



# WORKFORCE CHALLENGES IN THE ENERGY INDUSTRY

Wellbeing Survey Report 2025

In partnership with:



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# Introduction

## Background

The North Sea Workforce Wellbeing Survey 2024, launched by Step Change in Safety in collaboration with the Mental Health in Energy and the Marine Safety Forum, focuses on addressing the physical and mental health challenges faced by employees in the energy sector. This survey is part of an initiative to collect comprehensive data on the wellbeing of onshore and offshore workers, contractors, and support staff. The goal is to improve workforce health and safety by developing targeted support systems and fostering a safer and more productive working environment.

Depression and anxiety are common in the UK workforce, with stress, depression or anxiety, and musculoskeletal disorders accounting for most days lost due to work-related ill health in 2022/23 (CIPD, 2023). Currently, a third of UK workers are experiencing a health or wellbeing issue and 39% of the UK workforce reducing work responsibilities or taking time off due to wellbeing concerns. However, of these respondents, 39% did not feel comfortable telling their employer about the issue (PwC, 2023). Stigma and lack of recognition are key reasons why depression and anxiety often remain "hidden" and not openly discussed in the workplace. Many employees fear being judged, marginalized, or seen as weak if they disclose their struggles. Consequently, this can prevent them from seeking help or support (PwC, 2023).

The costs of depression and anxiety are substantial and multifaceted, impacting individuals, their families, and employers (Greenberg et al., 2019). In addition, physical health problems (such as chronic conditions) and mental health issues (like depression and anxiety) are often closely linked. For example, poor physical health can lead to worsened mental health, and conversely, mental health issues can exacerbate physical health problems (Ohrnberger, Fichera, & Sutton, 2017).

Mental and physical health issues may be more prevalent and have a greater impact in the energy sector. Recent reports highlight that offshore workers are 15 times more likely to commit suicide than those onshore and almost one-third reached the threshold for clinical depression during their rotation, and over one-third reported a decline in sleep quality (IADC, 2023). The energy industry, particularly in sectors like oil, gas, mining, and power generation, has unique stressors and challenges that can contribute to both physical and mental health problems. This industry involves high-stress roles, safety-critical environments, demanding schedules, and often challenging working conditions, all of which can impact employees' mental health. Offshore energy and marine sectors experience isolation from supportive family and friends, with unsatisfactory work and living spaces (IADC, 2023). There is also a link between mental health and workplace accidents, particularly in high-risk industries like energy (PwC, 2023).

Historically, the energy industry has been dominated by men and characterized by a tough, "macho" culture, where there is a significant stigma surrounding the discussion of mental health issues and seeking help. This stigma around vulnerability often leads workers to ignore or hide their struggles, exacerbating mental health problems like anxiety and depression. As a result, mental health issues can go untreated, leading to increased stress and physical risks (PwC, 2023).

The aim of the North Sea Workforce Wellbeing Survey 2024 is to identify and better understand the energy sectors workforce's current state of wellbeing, including offshore and onshore employees, contractors, and support staff. This survey examines various factors, including physical and mental health, job satisfaction, and the overall workplace environment with an aim to identify key areas where additional support and resources are needed.

It is hoped that the findings from this survey will be the first steps toward shaping future initiatives and support systems to inform future initiatives and strategies designed to improve workforce wellbeing, safety, and productivity.

## Methods

The survey was open to everyone working within the energy sector, participation was entirely voluntary and anonymous, ensuring that all responses are kept confidential. The survey took approximately 10 minutes to complete.

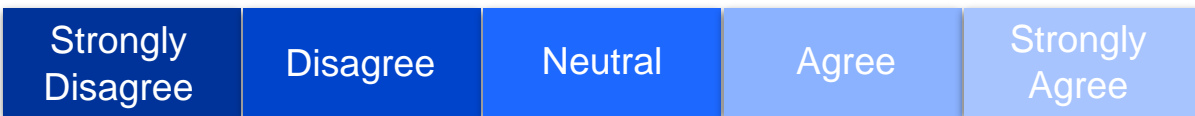
The survey opened in June 2024 and closed August 2024.

A launch pack including information about the purpose of the survey and the survey link were emailed to focal points, safety representative and site managers of member companies of Step Change in Safety, IADC North Sea Chapter and Marine Safety Forum (approximately 400 individuals). It was requested that these people disseminated this throughout their networks. There are an estimated 10,000-15,000 people working offshore in UKCS, with an onshore support staff in excess of that. Reminders were sent to the same network 3-4 times during the survey period.

## Survey questionnaire

Respondents answered on a 5-point Likert Scale, with a higher score representing greater agreement with the statement. It should be noted that the questionnaire used in the survey was not validated. This means that comparisons are limited to this specific group of respondents; no comparisons to other similar populations can be made to determine how positive, negative, or typical the findings are. However, the data presented will highlight key patterns that can serve as a foundation for further research. In addition, owing to the number of questions and low response rates from some sectors, data is presented as Medians, rather than being subjected to inferential statistical analysis.

Respondents were asked to respond to a **5-point Likert scale**, which ranges from **Strongly Disagree** to **Strongly Agree**, as shown below.



**Strongly Disagree:** This indicates a very negative response to the statement.

**Disagree:** This suggests a somewhat negative response, but not as strong as "Strongly Disagree."

**Neutral:** This represents a neutral or indifferent stance, where the respondent neither agrees nor disagrees with the statement.

**Agree:** This shows a positive response, but not as strong as "Strongly Agree."

**Strongly Agree:** This represents a very strong positive response to the statement.

The median scores will be used to summarize the central tendency and will give an overall sense of how respondents responses are distributed along the scale. A higher median suggests more agreement with the statement, while a lower mean indicates more disagreement.

