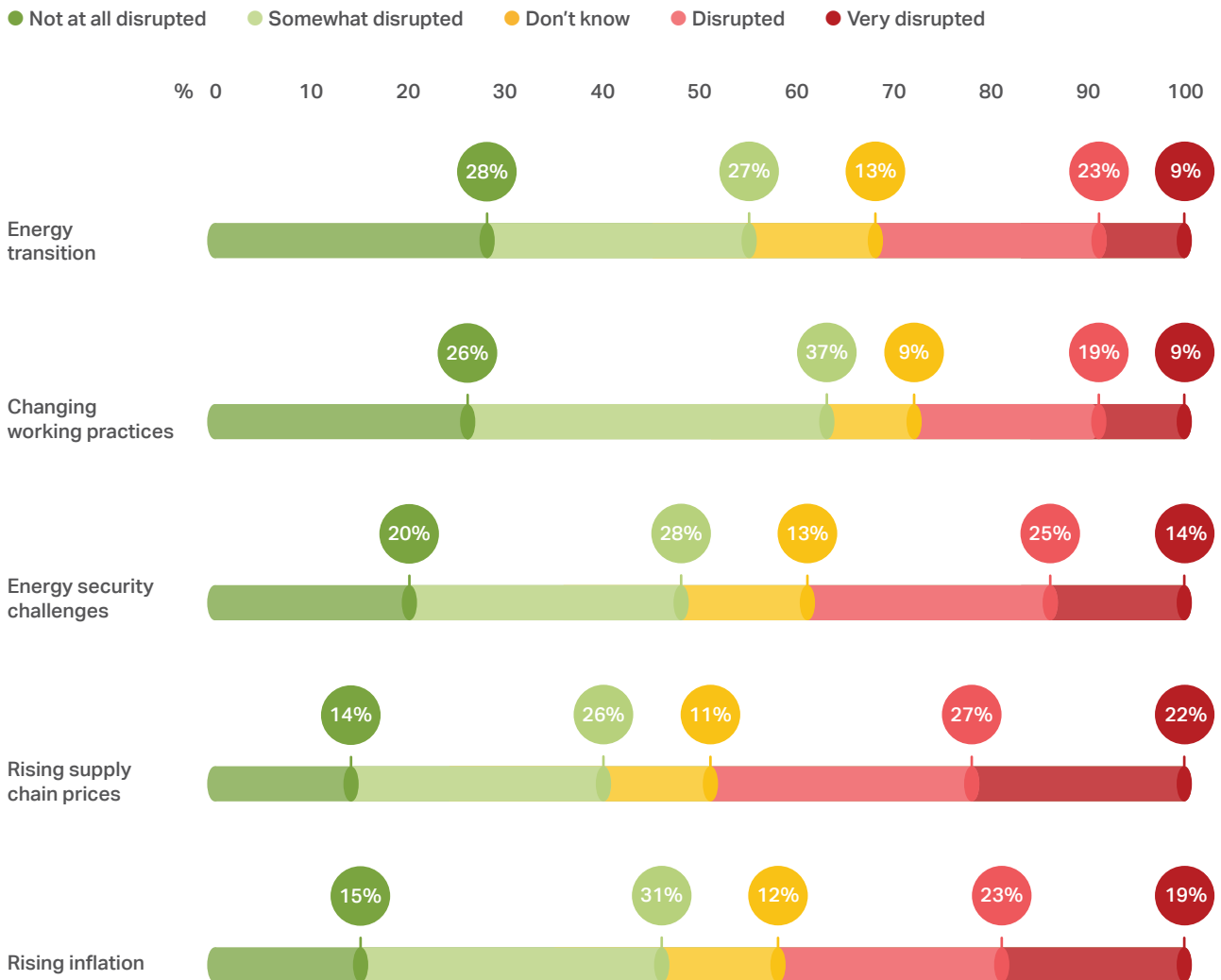


4. SOCIOECONOMIC SHIFTS

As in other sectors, the renewables industry has not been untouched by rising supply chain prices, inflation, and energy security challenges. Over a third (36 per cent) of respondents report that the disruption has reduced profit and revenues – the highest percentage of any sector. However, in comparison to its peers, fewer respondents report disruption to salary and benefit increases (38 per cent) or delayed recruitment and retention (38 per cent).

Marx says: “It’s a pleasant surprise to see that many companies have persisted in their recruitment efforts despite difficult socioeconomic conditions. There is immense pressure to tackle climate change. In the face of a looming skills gap, the renewables industry is rising to the challenge by attracting and retaining as much talent as it can.”

TO WHAT EXTENT HAVE THE FOLLOWING FACTORS DISRUPTED YOUR COMPANY OVER THE PAST 12 MONTHS?





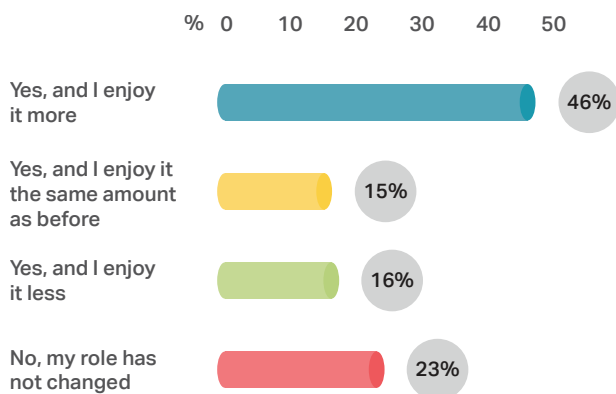
5. THE ENERGY TRANSITION

Labelled by the UN as a 'code red' for humanity, warnings about climate change rarely left the headlines in 2022. Leading the charge in responding to the call, the majority (61 per cent) of renewables respondents report that their company is doing enough to enable the energy transition – the highest of any industry. Only 18 per cent feel their company could do more.

Sixty per cent of respondents also report that the renewables industry is leading the way in terms of reducing operational emissions or fossil fuel investments, trailed by power at 57 per cent.

As a result of the changes, nearly half of respondents say that their role has evolved and that they enjoy it more – the highest of any sector.

DO YOU PERSONALLY FEEL LIKE YOUR ROLE HAS CHANGED AS A RESULT OF THE ENERGY TRANSITION?



61%

report that their company is doing enough to enable the energy transition.

“Renewables is establishing itself as the major player in the next century’s energy market and in doing so is leading by example,” says Koch. “As momentum continues to build, there is an abundance of opportunities for individuals to fast track their careers and take on more responsibility. Innovation and growth are at the core of these businesses, and that dynamism is culturally imbued which makes it a really exciting space to work within.”

“There is an abundance of opportunities for individuals to fast track their careers and take on more responsibility.”

– Susan Koch

60%

report that the renewables industry is leading the way in terms of reducing operational emissions or fossil fuel investments.

6. ATTRACTING AND RETAINING TALENT

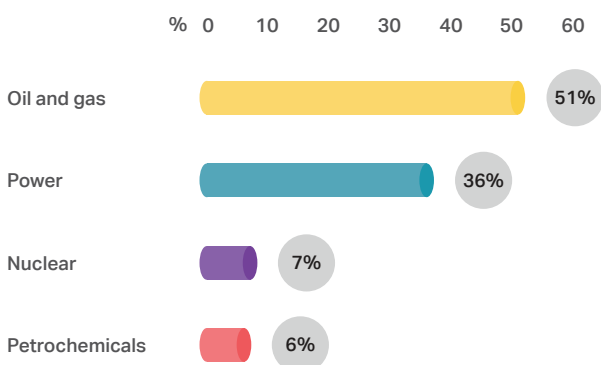
In hand with an industry experiencing a huge surge in growth, the recruitment market continues to be highly competitive, with nearly a third (31 per cent) of respondents saying they have been approached about a position in another company six or more times. And while 68 per cent of respondents say they are satisfied in their current role, only 13 per cent would not consider switching to another role.

Twenty-five per cent say they would consider a role outside of the energy sector altogether, with technology (25 per cent) and transport, logistics and infrastructure (20 per cent) being the two most attractive alternative industries.

Over half of respondents say that they would consider moving to a role within oil and gas – a considerable increase (14 per cent) on last year.

Marx says: “At a glance, this looks like a significant increase, but the boom-bust nature of oil and gas means that we often see an ebb and flow between sectors. When fossil fuel prices are high, as they have been in 2022, salaries are also positively influenced.”

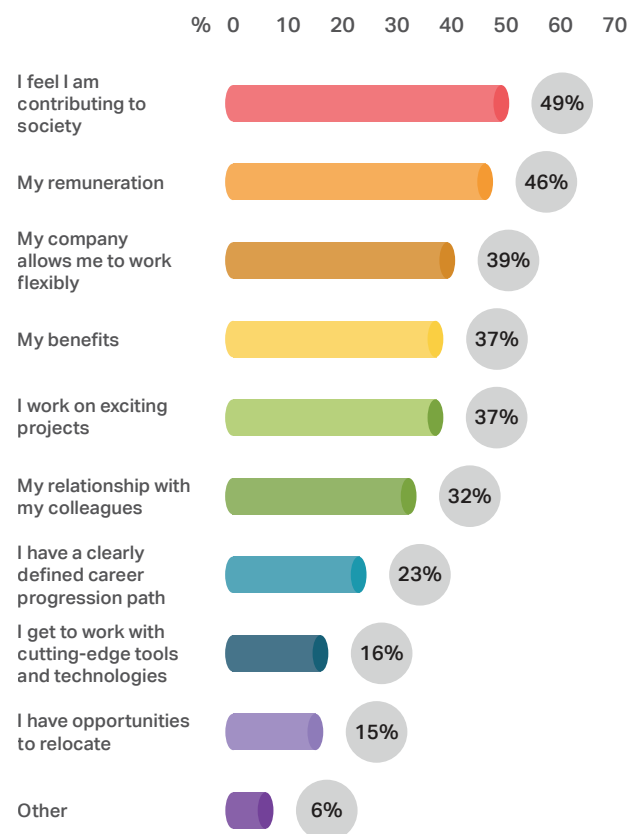
WHICH ENERGY SECTOR ARE YOU MOST CONSIDERING MOVING TO?



25%

say they would consider a role outside of the energy sector.

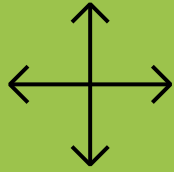
WHICH OF THE FOLLOWING HAS THE MOST POSITIVE IMPACT ON YOUR JOB SATISFACTION?



Environmental, social and governance (ESG) factors are also a key consideration for many renewables respondents, alongside career progression and interest in the wider industry. Women, who make up a fifth of the renewables respondents (21 per cent), are twice as likely as men to cite culture, equity and inclusion as a reason to move.

When asked what drives job satisfaction, nearly half of renewables respondents point to the feeling that they are contributing to society – although this is most true for the under 35s. Flexible working is also identified by 39 per cent. Together, this paints the picture of quite a different culture to other sectors.

Remuneration features highly as both a source of job satisfaction and job dissatisfaction (46 per cent versus 59 per cent), while a lack of a clearly defined career path is also a source of discontent for 47 per cent.



Summary Renewables

Many candidates are attracted to renewables because it aligns with their values on aspects such as decarbonisation and diversity, equity and inclusion. It also provides a collaborative, open and flexible work environment.

However, as the global war for talent continues, more traditional recruitment considerations such as remuneration and a clearly defined career path will ultimately be what ensures that enough talent enters the sector and keeps attrition low in the face of stiff competition from other sectors.

The final piece of the puzzle is creating a highly mobile workforce to respond to opportunities in developing markets. While career progression is a major driver, how to make relocation work for families is the next major hurdle to be jumped.







GETI
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airswift
TRUSTED WORLDWIDE

Oil and Gas

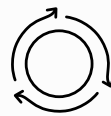


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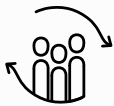
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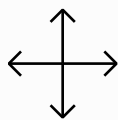
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Oil and Gas

Record energy prices and skills shortages are driving soaring salaries across the sector. An in-demand workforce is increasingly empowered to shop around for jobs based on interests and values as well as pay. Oil and gas risks losing talent to other sectors, from technology to renewables. With a skills pool drained by pandemic-era resignations and recruitment affected by inflation, employers must cast the talent net wider.

1. SALARIES

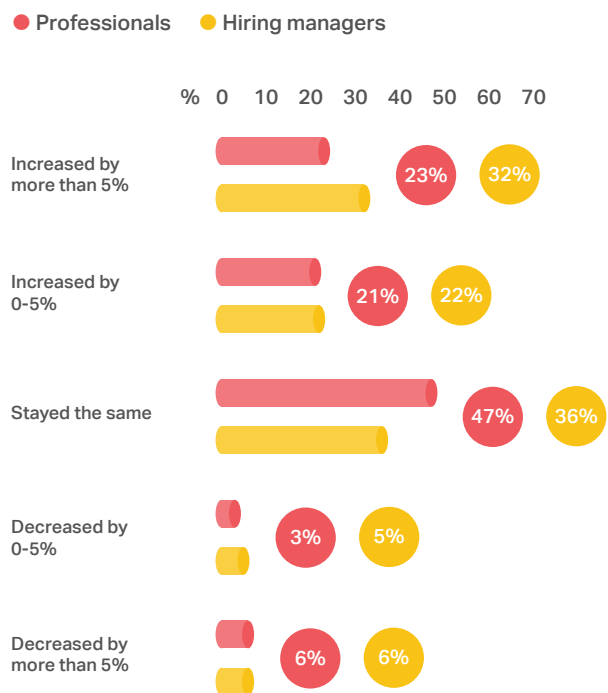
Record energy prices and bumper profits have sent salaries surging to pre-pandemic heights. Forty-four per cent received a pay rise this year, significantly above 31 per cent last year and even the 42 per cent before the pandemic. Almost a quarter received a rise exceeding five per cent and only nine per cent had a pay cut, a significant reduction on the 21 per cent in 2021.

With the present oil and gas boom expected to continue through 2030, pay optimism is growing, with 66 per cent of professionals expecting salaries to rise next year compared to 54 per cent last year. Forty-one per cent expect a large pay increase of over five per cent. The outlook is even sunnier among hiring managers, with 70 per cent expecting rising salaries and 44 per cent predicting rises above five per cent. Only five per cent expect salaries to move in the opposite direction.

“The balance of power has shifted towards workers who can now negotiate higher salaries.”

– Janette Marx

PERCEIVED SALARY CHANGES OVER PAST 12 MONTHS



Janette Marx, CEO at Airswift says: “Amidst a skills shortage, the balance of power has shifted towards workers who can now negotiate higher salaries. Pay transparency is also increasing, with some U.S. states requiring companies to publicly disclose their salary levels, and this has created a more informed and empowered workforce more easily able to navigate the jobs market. Employer brands will increasingly need to highlight their true employee value proposition beyond pay.”

PERMANENT WORKER ANNUAL SALARY, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	78,787	67,094	129,858	76,537	76,149	59,057	75,255	106,597
Accountant	49,532	46,972	90,619	38,400	52,632	44,349	44,072	47,499
Administrator	25,609	21,979	64,064	23,310	27,052	19,789	30,024	29,987
Chemical Engineer	98,000	56,000	124,024	87,840	67,567	46,955	63,678	68,692
Civil Engineer	66,149	56,000	116,562	73,680	63,925	38,671	60,734	84,548
Commissioning Engineer	87,822	73,560	120,299	89,400	92,219	49,000	82,855	116,480
Construction Engineer	98,547	84,000	121,027	73,980	73,089	50,000	65,209	133,560
Construction Manager	87,391	77,403	135,790	88,442	88,495	110,000	88,326	118,335
Contracts Manager	59,764	44,397	135,387	92,202	70,773	52,605	72,862	79,409
Drilling Engineer	80,766	86,910	187,898	91,200	73,902	83,237	99,768	112,000
Drilling Supervisor	127,994	122,975	225,939	94,500	126,124	117,275	147,000	200,349
Electrical Engineer	73,054	72,072	120,288	77,280	79,593	58,850	63,128	112,875
Finance Manager	63,812	65,312	135,425	77,402	77,629	74,488	76,394	97,789
Geophysicist	88,587	81,896	145,097	91,800	87,641	55,909	95,000	108,730
HSE Manager	74,238	75,561	133,055	80,882	72,271	50,180	77,386	101,430
Inspection Engineer	79,870	62,963	120,445	75,600	67,180	64,738	64,040	127,181
Instrumentation Engineer	106,577	60,491	121,005	76,080	81,054	59,660	66,432	121,328
Maintenance Engineer	86,660	61,132	117,169	61,740	68,831	57,432	67,386	106,400
Mechanical Engineer	68,012	62,160	116,760	73,080	73,461	57,522	62,634	102,340
Process Engineer	90,333	66,941	127,973	101,040	77,968	52,650	82,775	134,400
Production Engineer	74,971	55,003	150,934	77,280	83,771	63,116	80,424	109,894
Project Engineer	78,447	71,418	116,486	84,840	78,954	54,882	88,341	113,470
Project Manager	80,175	86,117	132,251	88,200	92,586	57,542	103,926	121,695
QA/QC Inspector	70,000	56,000	120,994	53,160	66,285	47,600	46,861	102,900
Reservoir Engineer	89,729	81,908	153,744	76,140	87,859	68,082	117,800	138,880
Welding Engineer	63,627	48,185	113,211	65,940	72,862	41,895	34,321	74,760



CONTRACT WORKER DAY RATE, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	810	520	769	742	794	344	530	771
Accountant	418	336	400	350	558	140	304	360
Administrator	169	150	342	200	254	150	151	224
Chemical Engineer	617	400	801	793	778	200	494	600
Civil Engineer	578	450	568	717	714	190	399	604
Commissioning Engineer	1,000	525	776	841	910	350	556	832
Construction Engineer	828	650	740	763	796	250	499	954
Construction Manager	1,036	784	831	1,208	933	441	618	845
Contracts Manager	900	481	800	753	820	380	520	600
Drilling Engineer	979	750	1,073	900	826	510	602	800
Drilling Supervisor	1,500	950	1,294	925	1,286	650	889	1,431
Electrical Engineer	788	515	664	760	791	400	495	806
Finance Manager	660	450	745	720	856	440	542	720
Geophysicist	1,184	650	953	900	974	350	649	800
HSE Manager	870	540	950	675	800	350	539	724
Inspection Engineer	892	450	640	588	685	380	477	908
Instrumentation Engineer	799	432	762	693	753	380	574	867
Maintenance Engineer	747	437	592	585	706	300	538	760
Mechanical Engineer	800	444	583	753	802	300	463	731
Process Engineer	836	478	715	756	778	300	567	960
Production Engineer	721	400	1,000	720	814	350	558	800
Project Engineer	784	510	730	856	700	380	550	810
Project Manager	830	850	756	976	934	400	770	880
QA/QC INSPECTOR	617	400	710	606	732	292	335	735
Reservoir Engineer	889	585	1,098	810	872	440	808	992
Welding Engineer	816	390	714	711	769	265	347	534

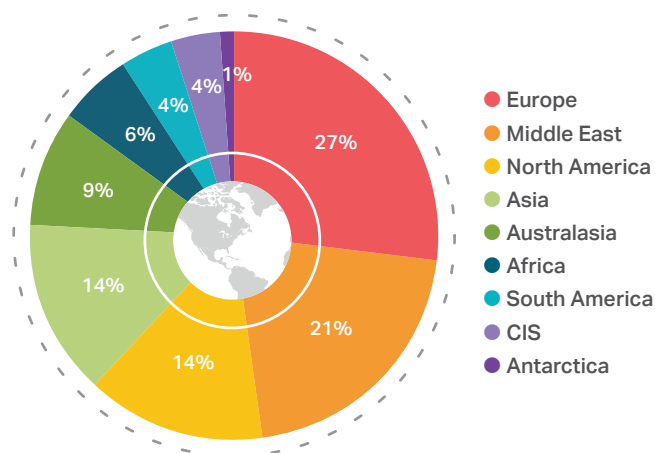


2. GLOBAL MOBILITY

The famously globetrotting oil and gas workforce is increasingly staying put as inflation pushes up travel costs and family life takes precedence over financial reward. The proportion of workers wanting to move abroad has fallen for the third consecutive year (down to 81 per cent from 89 per cent last year and 91 per cent in 2020). Those resistant to relocation rank proximity to family far above financial remuneration as the main reason, possibly due to a post-pandemic rise in demand for work/life balance.

Women may face higher hurdles to relocation with female workers less likely than men to get housing/relocation assistance (18 per cent versus 30 per cent). This indicates that offering more help for women and families to make international transfers could help diversify the workforce.

WHERE WOULD YOUR PREFERRED LOCATION BE?



Ilda Andaluz, Executive Vice President of Global Human Resources at Varel Energy Solutions, says: “One of the legacies of pandemic-era stay-at-home policies is the transition from a free-floating workforce to a more family-oriented one that is increasingly putting down roots. Soaring travel costs have also pushed up the price of relocation. On average, it can cost \$20,000 per person and this is deterring some companies from offering overseas transfers.”

“Soaring travel costs have pushed up the price of relocation. On average, it can cost \$20,000 per person.”

– Ilda Andaluz

Europe remains the leading destination for 27 per cent of those wanting a foreign transfer, with the region reviving fossil fuel investments to fill the void from Russian gas imports. The Middle East has supplanted North America as the second-choice destination, as workers are drawn by the lure of low taxes and booming Middle Eastern infrastructure development. North America rounds out the top three alongside Asia.

Marx notes: “European destinations are still booming. We are also seeing growing interest in Dubai and Saudi Arabia. Both locations are investing in infrastructure in a bid to build green tech cities and become future technology, business and tourism hubs of the region.”

27%
of those respondents wanting a foreign transfer would pick Europe as the destination.



“Creating industry forums to give female employees a greater voice in corporate decisions would also boost social performance.”

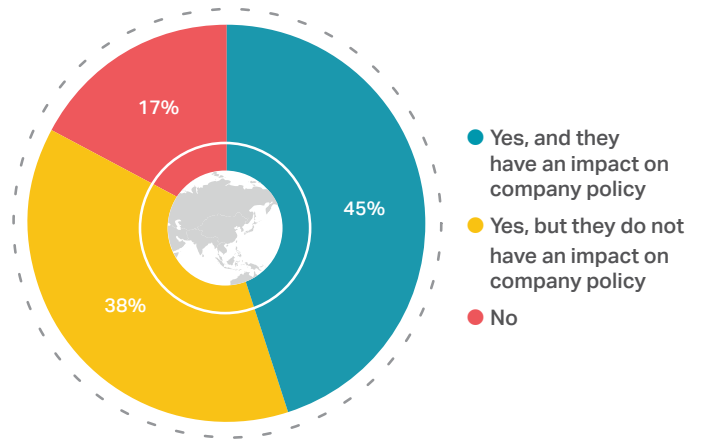
– Janette Marx



3. ESG

The present generation is increasingly vocal and value-driven. Yet, many oil and gas employees say their views and values are ignored or do not influence company policies. Only 45 per cent say their opinions and values are heeded and reflected in company policies and 38 per cent say they have no impact – the lowest of any sector apart from nuclear. Women are also more likely to feel ignored, with only 36 per cent of female respondents saying they are listened to and have an impact on company policy compared with 46 per cent of men. With 11 per cent of the workforce in our survey composed of women, this could be impacting on diversity and social performance.

ARE THE CONCERNS RAISED BY YOURSELF AND YOUR COLLEAGUES LISTENED TO BY LEADERSHIP?



Marx says: “We are in a transition from the information age to the conversation age of social media. Companies must shift from retrospective snapshots of workers such as job satisfaction surveys to continual employee engagement. Democratizing company policies and drawing on employee ideas could spur innovation and improve job satisfaction. Creating industry forums to give female employees a greater voice in corporate decisions would also boost social performance.”

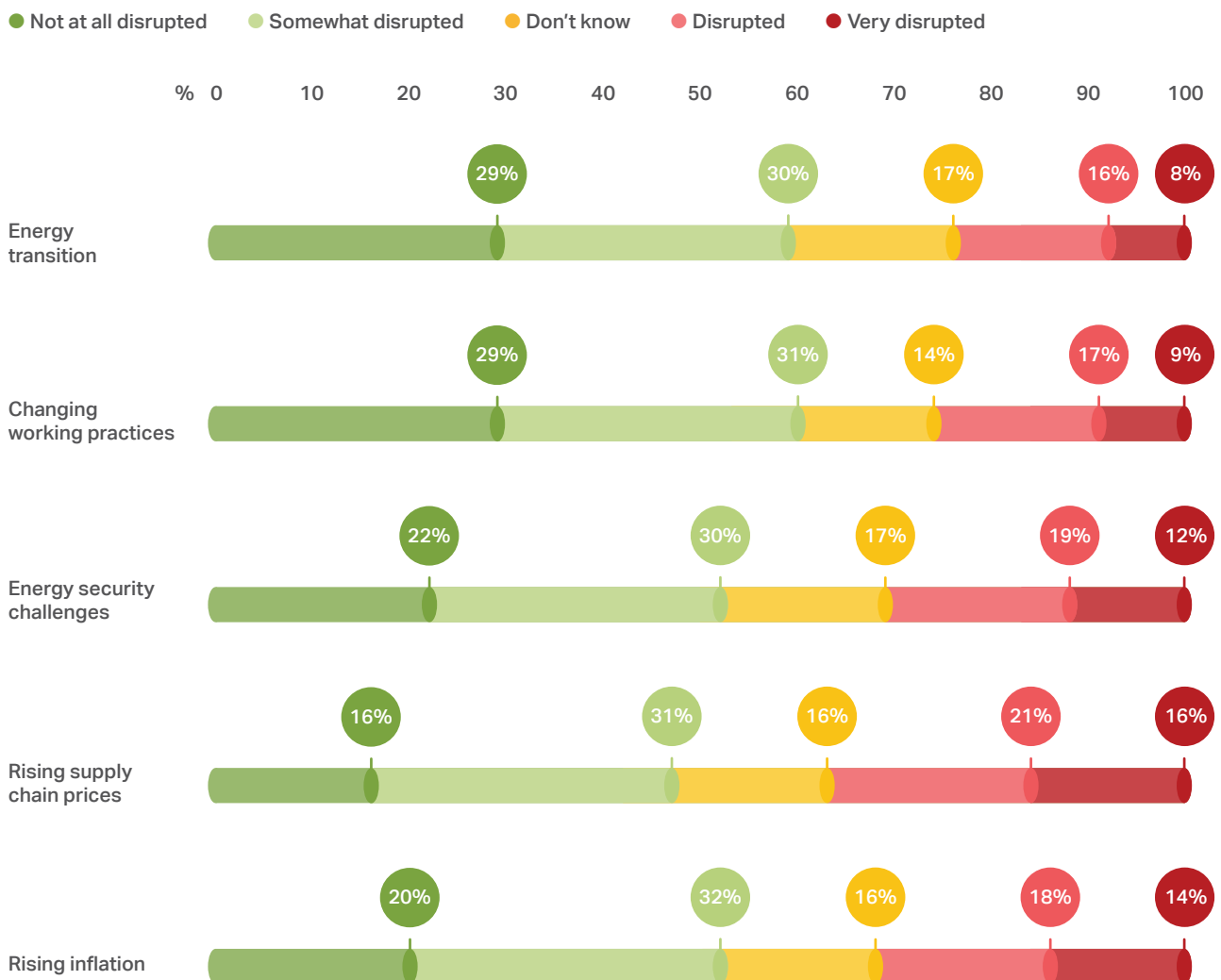


4. SOCIOECONOMIC SHIFTS

Recruitment and retention are other casualties of recent inflation and price increases for materials. Rising supply chain costs rank as the most disruptive issue over the past year, cited by 68 per cent of respondents. The biggest impact has been felt in reduced or delayed recruitment and retention (41 per cent). And 37 per cent say this has reduced or stalled salary and benefit increases. This could hamper talent retention, with remuneration and benefits cited by employees as the biggest drivers of job satisfaction.