# Main Findings: Respondent Demographics

## Respondents

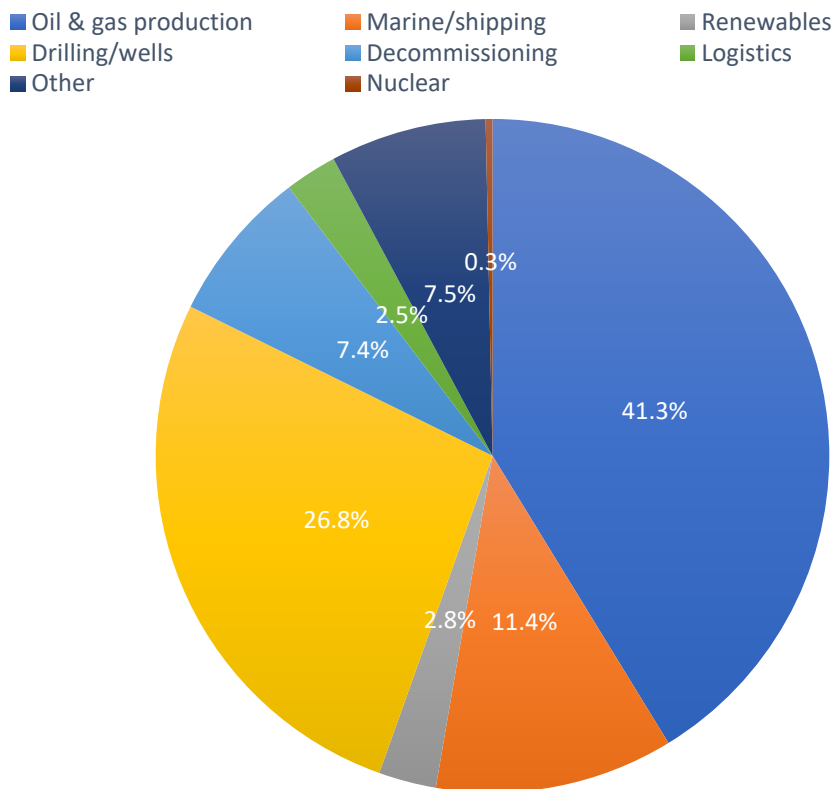
Of the 1315 respondents who responded to the questionnaire, 88.4% did not smoke, and 90.4% did not vape. 86.1% of respondents worked in the UK. There was no data on gender, disability, alcohol and/or drug use (see survey limitations).

## Sector

Of the 1315 respondents that responded, seven main sectors were identified: Oil & gas production, Marine/shipping, Renewables, Drilling/wells, Decommissioning, Logistics, and Nuclear. When asked which of these sectors had respondents ever worked in, as shown in figure 1, the largest sector was oil & gas production (n627; 40.5%), followed by drilling and wells (n48, 26.3%), Marine/shipping (n174; 11.2%) and Decommissioning (n112; 7.2%). In the sample, only 42 (2.7%) respondents worked in renewables and 5 (0.3%) in nuclear. 144 (9.3%) respondents stated they had or were working on a sector not listed. Due to the small number of responses from nuclear workers, any further data from this group has been excluded from any analyses.

It should be noted that 168 respondents stated they had worked in more than two sectors named, 44 had worked in three sectors, nine in four sectors, and six in five or more sectors. For the remaining of the analyses, the first listed sector is used as the basis for analyses.

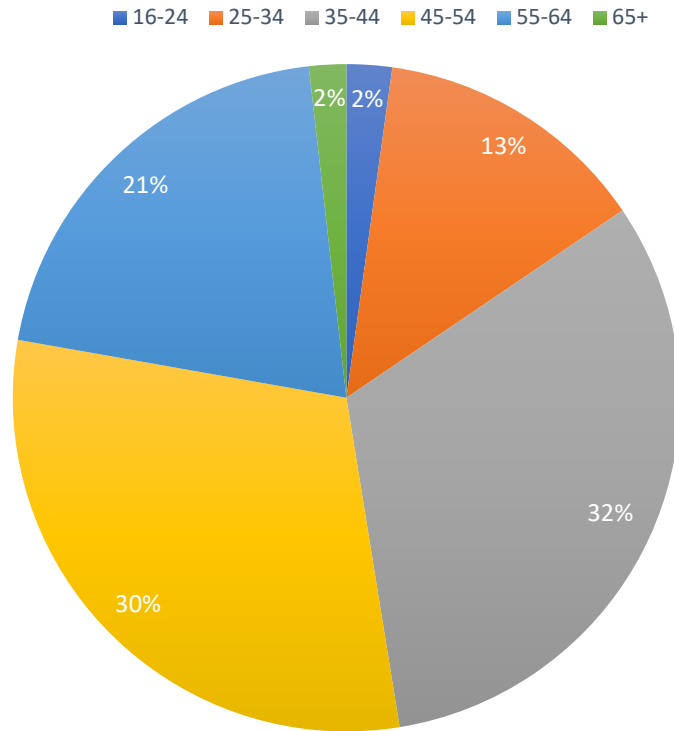
Figure 1: Percentage of Survey Respondents Across Different Sectors



## Respondent Age

In relation to age, as shown in figure 2 most respondents were aged between 35 and 54 (n819; 62.2%), with a fifth of respondents being over 55 years of age (n268; 20.4%) suggesting our sample was predominantly an older workforce. Indeed, only 29 (2.2%) respondents were aged 16–24 years of age, and together 15.5% of the workforce are below age 35 years of age.

Figure 2: Percentage of Survey Respondents by Age Bracket



## Years in industry

In alignment with the finding that the workforce in this study tends to be older, just over half of the respondents (n718; 54.6%) had more than 15 years of experience in the energy industry, and indeed 77% had over 11 years of experience (see figure 3). Relatively few people joined in the last 5 years (n179; 14%).

## Work location

Respondents were asked where their primary work location was, offshore, onshore office, onshore worksite and other. Most respondents worked either offshore (n718; 54.6%) or onshore office based (n527; 40.1%) with minimal reporting they worked in an onshore worksite (n52; 4%) or other (n18; 1.4%) (see figure 4). The latter two categories are excluded from the remainder of the analyses owing to the small numbers.

## Work schedule

600 (45.6%) respondents reported working approximately 9-5 shifts, and 645 (49%) worked rotational shifts. A further 70 (5.3%) worked ad hoc shifts.

Of those that reported doing any shift work (n666; 50.7%), 274 (41.1%) said this was a dayshift, 299 (44.9%) did alternating day and night shifts, 76 (11.4%) usually nightshift, and 17 (2.6%) occasional nightshifts. Due to the small number of responses from occasional night shift workers, any further data from this groups has been excluded from any analyses.