Andaluz says: “Supply chain costs and shortages have diverted time and resources away from training and recruitment. This has worsened the skills shortage. Everyone is competing for a shrinking pool of experienced talent, so it now takes up to three times longer to fill each vacancy. Instead, the sector needs to enlarge the skills base by opening more doors to entry-level talent and skills from outside industries.”

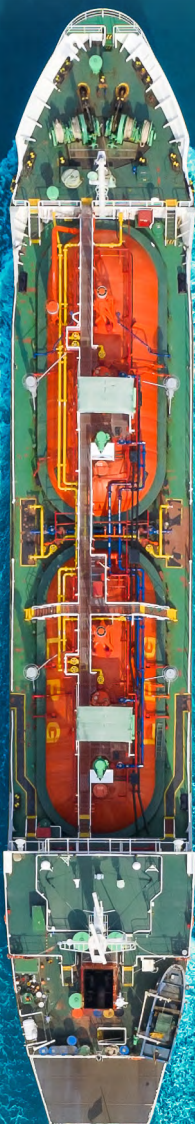
TO WHAT EXTENT HAVE THE FOLLOWING FACTORS DISRUPTED YOUR COMPANY OVER THE PAST 12 MONTHS?





“Creating industry forums to give female employees a greater voice in corporate decisions would also boost social performance.”

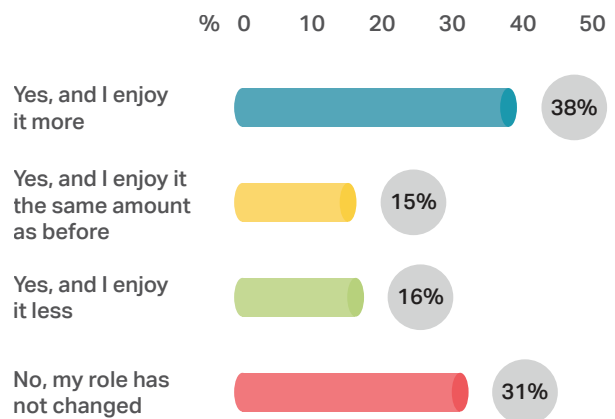
– Janette Marx



5. THE ENERGY TRANSITION

Many oil and gas workers (21 per cent) say their employers are not doing enough to enable the energy transition, which could harm efforts to attract and retain an increasingly ESG-conscious workforce. However, 48 per cent say their firm has reduced operational emissions or fossil fuel investments while 27 per cent say it has significantly reduced them.

DO YOU PERSONALLY FEEL LIKE YOUR ROLE HAS CHANGED AS A RESULT OF THE ENERGY TRANSITION?



Of those companies that have begun transitioning, the majority welcome the changes. Thirty-eight per cent say their role has altered because of these changes, and they enjoy it more. Marx notes: “Decarbonisation is increasingly as important to employees as it is to investors, and roles need to change to reflect this. Hiring managers could improve talent retention and career progression by upskilling employees to work in new energy divisions. We need all energy divisions working together to support future innovations which will attract and retain a new generation of talent.”

48%

of respondents say their employers are doing enough to enable the energy transition.

6. ATTRACTING AND RETAINING TALENT

The sector risks leaking talent in all directions. Its multi-skilled, mobile workforce is increasingly highly prized by other industries from renewables to technology. Eighty per cent have been tapped up for another job in the past year and 40 per cent of those say over a quarter of approaches came from an outside industry or expertise. Ten per cent have been approached 16 or more times to apply for a position outside of their current company.

80%

of respondents have been approached for another job in the past year.

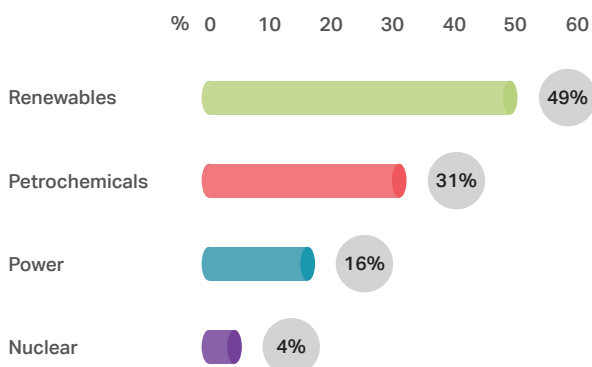
Andaluz comments: “The digitalisation and diversification of industry portfolios means the workforce increasingly has skills synergies with other sectors, such as technology, that make them appealing. Yet this is also an opportunity to attract talent from new industries and we have even recruited from the likes of Amazon.”

“The digitalisation and diversification of industry portfolios means the workforce increasingly has skills synergies with other sectors, such as technology.”

– Ilda Andaluz

This in-demand workforce is also increasingly empowered to seek moves based on personal interests and values as well as career opportunities. Eighty-five per cent are considering switching to another role and while career progression remains the prime driver, interest in the wider industry and ESG are the second and third most influential factors (14 per cent and 11 per cent respectively). This is reflected in the fact that employees are seeking sectors at the vanguard of sustainability and innovation. Renewables is the most popular energy sector (49 per cent) and technology (27 per cent) the most popular outside the industry to join.

WHICH ENERGY SECTOR ARE YOU MOST CONSIDERING MOVING TO?



49%

of respondents would chose the renewables sector if they were to change roles within energy.



“Decarbonisation is increasingly as important to employees as it is to investors, and roles need to change to reflect this.”

– Janette Marx

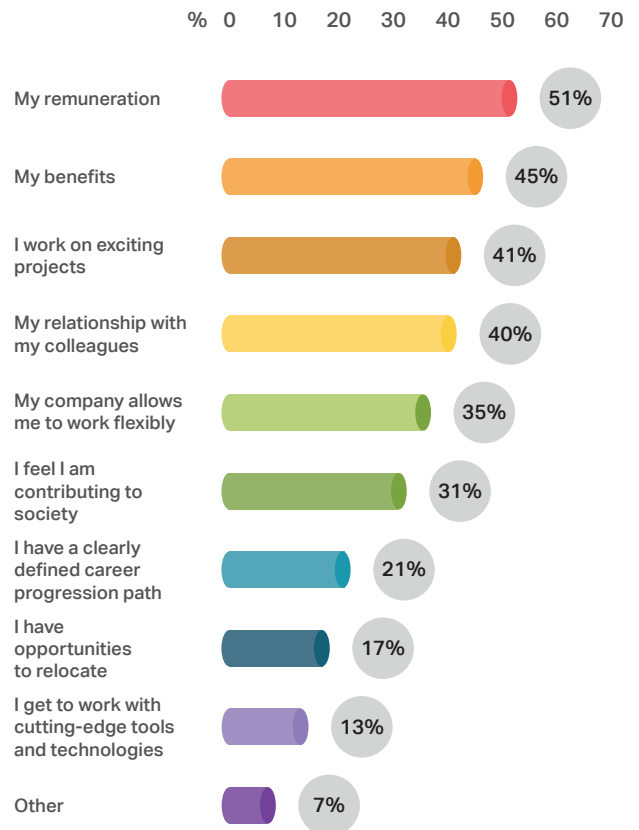


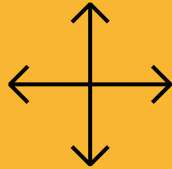
Petrochemicals was the second most popular energy sector with 31 per cent, as it enjoys a similar resurgence due to high energy prices and will play a crucial role in the energy transition with innovations such as green ammonia.

51%

of respondents consider remuneration as having the most positive impact on job satisfaction.

WHICH OF THE FOLLOWING HAS THE MOST POSITIVE IMPACT ON YOUR JOB SATISFACTION?

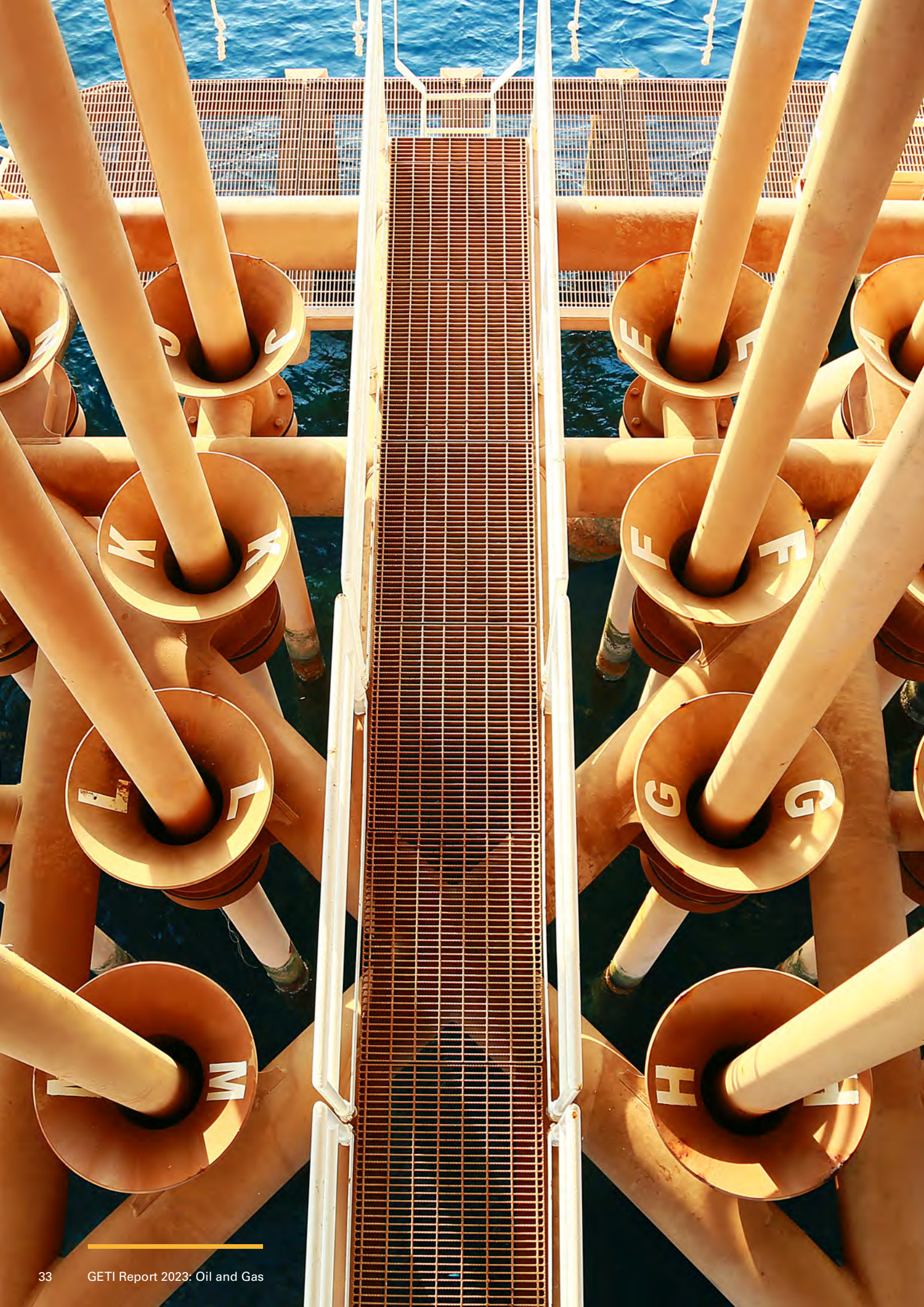




Summary Oil and Gas

Sector-wide salary increases and skills shortages have turned this into an employees' market. Job satisfaction is high but heavily dependent on financial benefits that fluctuate with the price of oil. Faced with rising labour costs, recruiters increasingly need to compete on other differentiators from flexible working to ESG performance. The future war for talent will be fought on wider terrain from decarbonisation to diversity, as the sector must broaden its skills base by appealing to new competitor sectors from renewables to technology.







GETI
Global Energy Talent Index



Petrochemicals

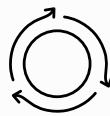


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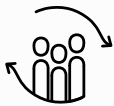
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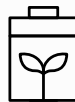
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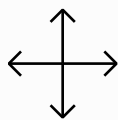
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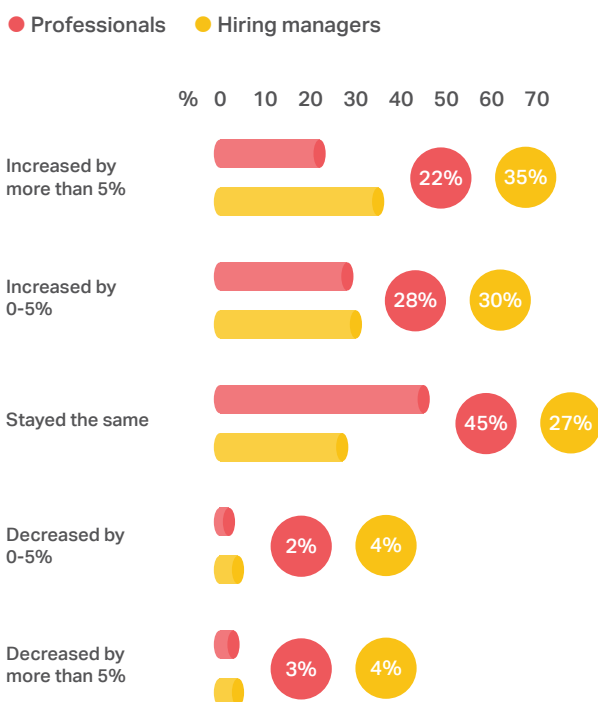
The petrochemicals industry has been more affected than most by rising supply chain prices and energy security challenges. Despite disruption, workers remain positive for pay rises next year; meeting these expectations and managing them, will be important to ensure workers are not lured away by more lucrative offers.

1. SALARIES

Pay prospects look much more positive this year with half of respondents reporting a pay rise – the highest of any sector – and an 11 per cent increase on last year. Over a fifth say pay has risen by more than five per cent.

Hiring managers, who make up 45 per cent of respondents this year, are even more positive than professionals, with two thirds reporting pay rises and a third reporting increases of more than five per cent. Only four per cent of hiring managers say pay has fallen by more than five per cent.