Figure 3: Percentage of Survey Respondents by Years in Industry

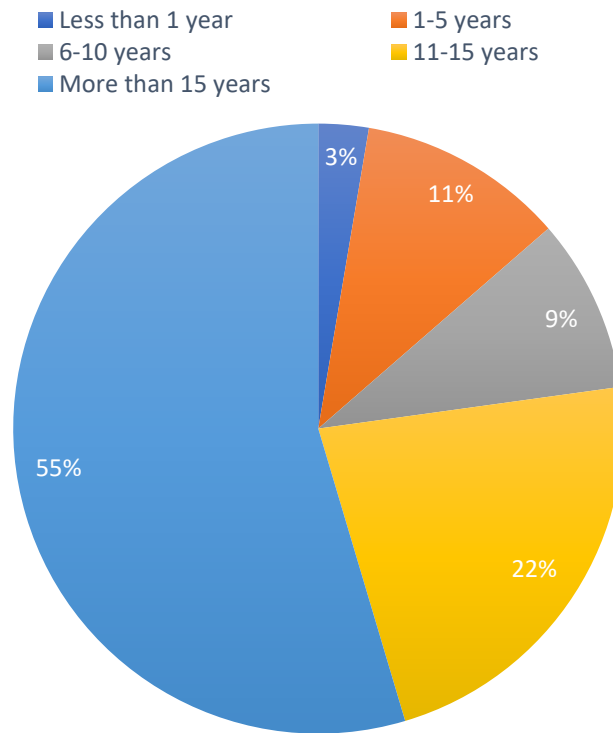
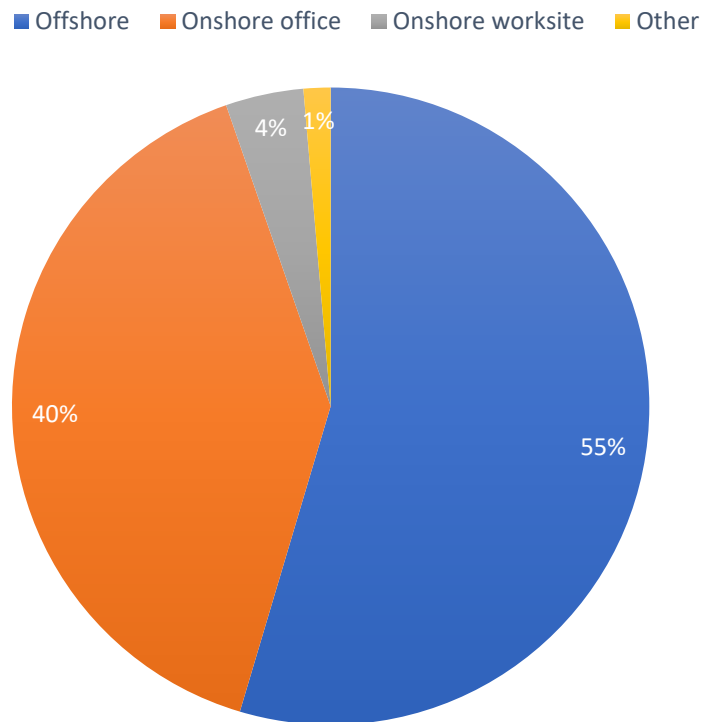


Figure 4: Percentage of Survey Respondents by Primary Worksite Location



# Main Survey Findings

The main report findings are split into four sections:

1. General Health & Well-being
2. Awareness of Support for Mental, Physical and Financial Health
3. Organisational and Management Culture Towards Mental Health
4. External Factors Impacting upon Mental Health
5. Purpose and Community

## 1. General Health and Well-being

Respondents were asked five questions to explore their perceptions around their health and wellbeing. The responses, by sector, are shown in figure 5.

- I consider myself to be physically healthy
- I consider myself to be mentally healthy
- I consider myself to be a healthy weight
- My health is a priority to me when I am making nutrition choices in the workplace
- I feel fulfilled by my role
- I am satisfied with my current working conditions

### Findings by Industry Sector

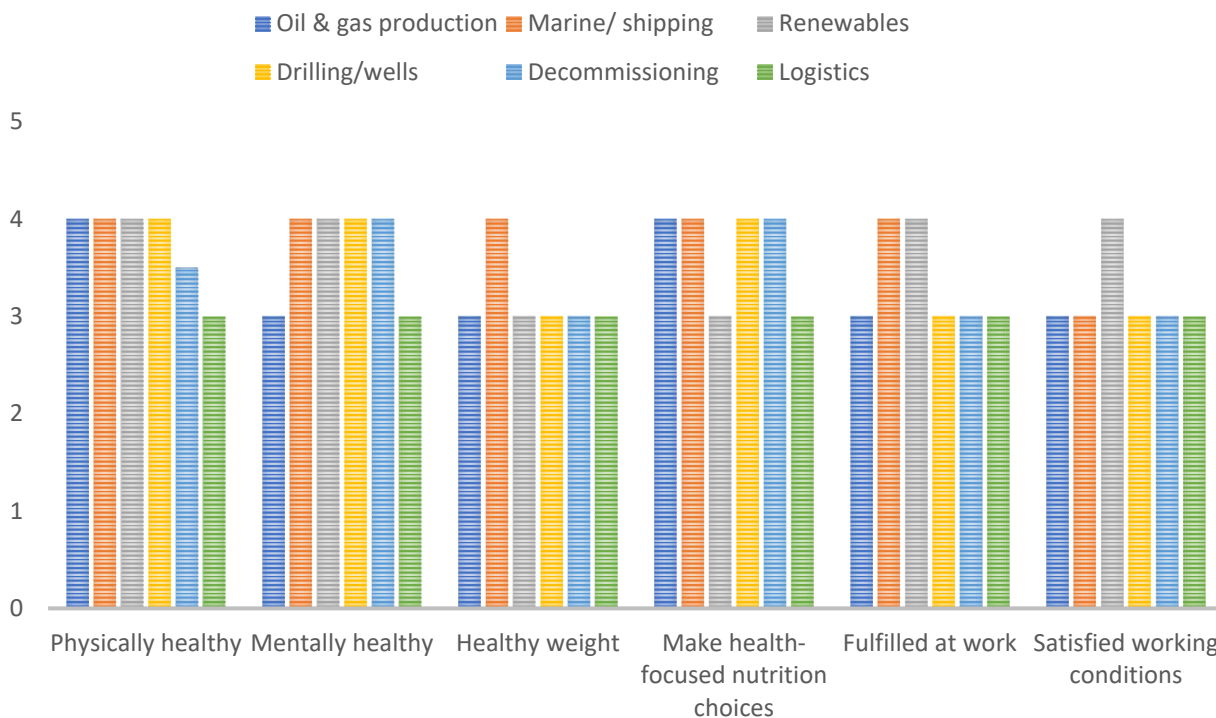
Overall, mostly the scores clustered around the midpoint on the scale, and no group scored less than half the maximum score. This indicates a trend toward neutrality, but respondents did not strongly endorse or reject the statement. Nonetheless, there were a few differences across groups.