PERCEIVED SALARY CHANGES OVER PAST 12 MONTHS



“Fierce competition from the technology sector, and increasingly diverse roles, have companies offering big bumps in salary.”

– Ujjal Mukherjee

Only four per cent of professionals think pay will decrease next year, while three quarters expect a rise, up from 63 per cent last year. Hiring managers track this sentiment – 71 per cent anticipate pay to rise, and 44 per cent expect pay to rise by more than five per cent.

Ujjal Mukherjee, Chief Technology Officer of Lummus Technology, says: “It’s a surprise to see any respondents reporting pay decreases. Fierce competition from the technology sector, and increasingly diverse roles that combine chemical engineering with artificial intelligence, advanced manufacturing, robotics and consulting have petrochemicals companies offering big bumps in salary to secure and retain talent.”

45%
of professionals reported their pay has stayed the same.

PERMANENT WORKER ANNUAL SALARY, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	65,067	49,956	74,154	74,363	61,655	41,932	58,095	79,837
Administrator	16,292	18,047	26,634	23,310	32,376	19,034	20,043	29,928
Chemical Engineer	82,862	51,792	67,840	79,440	65,756	35,499	60,333	75,726
Chemist	64,396	52,672	69,987	58,200	57,886	37,463	40,293	64,333
Construction Manager	84,505	52,052	96,766	85,440	81,504	52,116	81,854	100,605
Electrical Engineer	68,493	56,345	87,360	68,880	74,244	48,188	66,389	91,981
Environmental Manager	70,000	57,476	82,419	64,680	82,253	40,937	66,081	105,350
Finance Manager	92,458	60,595	82,303	76,440	71,441	50,605	65,629	98,596
Health and Safety Manager	57,334	46,510	64,262	61,320	54,682	34,744	60,696	86,098
HR Manager	52,147	37,536	52,771	64,560	49,060	37,765	60,241	60,165
Lab Manager	35,312	38,000	47,712	54,600	41,896	34,895	38,074	67,286
Maintenance Technician	37,618	43,576	56,708	39,300	41,587	26,436	45,555	49,995
Mechanical Engineer	62,768	52,543	82,880	64,680	69,125	48,339	53,665	81,137
Office Manager	48,133	35,213	42,510	45,600	39,358	34,593	35,878	58,244
Planner/Scheduler	69,153	47,141	83,440	77,760	55,416	35,348	55,939	78,471
Process Engineer	82,862	59,499	111,720	101,040	87,920	54,835	87,845	107,474
Process Operations Production Manager	62,538	51,499	72,761	103,680	56,387	41,844	70,394	86,538
Project Coordinator	80,020	60,893	79,290	104,160	59,286	39,427	51,108	67,725
Purchasing Manager	76,465	63,090	76,190	90,720	70,434	42,146	68,021	85,183
QA/QC Manager	61,723	67,218	86,800	119,280	79,256	70,647	63,869	97,631
Technical Engineer	96,266	47,426	112,718	104,160	63,227	53,777	69,998	104,269

50%

of professionals received a salary increase in the last year.

35%

of hiring managers reported pay rises of more than five per cent.



CONTRACT WORKER DAY RATE, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	640	362	511	585	613	298	412	584
Administrator	169	129	171	200	290	136	120	224
Chemical Engineer	617	370	485	710	773	240	464	600
Chemist	490	376	463	600	586	250	383	450
Construction Manager	1,036	372	691	710	830	380	589	720
Electrical Engineer	788	402	624	620	752	344	474	700
Environmental Manager	950	399	589	620	581	292	422	752
Finance Manager	660	433	588	710	735	361	523	720
Health and Safety Manager	962	332	459	580	637	248	444	640
HR Manager	372	396	363	540	513	270	403	440
Lab Manager	444	271	341	500	452	249	272	520
Maintenance Technician	382	311	375	375	442	189	314	360
Mechanical Engineer	800	375	592	620	691	345	448	600
Office Manager	344	252	304	450	398	247	256	416
Planner/Scheduler	494	337	596	540	612	252	402	560
Process Engineer	670	425	798	810	628	392	627	780
Process Operations Production Manager	1,100	368	520	620	586	299	408	618
Project Coordinator	636	410	504	620	601	282	365	484
Purchasing Manager	546	451	544	540	699	301	439	608
QA/QC Manager	660	491	620	710	883	506	383	760
Technical Engineer	688	339	584	620	571	384	500	720

4%

of professionals think pay will decrease next year.

71%

of hiring managers anticipate pay to rise next year.



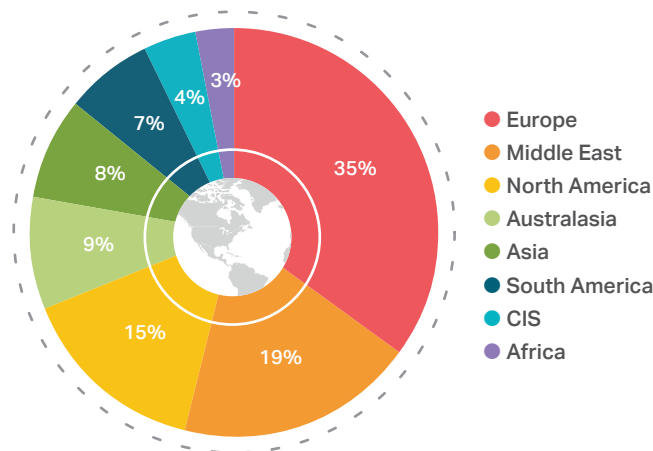
2. GLOBAL MOBILITY

Reflecting a buoyant jobs market, 83 per cent of professionals would consider relocating to another region for work, slightly less than last year (88 per cent).

Janette Marx, CEO of Airswift, comments: “Worker sentiment is trending downward for global relocations due to uncertainty in markets, continuations of COVID-19, and the need to remain close to family. Hiring managers will have a tighter talent pool if candidates are geographically locked into their local area.”

With 57 per cent of employers offering cross-regional job transfers, almost a third (32 per cent) of the current workforce are expats.

WHERE WOULD YOUR PREFERRED LOCATION BE?



An increasingly relaxed culture, coupled with a surge of opportunities, particularly in the United Arab Emirates and Saudi Arabia, sees the Middle East retain its spot in second place as the destination of choice for relocation. Europe remains first while North America takes third.

As a cost-of-living crisis grips most of the world, lifestyle and low cost of living is a top reason to relocate for 10 per cent, while 54 per cent would move for career progression – up from 43 per cent last year. As in other sectors, the major barrier to moving is the need to remain close to family (52 per cent), although 16 per cent of respondents said no relocation opportunities were open to them.

“Worker sentiment is trending downward for global relocations.”

– Janette Marx





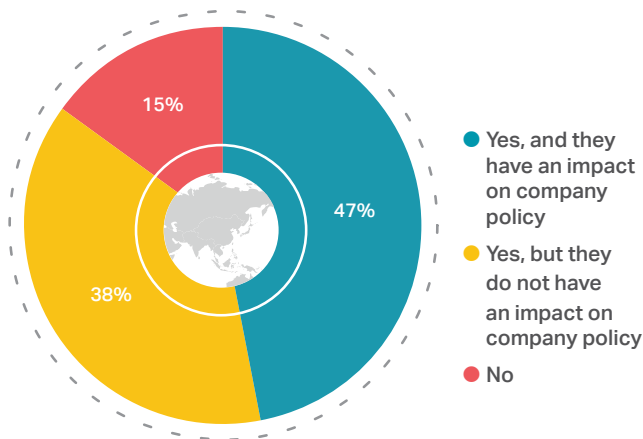
3. ESG

Nearly half (48 per cent) of petrochemicals workers benefit from a health plan. Training and development (43 per cent) and a transport allowance (41 per cent) also feature highly. However, in this year's responses, men were slightly more likely than women to receive bonuses/commission (37 vs 32 per cent), support for professional development (10 vs 5 per cent), and a retirement/pension plan (26 vs 20 per cent).

Marx comments: "As in other sectors, petrochemicals employers have been under increased scrutiny to recruit more women into the sector. However, with more women pursuing engineering degrees or getting their MBAs, there is a massive opportunity for companies to expand creative recruiting and retention efforts to improve gender equity in the industry."

Male petrochemical employees also feel more comfortable than women expressing their values and views at work. Overall, 76 per cent of respondents feel comfortable expressing their views or values at work, but strikingly, 42 per cent of men feel very comfortable, versus just 16 per cent of women.

ARE THE CONCERNS RAISED BY YOURSELF AND YOUR COLLEAGUES LISTENED TO BY LEADERSHIP?



"There is a massive opportunity for companies to expand creative recruiting and retention efforts to improve gender equity in the industry."

– Janette Marx

Similar differences were echoed when respondents were asked whether they feel their views are listened to and have an impact. Forty-eight per cent of women say their values and opinions are heeded but have no impact on company policy, in comparison to just 37 per cent of men.

"Petrochemicals is undergoing a public image change. Innovative projects to decarbonise, electrify, capture and store carbon dioxide and remove sulphur are moving us away from the perception that the industry is choking up the oceans with plastic," says Mukherjee.

76%

of respondents feel comfortable expressing their views or values at work.

Marx adds: "The variety that comes with rotating employees through different projects is a real draw for candidates, but it's equally beneficial for employers. The industry is in urgent need of bright, ambitious engineers who can absorb the skills and knowledge of those due to retire, while receiving mentoring to become future leaders."



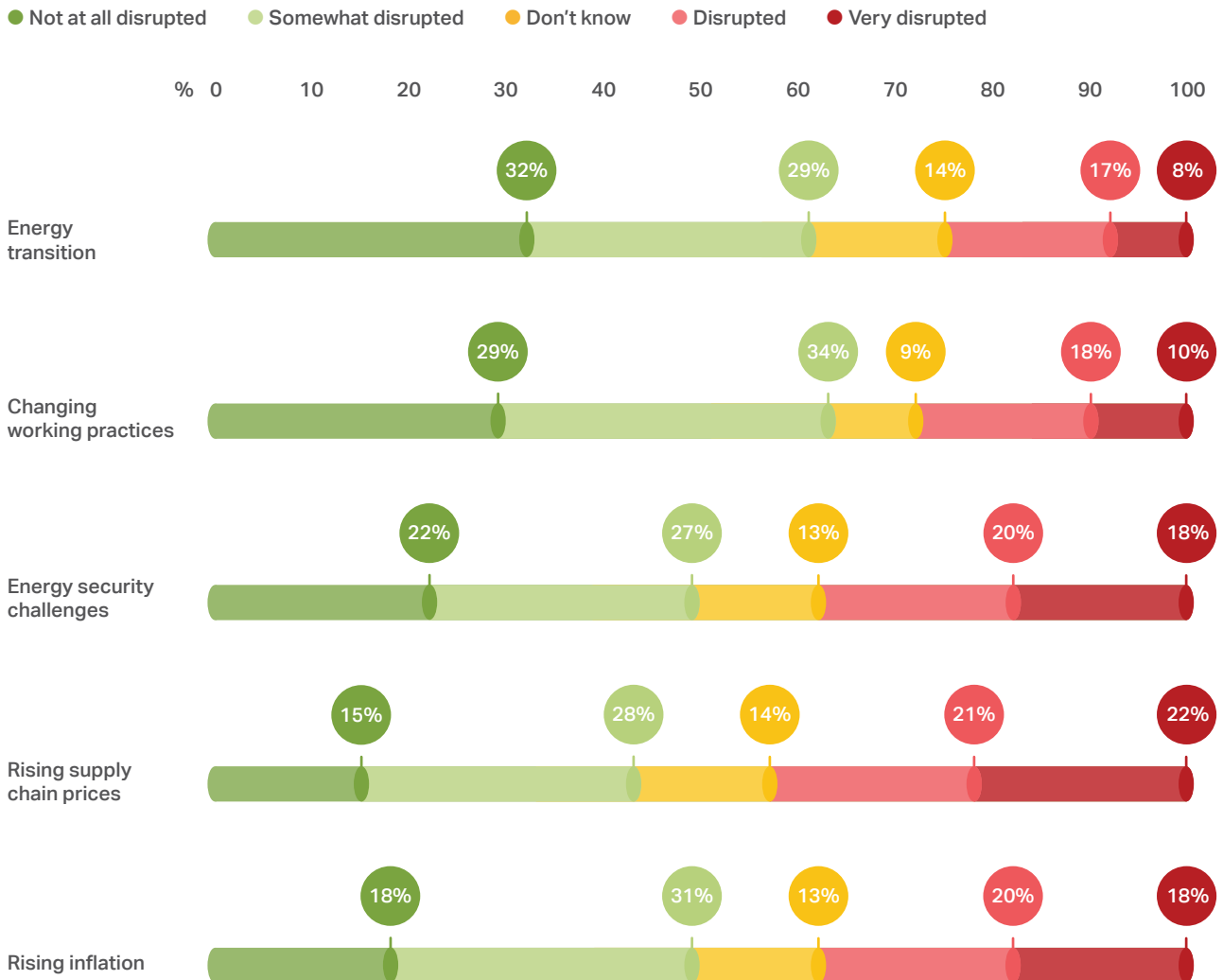
4. SOCIOECONOMIC SHIFTS

Petrochemicals businesses have been more affected than most by rising supply chain prices. Seventy-one per cent of respondents report that it has caused company disruption. Respondents also reported the second highest level of disruption was due to energy security challenges (65 per cent).

As a result, nearly half (44 per cent) of petrochemicals respondents say recruitment and retention have been reduced or delayed and 41 per cent say salary and benefits increases have been delayed – the highest of all sectors. Investments in technology and digitalisation were also more impacted in petrochemicals than elsewhere.

Despite the somewhat bleak response, Mukherjee remains positive about the sector's outlook: "Saudi Arabia, for example, is making several large investments in petrochemicals complexes this year as it seeks to convert 4 million barrels a day of oil equivalent to chemicals by the end of the decade. Increasing demand from Africa, returning demand from China, and the fact that sustainable replacements remain years away, gives the petrochemicals industry resilience."

TO WHAT EXTENT HAVE THE FOLLOWING FACTORS DISRUPTED YOUR COMPANY OVER THE PAST 12 MONTHS?





“Employees that embrace greater project complexity will gain a CV stacked with skills and experience and benefit from having the pick of job opportunities.”

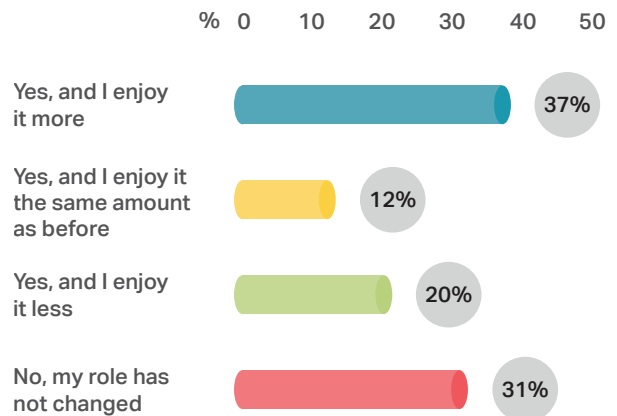
– Janette Marx

5. THE ENERGY TRANSITION

Petrochemicals sit in the middle of the pack when it comes to reducing operational emissions and diversifying their energy portfolios. Fifty-five per cent say their company has made positive steps to progress the energy transition – ahead of oil and gas and nuclear, and on par with power. However, 51 per cent of respondents are unsure (25 per cent) or do not believe that their company is doing enough (26 per cent) to enable the energy transition.

Reflecting a sector in flux, respondents were split on whether the energy transition was having a positive or negative impact on their roles. While over a third (37 per cent) of respondents say that they enjoy their role more, 20 per cent say they enjoy it less – the highest of any sector.

DO YOU PERSONALLY FEEL LIKE YOUR ROLE HAS CHANGED AS A RESULT OF THE ENERGY TRANSITION?



Marx explains: “Engineers working on energy transition projects in the petrochemicals sector are increasingly required to be competent in everything from chemistry and technology to electrical engineering. Employees that embrace greater project complexity will gain a CV stacked with skills and experience and benefit from having the pick of job opportunities.”



6. ATTRACTING AND RETAINING TALENT

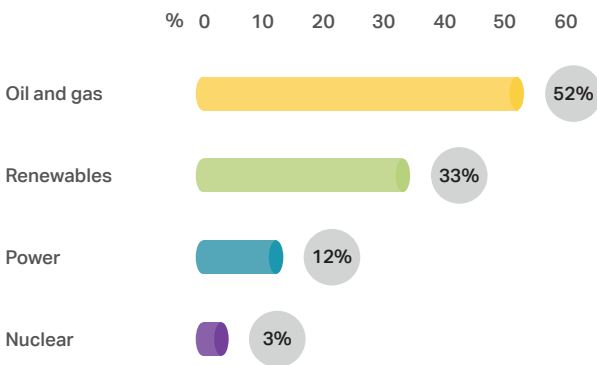
Could petrochemicals respondents be enticed to work elsewhere? Only 14 per cent say they would not consider switching to another role. Although the majority (57 per cent) say they would stay within petrochemicals, 45 per cent would consider moving to another energy sector.

Mukherjee reflects: "The industry is transforming. A younger workforce demands more transparency, sustainability, inclusivity and flexibility. Petrochemicals companies are responsive to this, which in turn makes the industry a 'sexier' place to work."

Only 20 per cent highlighted their interest in a non-energy sector role. Technology (34 per cent) was the most popular non-energy sector to work for, closely followed by manufacturing (23 per cent), and trailed by mining and extraction at 16 per cent.

For those opting to stay within the energy sector, oil and gas (52 per cent) retains its position as the most popular destination for a career move, followed by renewables (33 per cent). Very few respondents show interest in the power or nuclear sectors.

WHICH ENERGY SECTOR ARE YOU MOST CONSIDERING MOVING TO?

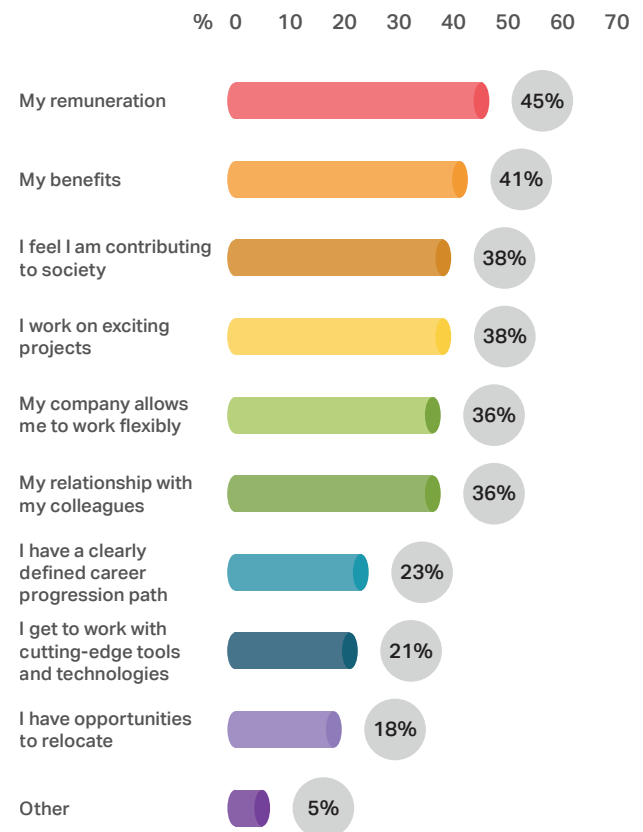


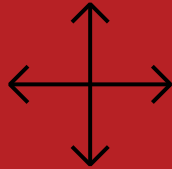
As in previous years, opportunities for career progression remain the primary motivator for those considering a switch (43 per cent). ESG also retains its position as the second biggest driver (13 per cent) of career changes, followed by interest in the wider industry (12 per cent).

When asked whether they had been approached about an alternative role, 79 per cent say that they had, and a third (32 per cent) say they'd been approached six or more times in the past year. A high percentage of job offers are coming from outside of petrochemicals. Indeed, 48 per cent of respondents say at least a quarter of all job offers came from another industry.

While job satisfaction is high (67 per cent), respondents say remuneration and benefits are key drivers of whether they are satisfied or dissatisfied with their current role. However, over a third (38 per cent) also identify the need to contribute to society as a key source of fulfilment. Meanwhile, a lack of a clearly defined career path is a source of discontent for 47 per cent.

WHICH OF THE FOLLOWING HAS THE MOST POSITIVE IMPACT ON YOUR JOB SATISFACTION?





Summary Petrochemicals

Many petrochemicals workers are being placed on accelerated career paths to help fill the retirement vacuum. As such, pay increases and generous benefits packages are expected and necessary to retain high-potential employees.

That said, a large portion of petrochemicals workers also need their work to have meaning to feel truly satisfied. Thankfully, the sector is awash with exciting projects that will not only facilitate the energy transition, but also bring about a new age of petrochemicals.







GETI
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Power

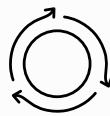


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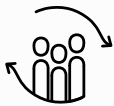
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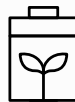
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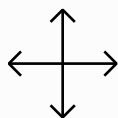
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Power

Salaries are surging on a wave of new projects, and this is producing a satisfied and settled workforce. Employees are increasingly in demand and the decarbonisation and digitalisation of grids is creating more transferability between power, renewables, and technology. With economic disruption affecting pay and benefits and employees, this is also an opportunity to bring in outside talent.

1. SALARIES

Across the US and Europe, power grids benefited from massive investment in modernisation after the pandemic. As a result, sector-wide salaries rebounded back above pre-pandemic levels. Fifty per cent report a pay increase, up from 42 per cent last year and above even pre-pandemic levels of 48 per cent. Additionally, 21 per cent have seen compensation grow by over five per cent. Only six per cent say pay has fallen, down from 12 per cent last year and 16 per cent the preceding year as long-term infrastructure investment creates greater salary stability.

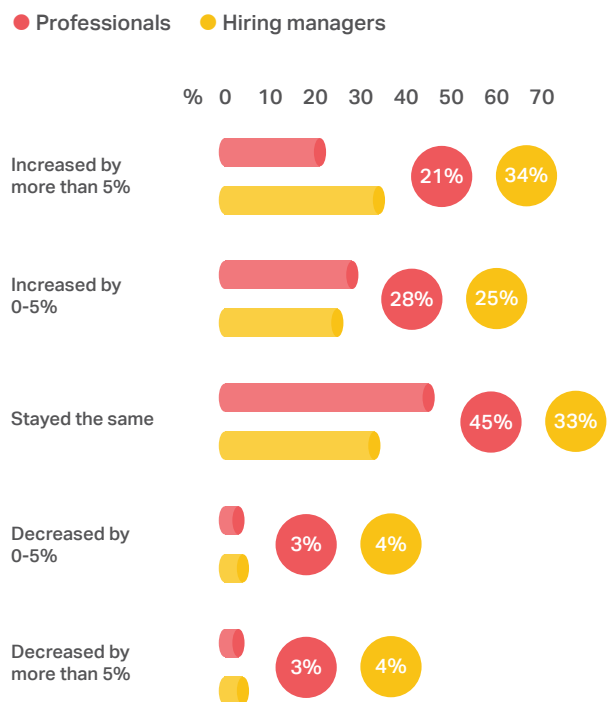
John L. France, CEO & Managing Partner at Bear Peak Power, says: “With \$14 trillion of new grid infrastructure needed by 2050, infrastructure investment is booming, and this is driving huge demand for skills and rising salaries. Long-term infrastructure investment will also provide more job security and stability for workers.”

Hiring managers paint an even more positive picture than professionals with 59 per cent reporting pay is up across their sector. Thirty-four per cent have reported rises of over five per cent, compared with 30 per cent last year.

“Infrastructure investment is booming, and this is driving huge demand for skills and rising salaries.”

– John L. France

PERCEIVED SALARY CHANGES OVER PAST 12 MONTHS



Professionals are similarly optimistic about future pay prospects. Seventy-two per cent expect a rise in 2023, up from 62 per cent last year, and 43 per cent expect an increase of over five per cent. Only three per cent expect a reduction. This positive outlook is reflected among hiring managers with 71 per cent anticipating sector-wide pay rises, up from 62 per cent last year. Forty-six per cent are expecting salaries to rise above five per cent and only five per cent expect pay cuts.

PERMANENT WORKER ANNUAL SALARY, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	58,022	57,668	102,554	78,855	65,360	42,407	58,771	84,422
Business Development Manager	60,623	64,236	90,174	119,280	67,284	37,724	65,186	77,357
CAD Technician/Operator	29,093	32,865	40,108	100,800	51,776	24,472	27,224	47,408
Chemical Engineer	56,478	59,238	62,622	79,440	64,260	33,384	43,021	67,725
Civil Engineer	47,260	46,933	97,971	65,280	58,747	33,988	47,247	72,800
Commercial Manager	81,796	64,997	150,346	104,160	82,253	80,062	90,500	102,039
Commissioning Engineer	59,987	70,035	96,766	73,440	73,483	41,542	60,784	97,790
Construction Manager	69,306	76,458	150,724	71,160	79,884	47,131	75,390	91,504
Control Room Operator	41,446	36,680	67,612	97,440	49,896	31,723	45,250	63,511
Design Engineer	53,769	47,145	90,224	84,000	63,539	50,907	58,224	75,250
Electrical Engineer	64,443	50,342	101,559	48,300	80,150	35,475	51,125	90,300
HSE Manager	62,734	61,116	135,853	77,880	77,071	39,880	61,176	101,675
Inspection Engineer	60,014	56,781	90,241	75,600	56,398	43,052	52,865	80,216
Instrumentation Engineer	63,517	49,004	101,909	60,960	77,434	43,807	60,609	97,825
Maintenance Engineer	64,942	63,293	90,376	80,640	59,724	42,901	63,171	82,775
Mechanical Engineer	55,292	63,000	90,376	64,680	63,050	43,052	50,802	90,300
Plant Manager	58,796	72,354	97,816	104,160	55,972	39,729	57,517	80,216
Project Engineer	62,756	56,377	120,254	62,160	69,072	42,750	75,417	90,300
Project Manager	68,967	69,835	165,334	72,240	71,978	49,548	82,624	91,315
QA/QC Inspector	52,306	60,008	90,502	59,880	54,281	53,777	54,432	97,825
Quantity Surveyor	46,915	52,672	120,310	75,600	50,954	33,233	52,865	90,300

49%

of professionals reported a pay increase in the last 12 months.

34%

of hiring managers reported pay rises in the sector of over five per cent.



CONTRACT WORKER DAY RATE, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Africa	Asia	Australasia	CIS	Europe	Latin America	Middle East	North America
Averages	410	428	508	597	473	303	500	603
Business Development Manager	433	449	569	710	485	270	431	553
CAD Technician/ Operator	208	235	286	600	361	175	270	339
Chemical Engineer	396	422	447	710	453	238	465	484
Civil Engineer	345	343	442	620	423	243	539	520
Commercial Manager	584	464	585	620	584	572	646	729
Commissioning Engineer	428	497	691	710	526	297	515	698
Construction Manager	495	546	605	540	571	337	618	654
Control Room Operator	285	262	386	580	353	227	323	454
Design Engineer	384	345	486	500	430	364	450	538
Electrical Engineer	440	360	537	375	572	253	539	645
HSE Manager	432	437	581	620	546	285	539	726
Inspection Engineer	429	406	520	450	404	308	378	573
Instrumentation Engineer	454	350	554	540	553	313	530	699
Maintenance Engineer	432	443	490	810	420	306	542	591
Mechanical Engineer	395	450	493	620	442	308	539	645
Plant Manager	420	650	506	620	544	284	646	573
Project Engineer	448	403	522	540	499	305	539	645
Project Manager	480	700	593	710	540	354	721	652
QA/QC Inspector	380	429	489	620	389	384	389	699
Quantity Surveyor	335	376	381	450	358	237	378	645

72%

of professionals expect a pay rise in 2023.