- Respondents working in the logistics sector (median = 3), and to a lesser extent the Decommissioning sector (median = 3.5), were less likely to feel physically healthy than other sectors (median = 4).
- Respondents in the Oil/gas and Logistics sector reported feeling less mentally healthy than other sectors (median = 3 versus 4).
- Respondents in the Marine/shipping sector were more likely to agree they are a healthy weight compared to other sectors (median = 3 versus 4).
- In the Renewable and Logistics sectors, respondents were less likely to agree with the statement that they prioritise their health when making nutrition choices in the workplace than other sectors (median = 3 versus 4).
- Respondents in the Renewable sector were more likely to report being satisfied with their work conditions than other sectors (median = 4 versus 3), and, along with Marine/shipping, were more likely to report being feeling fulfilled in their roles (medians = 4 versus 3).

Overall, when scores are combined for these questions, respondents in the marine/shipping and renewables sectors gave more positive responses (median = 4) than their counterparts in the oil/gas and logistic sectors (median= 3), decommissioning sector (median= 3.25), with the drilling/wells sector being in-between (median= 3.5). findings should be interpreted with caution, as differences are small and the responses numbers for many of the sectors were quite low.



Figure 5: Health and Well-being Scores Across Different Sectors



### Findings by Work Location, Work schedule and Shift Pattern

- Overall, offshore workers reported being more physical and mentally healthy than onshore office workers (median = 4 versus 3), although they reported being less satisfied with work conditions (median = 3 versus 4).
- Individuals who worked 9-5 hours reported being less physically healthy than those who worked shifts (median = 3 versus 4), but more mentally healthy (median = 4 versus 3). Regular workers reported being more fulfilled with their role and satisfied with working conditions than those working shifts (median = 4 versus 3).
- There were few differences depending upon time of shift work (day, night, alternating), although night shift workers and those who alternated shift patterns were less likely to consider themselves mentally healthy (median = 3 versus median = 4).

### Findings by Time in Industry and Respondent Age

- Respondents who had more than 15 years in the industry reported being less physically healthy and less satisfied with working conditions than other sectors (median = 3 versus 4).
- Younger respondents (<44 years old) reported being more physical healthy than other age groups (median = 4 versus 3) and respondents aged 16–24 years of age were more likely to report being a healthy weight than older respondents (median = 4 versus 3).
- Respondents aged 30–44 and 60+ years old reported being more fulfilled in their roles than other age groups (median = 4 versus 3), and the youngest age group (16–24 years old) were most likely to report being satisfied with working conditions (median = 4 versus 3).

## 2. Awareness of Support for Mental, Physical and Financial Health

The next set of questions explored respondents' awareness of support available for their health and wellbeing. This also included questions around stigma and perceptions of how accessing support could or has negatively impacted their position.

- I know where I can get support with physical health concerns
- I know where to find support with financial concerns
- I know where I can get support for my mental health
- I believe accessing mental health support has (or may) negatively impact my job
- I believe there is a stigma surrounding mental health in my workplace

### Findings by Industry Sector

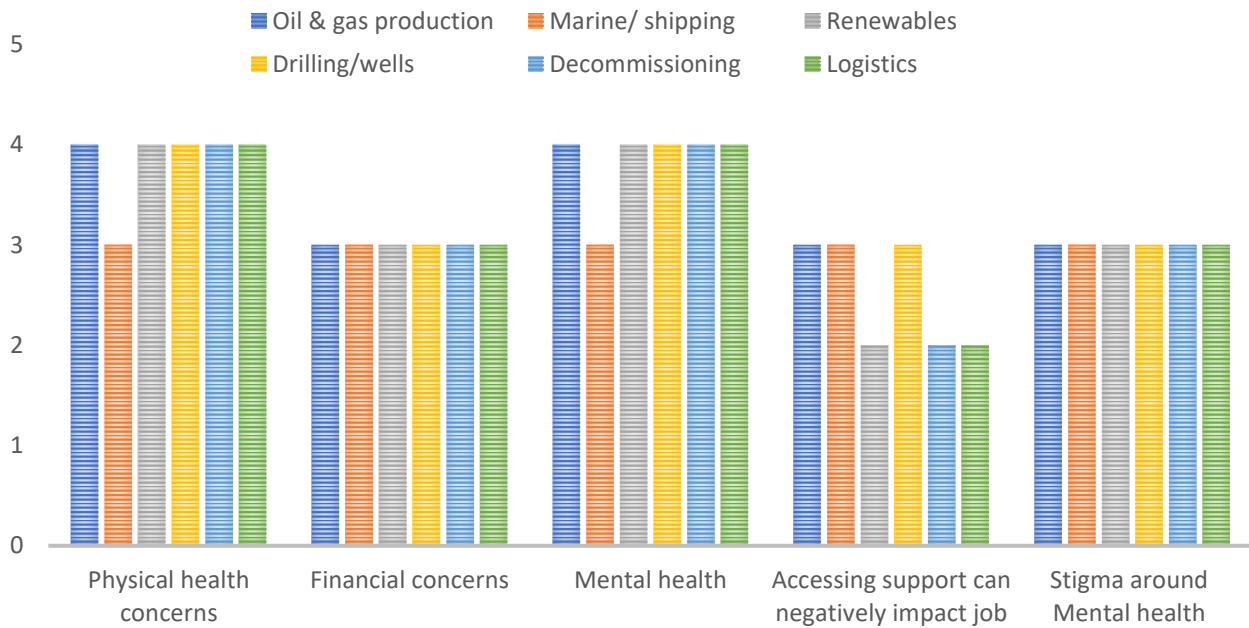
Overall, awareness of how to access physical and mental health support was quite high across all groups with the exception of the Marine/shipping sector, who were less certain where to access physical and mental health supports (median = 3 versus 4). All groups demonstrated similar levels of awareness regarding where to access financial support. However, with a median score of 3, this reflects a trend toward neutrality, suggesting neither strong agreement nor disagreement. Responses are shown in figure 6.