3%

of professionals expect a reduction in salaries next year.

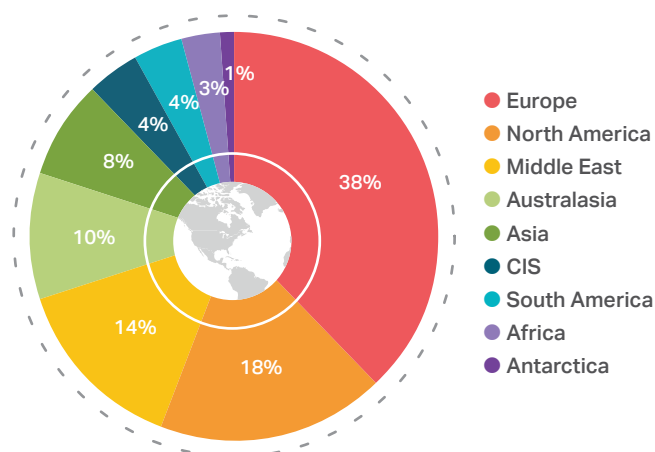


2. GLOBAL MOBILITY

There has been a consecutive year-on-year fall in the proportion of people wanting to move overseas. It could be that improving salaries and sunnier prospects remove some of the incentives for relocation. Eighty-one per cent want to relocate this year, down from 86 per cent last year and 88 per cent the year before. Proximity to family is the prime reason for reluctance to move (43 per cent) and 13 per cent also cite children’s education, reflecting an increased post-pandemic focus on work/life balance. Forty-four per cent report they are not offered cross-regional job transfers.

Europe is the top choice for relocation for 38 per cent of respondents. This is attributed to the region’s world-leading push for decarbonisation of power and the electrification of industries from transport to manufacturing. However, recent US government investment in grid modernisation sees North America rise to second, on 18 per cent, with the Middle East third on 14 per cent. Career progression is cited by 58 per cent of respondents as the prime driver for relocation, an increase on 49 percent last year, while lifestyle and low cost of living is second as inflation continues to increase.

WHERE WOULD YOUR PREFERRED LOCATION BE?



“Fast-track promotions and living cost assistance will be key to keeping vital skills in the country.”

– John L. France

France notes: “Europe is appealing because clean power is at the centrepiece of its world-leading renewable energy drive, while the US has now pledged \$13 billion for new and upgraded transmission networks. The rise of global interconnectors for cross-border power trading will also create more relocation opportunities. And amidst a cost-of-living crisis, lower costs of living and career progression opportunities create powerful ‘pull factors’ for workers. This means fast-track promotions and living cost assistance will be key to keeping vital skills in the country.”

38%

of respondents selected Europe as their preferred destination for relocation.



“The key is to broaden the recruitment offering beyond salaries and focus on wider differentiators such as sustainability.”

– Janette Marx

3. ESG

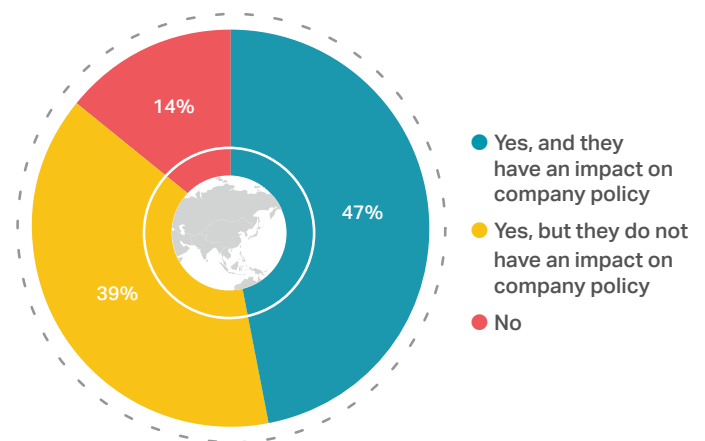
Power is a heavily regulated component of national infrastructure, thus must be heedful of employee feedback. Seventy-three per cent of employees are comfortable expressing their opinions and values at work. Yet these concerns are often not reflected in policy changes. Thirty-nine per cent of employees say their views have no impact on company policy while 47 per cent say they do.

73%

of respondents are comfortable expressing their opinions and values at work.

Male employees are more likely than women to feel comfortable expressing their views at work (74 vs 61 per cent) and more likely to receive bonuses or commission (37 vs 28 per cent). With women forming just 11 per cent of the power workforce in our survey, the findings suggest that opening more channels for engagement with female employees and ensuring a more equal distribution of bonuses could improve the social performance of companies.

ARE THE CONCERNS RAISED BY YOURSELF AND YOUR COLLEAGUES LISTENED TO BY LEADERSHIP?



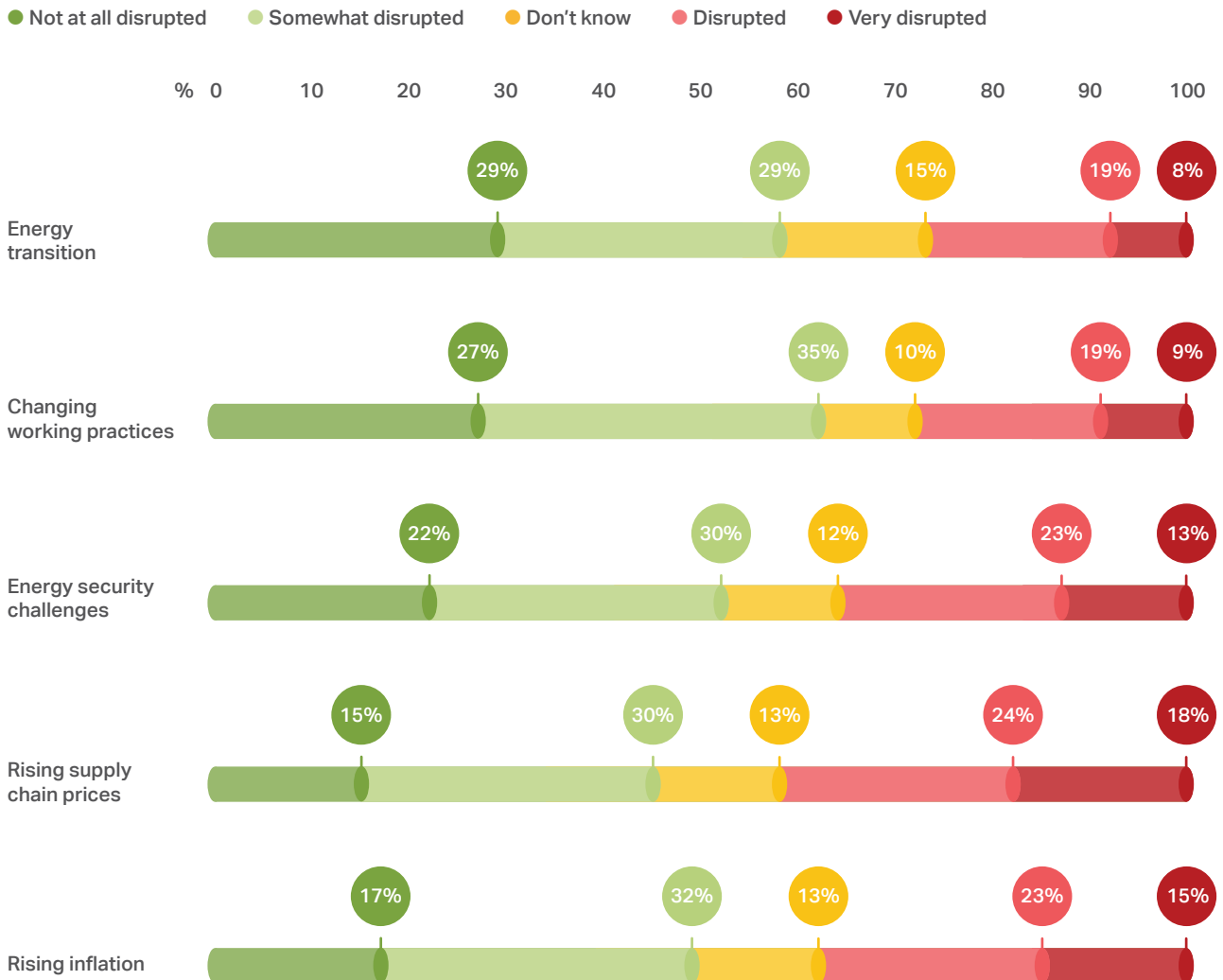


4. SOCIOECONOMIC SHIFTS

Inflation and post-pandemic supply chain shortages have led to increasing costs. Seventy-two per cent say that rising supply chain prices have caused the most disruption over the past year, whilst rising inflation is second at 69 per cent. The biggest impact has been felt in reduced or delayed salary and benefit increases which could impact on recruitment and retention efforts. Pay and benefits have also been cited as the biggest factors in job satisfaction.

Janette Marx, CEO at Airswift, says: “The price of steel has increased the costs of interconnections to the grid and other infrastructure development. Higher prices will ultimately divert resources from salaries and bonuses. The key is to broaden the recruitment offering beyond salaries and focus on wider differentiators such as sustainability. We have seen talented applicants attracted by the mission of helping fight climate change.”

TO WHAT EXTENT HAVE THE FOLLOWING FACTORS DISRUPTED YOUR COMPANY OVER THE PAST 12 MONTHS?





“Hiring managers could boost talent retention by doing more to promote the sector’s world-leading role in decarbonisation.”

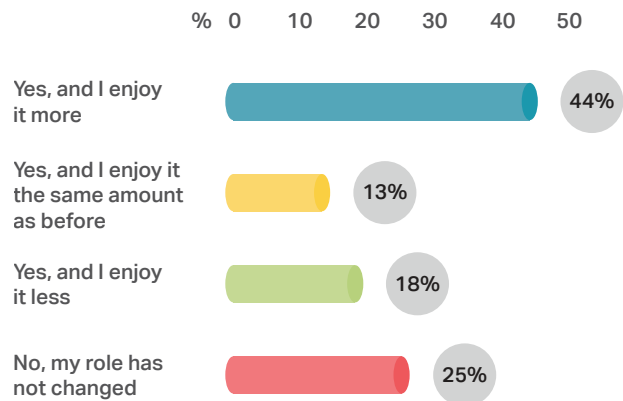
– Janette Marx

5. THE ENERGY TRANSITION

Reflecting the accelerating switch to clean electricity and the sector’s pivotal role in decarbonising wider society through electrification of industry, 54 per cent say their company is doing enough to enable the energy transition. Fifty-six per cent also say their company has reduced operational emissions or fossil fuel investments, and 33 per cent have significantly reduced them.

This has been warmly received by employees with 44 per cent saying the energy transition has changed their role and they enjoy it more as a result, with only 18 per cent enjoying it less.

DO YOU PERSONALLY FEEL LIKE YOUR ROLE HAS CHANGED AS A RESULT OF THE ENERGY TRANSITION?



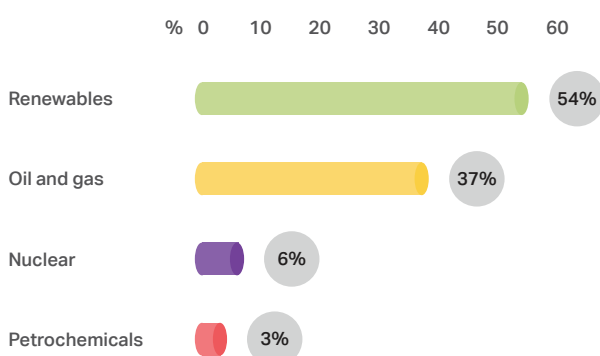
Marx notes: “The world’s biggest machine will increasingly become the engine of global decarbonisation, helping appeal to an eco-conscious generation who want to make a difference at work. Hiring managers could boost talent retention by doing more to promote the sector’s world-leading role in decarbonisation from sustaining electric cars and factory equipment to bringing solar and wind power to more people.”

6. ATTRACTING AND RETAINING TALENT

Burgeoning salaries amidst unprecedented demand for new electric grid infrastructure means the sector is increasingly retaining its skills base. Ninety per cent of power professionals would leave their current role but only 48 per cent would move to another energy sector. Renewables remain the top choice for 54 per cent of potential career-changers as the increasing interconnection of power grids with green energy creates a parallel intersection of skillsets. The resurgence of oil and gas amidst record energy prices means this sector is now second choice for 37 per cent compared with 34 per cent the previous year.

The rise of smart grids is also accelerating talent transfer between power and technology. The technology industry is the top choice for 37 per cent of the 24 per cent of respondents considering leaving the energy industry. The power workforce is also in demand from outside industries. Eighty-one per cent of power employees have been approached for another role in the past year and 50 per cent say over a quarter of approaches came from an outside industry or expertise. Among motives for leaving, the majority (38 per cent) cite opportunities for career progression while ESG considerations have fallen from second to third on 11 per cent.

WHICH ENERGY SECTOR ARE YOU MOST CONSIDERING MOVING TO?



“The rise of innovations means many power workers now have the skills to work in industries as diverse as data analytics and finance.”

– John L. France

France says: “The rise of innovations from Internet of Things grid monitoring systems to electricity trading systems means many power workers now have the skills to work in industries as diverse as data analytics and finance. This opens a new front in the war for talent but also means employers can tap into new talent streams from outside industries.”

54%
of respondents chose renewables as their preferred energy sector to move to.

Job satisfaction is relatively high with 64 per cent satisfied and 25 per cent very satisfied, yet 36 per cent are either neutral or dissatisfied. Unsurprisingly, benefits and financial remuneration have the most positive impact on job satisfaction (47 per cent and 45 per cent respectively) but ‘I feel I am contributing to society’ is a close third on 44 per cent. This reflects the rise of a more socially conscious, mission-oriented workforce. This pattern repeats across other sectors such as renewables where the belief that employees can make a difference is now the biggest driver of job satisfaction and the third biggest driver in petrochemicals.