- In the marine/shipping sector, ~84% of respondents reported working Offshore, which could impact the accessibility of support.
- Respondents in the oil/gas, marine/shipping, and drilling/wells were more likely to agree that accessing mental health support has (or may) negatively impact on their job (median = 3 versus 2) , although stigma was similar in all groups (median = 3).

### Findings by Work Location, Work Schedule and Shift Pattern

- Overall, offshore workers reported less certain where to access mental health support than onshore office workers (median = 3 versus 4) and were more likely to agree that accessing mental health support would negatively impact their job (median = 3 versus 2).
- Shift workers were less sure where to access mental health support than individuals who worked 9–5 hours (median = 3 versus 4), and if they did access it were more likely to agree that would negatively impact their job (median = 3 versus 2).
- Overall, dayshifts workers reported greater awareness than night shift workers of where to access mental health (median = 4 versus 3), physical health (median = 4 versus 3), and financial support (median = 3 versus 2).
- Interestingly, none of the night shift workers reported having a managerial or supervisory role.

Figure 6: Awareness of Support for Mental, Physical and Financial Health Across Different Sectors



### Findings by Time in Industry and Respondent Age

- Individuals who had worked in the industry for 0–5 years reported being less likely to agree that accessing mental health support would negatively impact their job (median = 2 versus 3).
- 16–24 years old were less sure than other age groups where to access mental health (median = 3 versus 4) or financial support (median = 2 versus 3).
- 35–64 years old age groups were more likely to agree that accessing mental health support would negatively impact their job (median = 3 versus 2).

## 3. Organisational and Management Culture Towards Mental Health

The next three questions explored respondents’ beliefs around the Organisational and Management Culture within the workplace in relation to health and well-being.

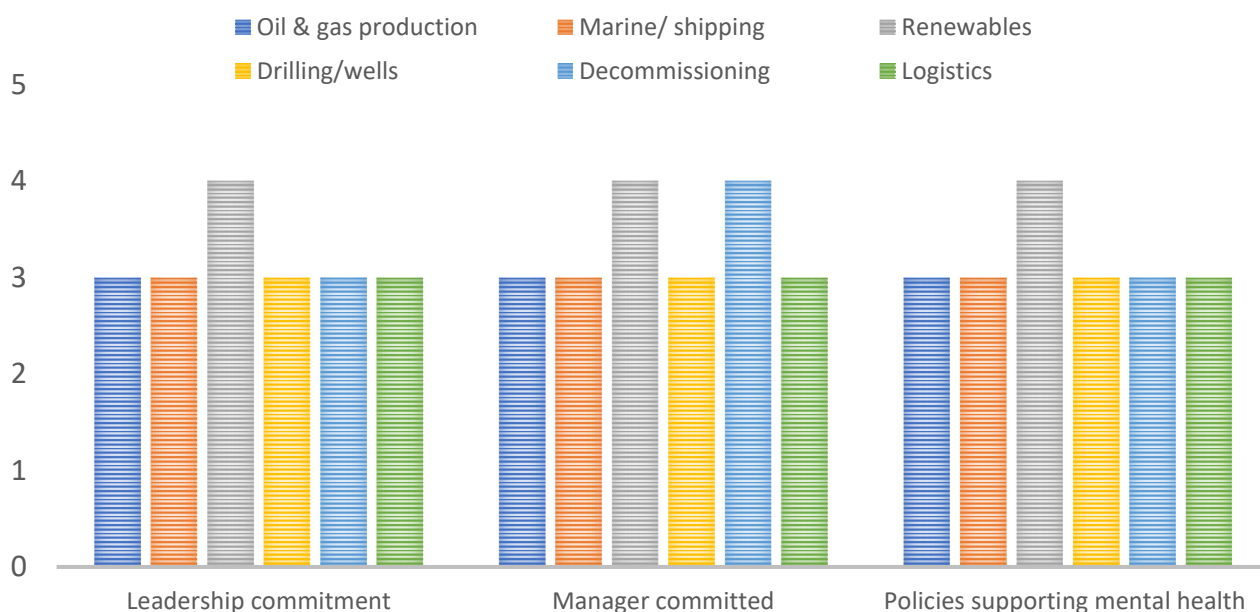
- My organisational policies (e.g. flexible/hybrid working, paid time-off, core hours) support my health and wellbeing
- Leadership demonstrates a commitment to mental health support
- My manager demonstrates a commitment to mental health support

## Findings by Industry Sector

As with other sections, most scores clustered around the midpoint of the scale, with no group scoring below half the maximum (see figure 7). This reflects a trend toward neutrality.

- Individuals in the renewable sector were most positive about organisational supports and policies (median = 4), and respondents in the decommissioning sector also agreed that their manager demonstrated a commitment to mental health support (median = 4). With all other sectors giving a median score of 3 across questions.
- When asked the question, “As a manager/supervisor, I feel equipped to have mental health-based conversations” 763 respondents answered, of whom 52.3% agreed or strongly agreed that they did, however 20.4% disagreed or strongly disagree.

Figure 7: Organisational and Management Culture Towards Mental Health Across Different Sectors



## Findings by Work Location, Work Schedule and Shift Pattern

- Onshore office-based workers were more likely agree organisational policies benefited their mental health and their manager was committed to supporting mental health than offshore workers than offshore workers (median = 4 versus 3).
- Those than worked shifts or nights were more negative regarding their workplace’s Organisational and Management Culture toward mental health. Shift workers were less likely to agree their manager was committed to supporting mental health than regular workers (median = 3 versus 4) and were less likely to state that organisational policies benefited their mental health (median = 3 versus 4).
- Night shift workers were less likely to state that organisational policies benefited their mental health than day shift workers (median = 2 versus 3).