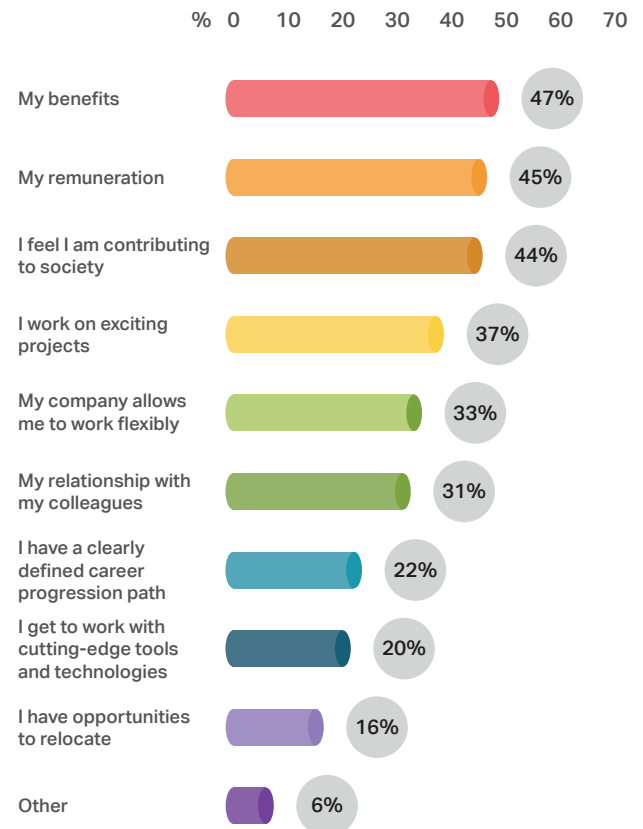
“The role of power in integrating renewable energy and bringing clean energy to the masses means that the sector is perfectly poised to attract an idealistic generation moved by the desire to drive change.”

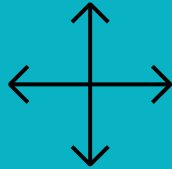
– Janette Marx

Female workers are more likely to say that the belief they are not contributing to society has the most negative impact on their job satisfaction (36 per cent of women vs 19 per cent of men). Women were also more likely than their male colleagues to say that flexible working boosts their job satisfaction (43 vs 32 per cent) and less likely to be motivated by financial remuneration (38 vs 46 per cent). Indicating that offering more flexible and meaningful work holds the key to workforce diversification.

Marx notes: “We are seeing a younger generation of workers with a very strong ‘why’ in terms of their choice of career and they measure success in the ability to make meaningful change. The role of power in integrating renewable energy and bringing clean energy to the masses means that the sector is perfectly poised to attract an idealistic generation moved by the desire to drive change.”

WHICH OF THE FOLLOWING HAS THE MOST POSITIVE IMPACT ON YOUR JOB SATISFACTION?





Summary Power

Amidst major grid modernisations, salary optimism and job satisfaction are surging and the workforce is increasingly staying. Separate sectors from software and solar are converging around smart green grids, creating new talent sources and wider competition for skills. Addressing gender imbalances in employee engagement and benefits could diversify and expand the skills base. The winners in the talent race will be those that can appeal to a more eco-conscious, value-driven generation.







GETI
Global Energy Talent Index



Nuclear

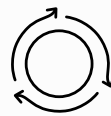


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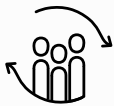
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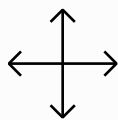
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Nuclear

Tough socioeconomic conditions have seen nuclear projects put on hold and kept pay increases from rebounding to pre-pandemic levels. With highly transferable skills and laser focus on safety, nuclear candidates are in demand. The industry may need to double down on remuneration and benefits to retain workers in lieu of the career progression usually afforded by an abundant project pipeline.

1. SALARIES

The percentage of professionals receiving pay increases has risen significantly, from 36 per cent in 2021 to 47 per cent this year. Over a fifth (22 per cent) say pay has increased by more than five per cent.

Hiring managers, who make up 41 per cent of respondents this year, are broadly more positive than professionals, with 66 per cent reporting pay increases, and only five per cent saying pay has fallen by more than five per cent.

“Demand for candidates with a nuclear background is greater than ever before. This should be reflected in the salaries and benefits packages on offer.”

– Janette Marx

47%

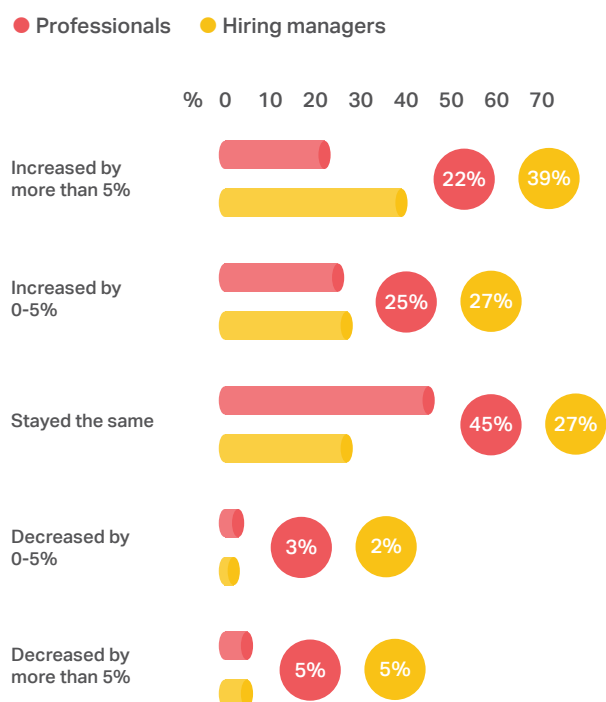
of professionals reported a pay increase in the last 12 months.

Professionals are optimistic about future pay rises, with nearly three quarters (73 per cent) expecting a pay rise next year, up from 55 per cent in 2021. Only two per cent expect to see a reduction in pay.

Janette Marx, CEO of Airswift, says: “Demand for candidates with a nuclear background is greater than ever before. This should be reflected in the salaries and benefits packages on offer to keep workers from being tempted away.”

However, not all hiring managers share this optimism. Only 59 per cent anticipate pay to rise in the coming year, and nine per cent expect pay to fall.

PERCEIVED SALARY CHANGES OVER PAST 12 MONTHS



PERMANENT WORKER ANNUAL SALARY, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Asia	CIS	Europe	Middle East	North America
Averages	53,518	67,320	67,419	63,646	97,520
Business Development Manager	55,167	67,200	65,923	68,837	85,936
Chemical Engineer	49,298	61,800	60,631	42,247	72,992
Commercial Manager	66,317	84,000	81,346	96,966	100,684
Commissioning Manager	70,866	92,400	90,871	90,500	120,400
Construction Manager	64,263	67,800	74,390	76,706	105,350
Electrical Engineer	53,700	50,400	72,856	60,756	102,340
Environmental Engineer	50,178	67,200	57,758	60,333	105,350
Facilities Manager	49,298	67,200	61,538	60,333	115,885
HSE Manager	53,553	59,400	74,542	62,104	127,925
Maintenance Engineer	50,472	46,200	62,597	64,869	105,350
Mechanical Engineer	45,336	46,200	63,806	57,058	72,800
Nuclear Engineer	60,449	67,200	70,157	75,417	116,200
Planner/Scheduler	45,630	70,200	50,501	46,133	91,000
Process Engineer	56,047	75,000	71,820	75,417	112,875
Project Manager	57,954	58,800	78,775	74,386	92,400
Purchasing Manager/ Buyer	42,989	75,600	58,817	45,267	82,775
QA/QC Manager	59,568	67,200	70,913	66,661	97,825
R&D Scientist	46,841	75,600	66,830	52,865	91,805
Supply Chain Manager	52,966	79,800	67,133	63,759	90,300
Training Coordinator	39,468	67,200	47,174	32,312	60,200

66%

of hiring managers reported a pay rise in the last 12 months.

73%

of professionals expect a pay rise next year.



CONTRACT WORKER DAY RATE, USD (GLOBAL AVERAGE BASED ON SIX YEARS' EXPERIENCE)

	Asia	CIS	Europe	Middle East	North America
Averages	382	446	480	521	697
Business Development Manager	394	400	464	431	614
Chemical Engineer	352	500	434	431	521
Commercial Manager	474	500	579	646	719
Commissioning Manager	506	550	641	646	860
Construction Manager	459	500	534	646	752
Electrical Engineer	384	400	520	539	731
Environmental Engineer	358	400	408	431	752
Facilities Manager	352	400	442	431	828
HSE Manager	383	400	531	539	914
Maintenance Engineer	361	400	442	539	752
Mechanical Engineer	324	400	460	539	520
Nuclear Engineer	432	400	498	539	830
Planner/Scheduler	326	450	361	485	650
Process Engineer	400	500	511	539	806
Project Manager	414	550	559	754	660
Purchasing Manager/ Buyer	307	450	424	567	591
QA/QC Manager	425	400	502	539	699
R&D Scientist	335	450	478	378	656
Supply Chain Manager	378	475	484	474	645
Training Coordinator	282	400	332	323	430

9%

of hiring managers expect pay to fall next year.

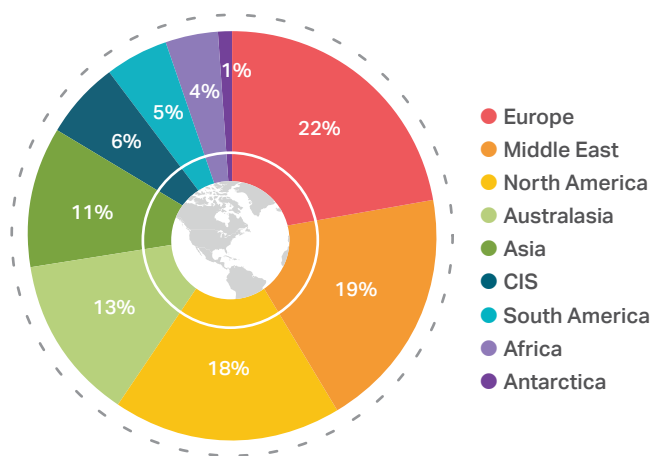
22%

of professionals say pay has increased by more than five per cent this year.

2. GLOBAL MOBILITY

In response to growing momentum behind new nuclear, particularly in Asia, 69 per cent of employers promote cross-regional job transfers – the highest of any sector. However, only 77 per cent of professionals would consider relocating to another region.

WHERE WOULD YOUR PREFERRED LOCATION BE?



When it comes to where respondents would most like to relocate to, Europe and the Middle East top the leader board, while North America has slipped from first to third choice since last year.

Christopher Sweet, Senior Project Manager, Energy Northwest, says: “The US hasn’t built any large reactors for some time and has a long memory when it comes to failed builds. On the other hand, small modular reactors can be scaled and constructed in a more realistic manner with shorter schedules and fewer cost overruns. This renewed optimism has workers excited about new projects and fresh career prospects, especially in Europe and the Middle East.”

44%

of respondents indicated career progression as the reason they would consider relocating.

“Small modular reactors can be scaled and constructed in a realistic manner. This renewed optimism has workers excited about new projects and fresh career projects.”

– Christopher Sweet

Indeed, career progression is the overwhelming reason people would relocate (44 per cent) followed by opportunities for an improved lifestyle and lower cost of living (15 per cent).

Sweet adds: “Nobody wants to take a call from the office instead of riding Space Mountain at Disney World with their kids. And while nuclear is slowly revising its ‘on-call’ culture, the onerous nature of the industry’s emergency response and ‘fit for duty’ protocols means that many workers could be tempted to sacrifice pay for a better work/life balance.”

Reflecting a slower rebound post-COVID, remuneration has overtaken culture as the third biggest driver of relocation, doubling from seven per cent last year to 14 per cent in 2022. With 62 per cent of respondents under the age of 45, family issues continue to be cited as the reason many don’t wish to move (63 per cent).

“The onerous nature of the industry means that many workers could be tempted to sacrifice pay for a better work/life balance.”

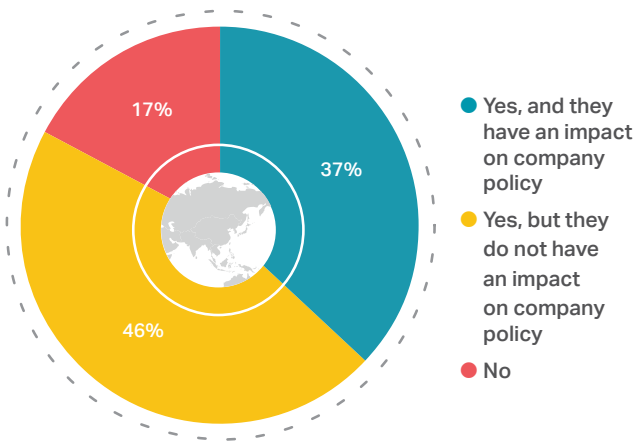
– Christopher Sweet



3. ESG

Reflective of a safety-conscious and regulatory driven work environment, 76 per cent of respondents feel comfortable expressing their values or opinions as an individual at work, the joint highest of any sector. Potentially for the same reason however, only 37 per cent feel their opinions and beliefs are heard and have an impact on company policy.

ARE THE CONCERNS RAISED BY YOURSELF AND YOUR COLLEAGUES LISTENED TO BY LEADERSHIP?



Sweet explains: “Employees are obliged to bring up safety concerns, no matter how small. Yet while innovation and diversity of opinion is actively encouraged, the need to be safety conscious and risk-averse is also why many colleagues feel they have little impact on company policy, because so much is driven by regulation.”

Marx adds: “Employees feel disenfranchised when they do not feel heard. The nuclear industry has an opportunity to open doors for their employees to be heard and apply their suggestions to drive improvements and engagement.”

“The nuclear industry has an opportunity to open doors for their employees to be heard and apply their suggestions.”

– Janette Marx

Access to training and development and a health plan are the most common benefits received. Both are afforded to nearly half (49 per cent) of respondents, followed by remote and flexible working arrangements (48 per cent), and a transport allowance (47 per cent). Few report receiving paternity pay (15 per cent) and even fewer (10 per cent) report receiving enhanced maternity leave of 16 weeks or more.