## Findings by Time in Industry and Respondent Age

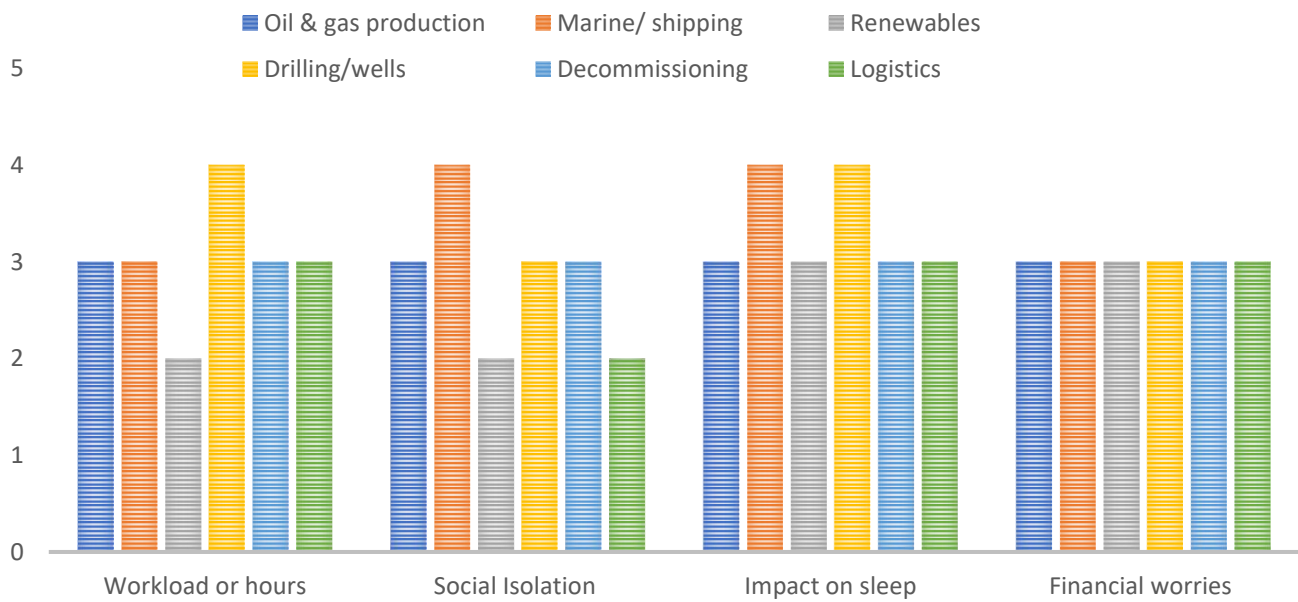
- Individuals who had worked in the industry for the shortest time (0-5 years category) and older respondents (60+) were more likely to agree leadership or management was committed to supporting mental health (median = 4 versus 3).

## 4. External Factors Impacting upon Mental Health

Eight questions explored respondents’ beliefs around how their work and external factors relating to their job impacted upon their mental health and wellbeing.

- My working hours or workload negatively impact my health and wellbeing
- I feel isolated from friends and family due to my work
- My role or work environment negatively impacts my sleep
- Financial worries are negatively impacting my health and wellbeing
- My worksite offers facilities for those who wish to undertake physical exercise
- I have both the time and the energy to exercise when not working
- While at work, I have the opportunity to choose well-balanced, nutritional and healthy food
- My job offers sufficient opportunities for rest and relaxation

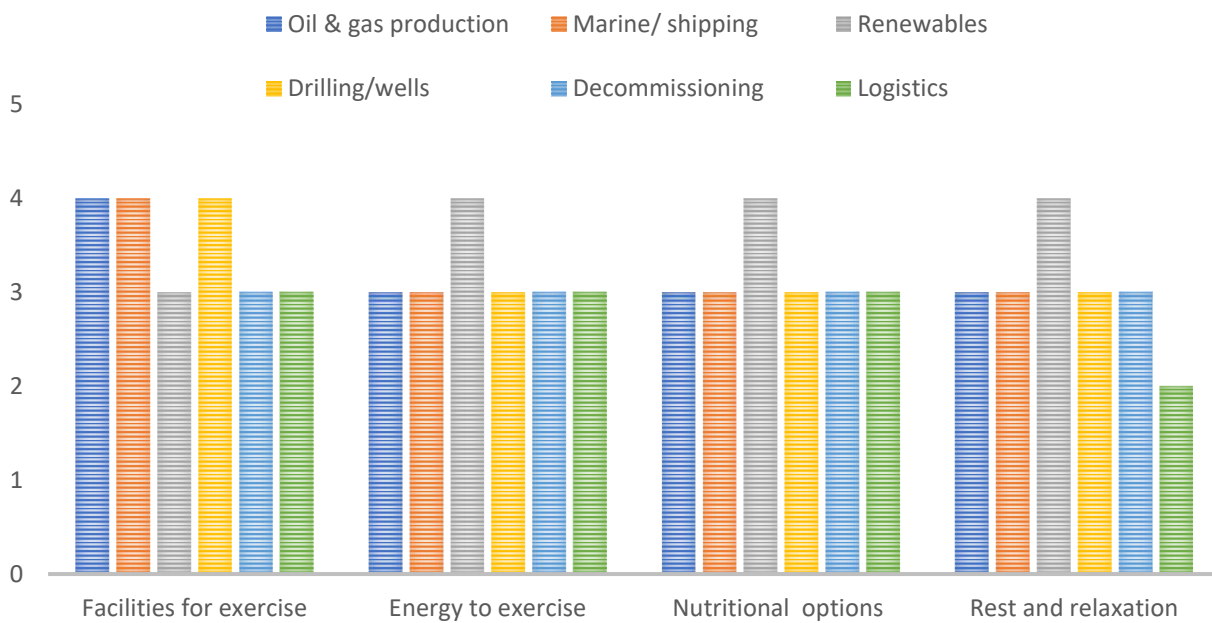
Figure 8a: External Factors Impacting upon Mental Health Across Different Sectors



## Findings by Industry Sector

- As illustrated in figures 8a/b, workers in drilling/wells sector were most likely to report that their workload or hours most impacted negatively upon their health and wellbeing (median = 4) and respondents in the renewable sector that their work had the least impact (median = 2). Respondents in other sectors were neutral (median = 3).
- Findings were more mixed in relation to feeling isolated from friends and family. Workers in marine/shipping sector were most likely to report that reported that their job isolated them from friends/family (median = 4), compared to respondents in the renewable and logistics sectors, who were much less likely to agree that their job caused social isolation (median = 2). Oil/gas, drilling/wells, and decommissioning sectors were more neutral (median = 3).
- With regard to their job or work environment impacting upon respondent's sleep, those working in marine/shipping and drilling/well sectors reported the greatest impacts (median = 4 versus 3 for other sectors).
- Respondents from all sectors were quite neutral regarding the impact of financial worries on their health and wellbeing (median = 3).
- With regard to work-based facilities for exercise, energy and time to exercise, access to healthy food, and opportunities for rest and relaxation, most sectors scored around the midway point (median =3) with a few exceptions:
- Respondents in oil/gas, marine/shipping, and drilling/wells sectors were more likely to agree than other sectors that their work offered facilities for exercise (median = 4 versus 3).
- Respondents in the renewables sector were more likely to agree that they had energy and time to exercise and (median = 3 versus 4).
- Respondents in the logistics sector who were less likely than other sectors to agree that their job offers sufficient opportunities for rest and relaxation (median = 2 versus 4 for renewable sector and 3 for all other sectors).
- Workers in Renewables sector were the most positive in terms of having energy to exercise, access to healthy food, and sufficient opportunities for rest/relaxation (median = 4). All other sectors were more neutral in their responses (median = 3) except for respondents in the logistics sector who were more likely to disagree that their job offered sufficient opportunities for rest and relaxation (median = 2).

Figure 8b: External Factors Impacting upon Mental Health Across Different Sectors



### Findings by Work Location, Work Schedule and Shift Pattern

- Offshore workers were more likely to agree that their work impacted negatively on their mental health (median = 4 versus 3), that they were socially isolated from friends and family (median = 3 versus 2), and work impacted negatively upon their sleep (median = 4 versus 3).
- Offshore workers were more likely to agree that they had facilities to exercise (median = 4 versus 3).
- Shift workers were more likely to agree that their work impacted negatively on their mental health (median = 4 versus 3), that they were socially isolated from friends and family (median = 3 versus 2), and work impacted negatively upon their sleep (median = 4 versus 3).

### Findings by Time in Industry and Respondent Age

- Respondents who had more than 15 years in the industry were more likely to agree that their work impacted negatively on their mental health and work impacted negatively upon their sleep (median = 4 versus 3).
- Respondents aged 45-54 years old were more likely to agree that their work impacted negatively on their mental health, that they were socially isolated from friends and family, and financial worries negatively impacted on their health and wellbeing (median = 4 versus 3).
- Respondents aged 35-44 and 55-64 years old were more likely to agree that work impacted negatively upon their sleep (median = 4 versus 3).

## 5. Purpose and Community

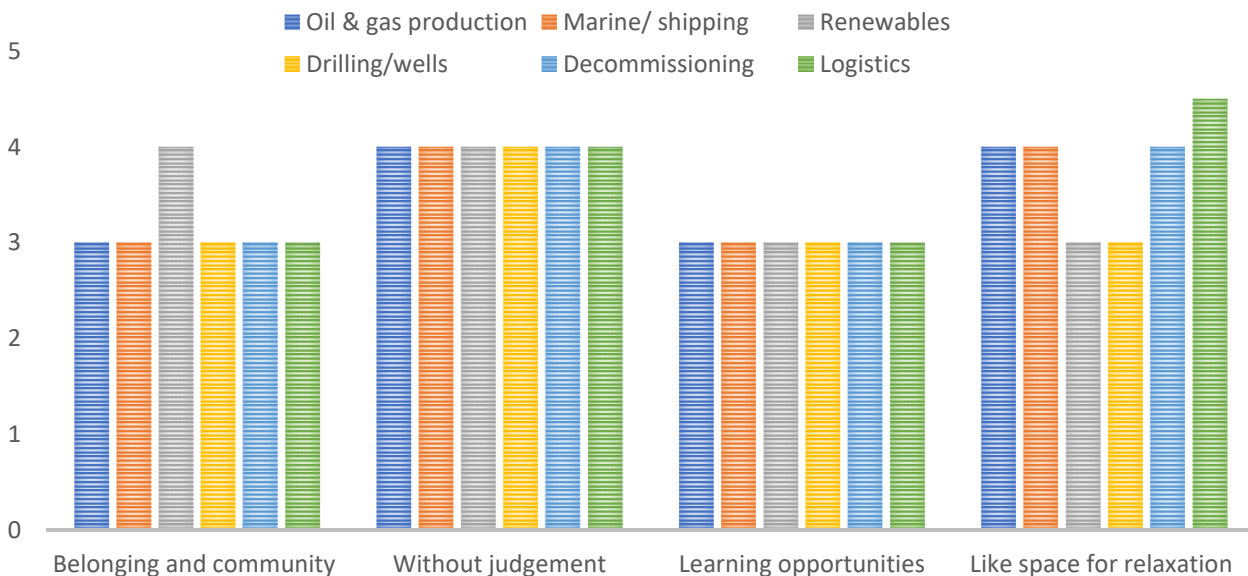
Four questions explored respondents' beliefs around their sense of purpose and community with their workplace.

- I have a sense of belonging and community at my workplace
- I can be myself at work without judgement
- My employer supports personal learning opportunities that are not specific to my role
- I would like a space for relaxation and personal time

### Findings by Industry Sector

- All sectors agree that they felt they could be themselves at work without judgement (median = 4). Respondents in the renewable sector agreed they had a sense of belonging and community in their workplace to a greater extent than other sectors, who were more neutral in their response (median = 4 versus 3). See figure 9.
- The largest variance was in the question around desiring a space for relaxation and personal time, suggesting this is an area that could be improved. Respondents in the logistics section were most likely to say they wanted more space for relaxation and personal time (median = 4.5), followed by respondents in the decommissioning sector (median = 4), oil/gas and marine/shipping (median = 4) and least in the renewables and drilling/wells sectors (median = 3).
- All sectors were neutral (median = 3) regarding their employer supporting personal learning opportunities.