49%

of respondents receive access to training and development and a health plan.

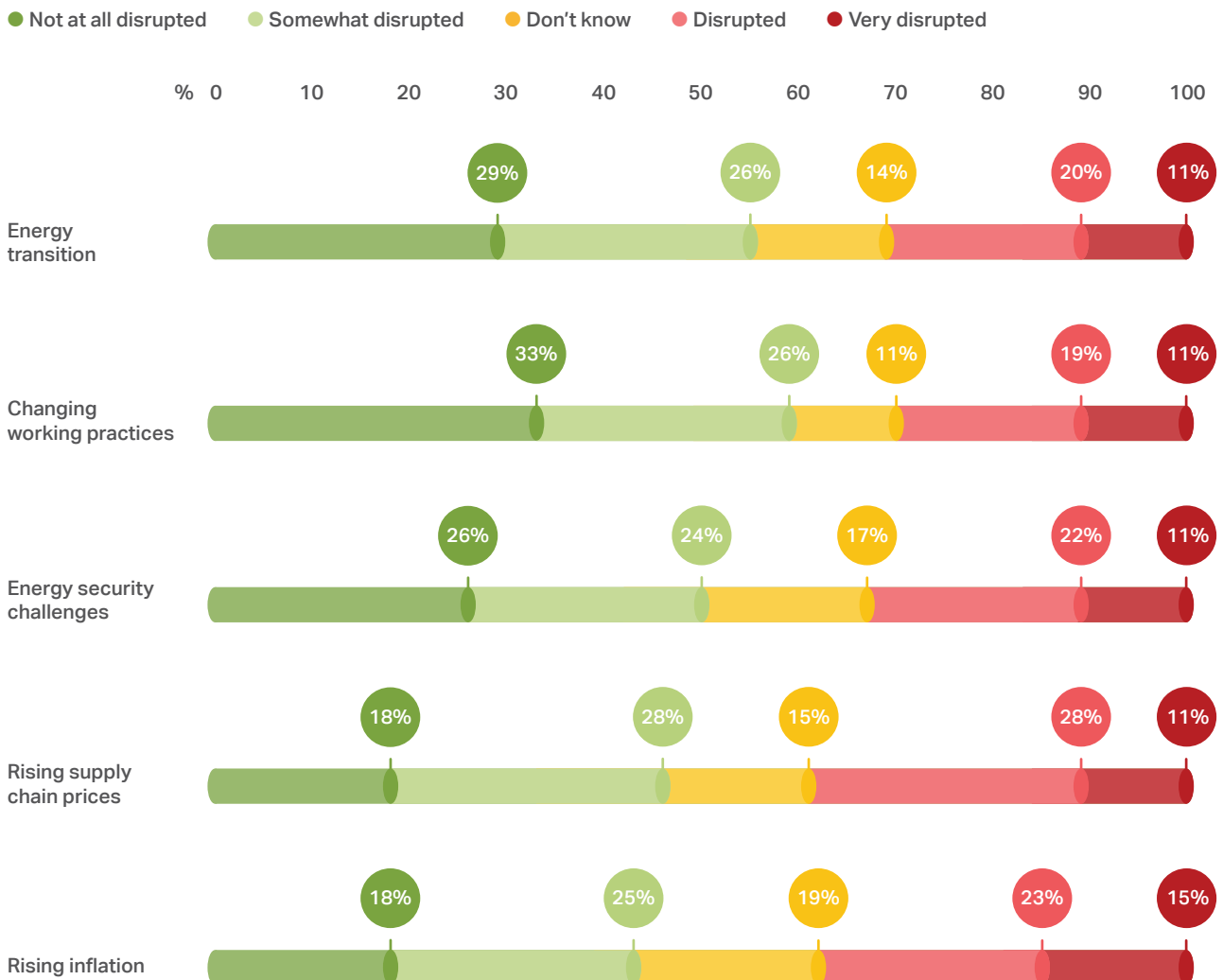
4. SOCIOECONOMIC SHIFTS

As in other sectors, nuclear respondents report feeling the impact of rising supply chain prices (66 per cent) and inflation (62 per cent), and 56 per cent say energy security challenges has also caused disruption.

Overall, nuclear appears to have been slightly less disrupted by the year's socioeconomic conditions, albeit the percentage of respondents reporting reduced profits and revenues was joint highest (36 per cent). Meanwhile, 35 per cent of respondents say new infrastructure construction has been reduced or delayed as a result of socioeconomic disruption.

Sweet comments: "With set protocols to adhere to, the industry will continue to recruit regardless of economic conditions to protect operations from disruption. Instead, what is having a major impact on nuclear is the rise of subsidised wind and solar, which is displacing nuclear as the preferred low-cost option and reducing new build programmes as a result."

TO WHAT EXTENT HAVE THE FOLLOWING FACTORS DISRUPTED YOUR COMPANY OVER THE PAST 12 MONTHS?





“To make our mark on the energy transition, we are tackling some highly technical challenges such as constructing new plants with low carbon steel and concrete.”

– Christopher Sweet

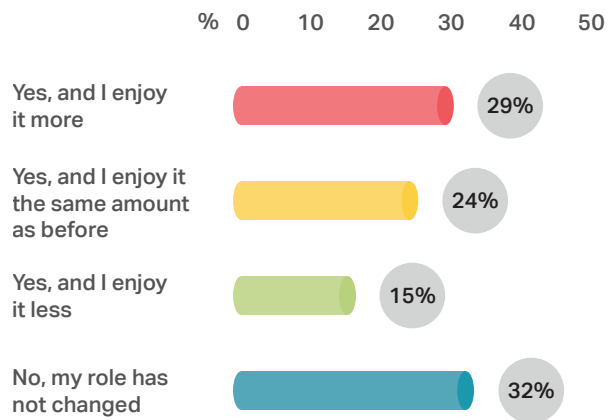


5. THE ENERGY TRANSITION

Is the nuclear industry being left behind by the energy transition? Only 47 per cent of respondents say their company has reduced operational emissions or fossil fuel investments – the lowest of any sector. Similarly, only half (51 per cent) of respondents say their company is doing enough to enable the energy transition.

Sweet remarks: “We must remember that nuclear has already picked the biggest low-hanging fruit – it will always be carbon-free. Instead, to make our mark on the energy transition, we are tackling some highly technical challenges such as constructing new plants with low carbon steel and concrete or reducing the carbon intensity of mining uranium.”

DO YOU PERSONALLY FEEL LIKE YOUR ROLE HAS CHANGED AS A RESULT OF THE ENERGY TRANSITION?



Reflecting similar experiences to respondents in oil and gas and petrochemicals, 32 per cent of respondents say their role hasn’t changed as a result of the energy transition, while 29 per cent say it has changed and they enjoy it more.

6. ATTRACTING AND RETAINING TALENT

Nuclear candidates are the most highly sought-after candidate of any sector when it comes to approaches from recruiters.

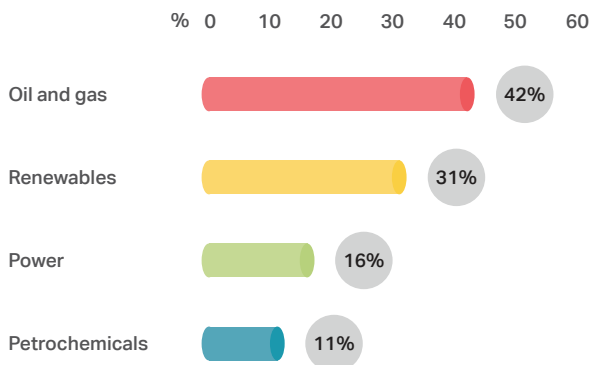
Nineteen per cent of respondents report having been approached 11 or more times with offers from other companies – the highest of any sector. Further, nuclear respondents were also twice as likely than peers in oil and gas and petrochemicals to report receiving job offers from outside of the industry, with 39 per cent reporting that 51 per cent or more of job offers received were for positions outside of nuclear.

19%

of respondents have been approached 11 or more times with offers from other companies.

Marx comments: “Nuclear workers have a vast array of transferable skills – everything from hazardous materials to obsolete engineering – making them highly sought after. Similarly, their experience working to rigorous process and safety requirements translates well into other industries with similar needs.”

WHICH ENERGY SECTOR ARE YOU MOST CONSIDERING MOVING TO?



“Nuclear workers have a vast array of transferable skills - everything from hazardous materials to obsolete engineering - making them highly sought after.”

– Janette Marx

When asked if they might consider moving, 52 per cent say they would move to another energy sector, while 23 per cent expressed interest in a role in an outside industry. Interestingly, oil and gas has become the energy sector of choice this year (42 per cent), while only 16 per cent would consider a role in power, down from 34 per cent last year.

Twenty-six per cent of respondents say they would be interested in working in technology. For 19 per cent of respondents, transport, logistics, infrastructure and manufacturing are of equal interest. Opportunities for progression (40 per cent) remains the primary motivator for those considering a switch, trailed by interest in the wider industry and remuneration and benefits at 13 per cent each.

Forty-nine per cent of nuclear respondents identify benefits as having the biggest impact on their job satisfaction, closely followed by remuneration on 46 per cent.

52%

of respondents said they would move to another energy sector.



“Career progression is a major reason for all candidates to move, but nuclear candidates are more in demand than any other sector, putting the industry at risk of high attrition.”

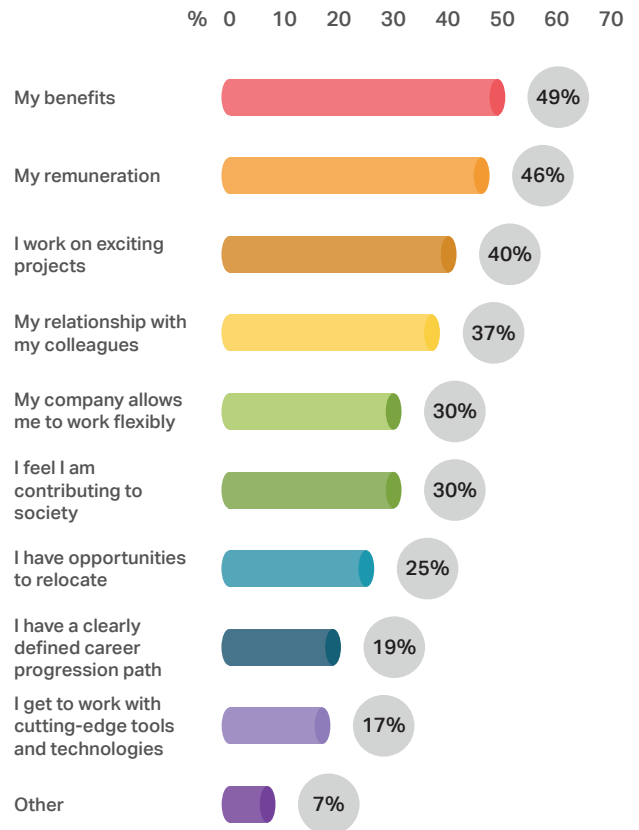
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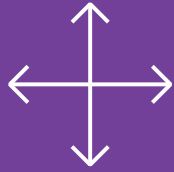


Conversely, 63 per cent said lack of a clearly defined career progression path has the biggest negative impact on job satisfaction – again, the highest of any sector. Indeed, only 62 per cent of respondents say they are satisfied in their current role.

“This should be treated as a red flag by the nuclear industry,” remarks Marx. “Career progression is a major reason for all candidates to move, but nuclear candidates are more in demand than any other sector, putting the industry at risk of high attrition.”

WHICH OF THE FOLLOWING HAS THE MOST POSITIVE IMPACT ON YOUR JOB SATISFACTION?





Summary Nuclear

Nuclear workers are more in demand than ever and with an abundance of transferable skills and rigour for safety, they have the pick of open vacancies. Career progression, alongside remuneration and benefits, is a major driver for nuclear respondents to seek to move. And as the leading source of job dissatisfaction, it is a red flag that nuclear employers should proactively address.





Summary

This year's GETI report maps the way that socioeconomic disruption is reshaping the energy landscape. The energy security crisis is creating sky-high profits, new projects and pay increases for fossil fuel workers, while accelerating the transition to clean energy and creating similar salary rises across renewables. Industry-wide salary increases and skills shortages are empowering energy workers to choose jobs based on wider criteria, particularly the desire to make a meaningful change and support employers that reflect their ESG values. Employers can harness this opportunity to promote the industry's role in eco innovations – from carbon capture and storage to high-performance plastics for electric vehicles – and give employees the chance to lead everything from diversity to net-zero initiatives.

Higher pay and a post-pandemic attachment to home life is producing a more settled workforce that is reluctant to move jobs or countries, hampering cross-sector recruitment or relocation. Instead of over-fishing a dwindling stock of migrating energy talent, hiring managers should cast the talent net further to outside industries and offer more support to make relocation successful for families. With growing skills synergies with outside industries such as technology, the industry can recruit fresh talent but will need to offer more flexible working and support for families and living costs to encourage relocation of existing employees.

Supply chain costs and inflation are diverting crucial resources from recruitment, retention, employee salaries and benefits. Instead of exhausting resources on rising recruitment and labour costs, employers could upskill existing workers to create a more multi-functional and efficient workforce. Additionally, all sectors could cost-effectively increase the skills base by giving women more equal benefits and representation in decision-making, thus helping attract more women to a heavily male-dominated industry.

This is an industry undergoing seismic shifts. Emerging from the disruption is a new generation of employees who want not only higher pay, but also meaningful work. They desire the ability to make an individual impact where they're employed and within wider society.

This is an industry undergoing seismic shifts. Emerging from the disruption is a new generation of employees who want not only higher pay, but also meaningful work. They desire the ability to make an individual impact where they're employed and within wider society. Giving workers a greater voice in company policies and the chance to spearhead social and environmental innovations will be well-received. The leaders in the future energy talent race will be those that offer not only the best pay, promotions, and perks, but also the most positive social and environmental impacts.