Figure 9: Purpose and Community Across Different Sectors





## Findings by Work Location, Work Schedule and Shift Pattern

- Offshore workers were less likely to agree that their employer supported personal learning opportunities (median = 2 versus 3).
- 9–5 workers were more likely to agree that they could be themselves at work without judgement than shift workers (median = 4 versus 3) and that their employer supported personal learning opportunities (median = 3 versus 2).
- For those that did shift work, day workers were more likely to agree they could be themselves at work without judgement (median = 4 versus 3).
- All disagreed that their employer supported personal learning opportunities (median = 2).

## Findings by Time in Industry and Respondent Age

- Younger respondents (16–34 years old) were more likely to agree that they had a sense of belonging and community at their workplace than older respondents (median = 4 versus 3).
- Respondents aged 35–44 years old were less likely to agree that their employer supported personal learning opportunities (median = 2 versus 3).

## Survey Limitations

Before discussing the findings, it is important to understand the limitations of this data.

**Likert-Scale Questionnaire Data:** Using a Likert scale can present several challenges, particularly when responses cluster around the neutral point (e.g., a median of 3 on a 1–5 scale). A neutral score may not necessarily reflect a continuum from negative to positive but can instead be ambiguous to interpret. Neutral options are often chosen as a "safe," convenient, or socially desirable response, which can limit the depth of insight into a particular issue. In the future, if a Likert scale is used, a Forced Choice approach should be considered by excluding the neutral option. This encourages respondents to lean slightly positive or negative, providing more definitive insights. In addition, adding a qualitative element to Likert scales would enhance the depth of data, providing richer insights alongside quantitative scores.

**Survey Completion Rate:** Due to low engagement from certain sectors (Renewables, Decommissioning, Logistics, Nuclear), the data should be interpreted with caution. It is unclear whether the findings reflect genuine trends, are skewed by low participation, or are influenced by other factors, such as individuals disengaging due to poor health and well-being. Additionally, the very small sample sizes in some sectors prevent a detailed examination of how findings vary within sectors in relation to key variables, such as respondents' age, primary work location, and shift pattern.

Nonetheless, the data has highlighted trends and areas for improvement across all sectors, such as facilitating timely access to support—whether financial, mental or physical health-related—and, importantly, addressing the stigma associated with seeking such assistance.

**Data collection tool:** This survey did not use a validated questionnaire. Using a validated instrument is crucial to ensure that the questions accurately and consistently measure specific constructs related to mental health and well-being. In the future, employing validated questionnaires, which have been tested for reliability (consistency over time) and validity (accurately measuring the intended concepts), will ensure that the data collected is accurate, reproducible, and comparable to other studies. Not using validated questionnaires carries the risk that the questions may not fully capture the intended concepts, lack clarity, or lead to varying interpretations by respondents.

Another difficulty with the current questionnaire is that respondents were able to select more than one sector they worked in, and we were unable to determine which response represented their primary sector (either most recent or sector they had worked the longest in). As a result, we used the first response provided for data analysis, which may have impacted the accuracy and reliability of the findings.

Furthermore, the questionnaire did not collect data on respondent medical history, lifestyle and behaviour choices, and demographic data including gender, disability, alcohol and/or drug use, limiting our ability to analyse these factors and their potential influence on the results. However, it should be noted that approximately 2.5% of offshore workers are female and owing to the type of work, physical disabilities are uncommon. As such data gathered on these cohort would be too small for this analysis but should be considered in future work.

Similarly, collecting valid data on alcohol/drug use in the industry is extremely difficult owing to the strict policies on their use. While these policies make it challenging to gather data, the issue itself remains significant and can be a response to isolation, long hours, and the physical and psychological demands of the job. Future research could focus on finding alternative ways to collect relevant data while respecting these policies.

## Overall Conclusions

In summary, there were differences across sectors in terms of individuals perceptions of their health and wellbeing, with respondents from the logistics sector expressing the most negative perceptions of their health and wellbeing, and respondents in the marine/shipping and renewables sectors providing more positive ratings. Regarding feelings of fulfilment at work and satisfaction with working conditions, no group disagreed; however, with most responses clustering around the midpoint, there is an opportunity to explore how to increase workers satisfaction and how this impacts their overall health and wellbeing.

The findings highlight the need to explore further reasons why offshore workers and individuals working atypical workers are less satisfied with job conditions, why shift workers perceive their mental health to be poorer, and the possible relation between the two findings.

Marine/shipping employees were far less likely to know where to access mental health/wellbeing support. In this sector, ~84% reported to work offshore, which could impact the accessibility of support. In line with this hypothesis, offshore and shift workers in this study, in particular night shift workers, were less certain how to access support. This is likely to be a significant barrier to seeking support.

An additional barrier to seeking support is the perceived stigma around asking for help, which was evident was evident across all sectors, but especially in oil/gas, marine/shipping, and drilling/wells, and again in offshore workers, shift workers, and in particular night shift workers. There were some trends in the findings suggesting that this perceived stigma may increase with age.

In relation to age, findings were variable. There was a trend toward older respondents and those who had worked the longest in the energy sector being less satisfied with their health and wellbeing and with their working conditions, which warrants further exploration.

Regarding organisational supports and policies, individuals in the renewable energy sector expressed the most positive feedback. In contrast, offshore workers, shift workers, and night shift employees were less favourable, feeling that policies such as flexible or hybrid working arrangements, paid time off, and core working hours did not offer benefits to their specific work schedules. Interestingly, a sizable number of respondents who had some managerial or supervisory role in their job, one-fifth felt that they were not able to engage in conversations with employees about mental health. This suggests a potential gap in leadership training or organisational support, which may hinder open communication about mental health issues. The lack of dialogue could contribute to an environment where employees feel unsupported, potentially impacting their well-being and overall job satisfaction.

The findings revealed variability in how respondents perceived the impact of their jobs on their health and well-being, indicating that the effects differed across sectors. For instance, workers in drilling/wells and marine/shipping reported that their jobs had significant consequences for their sleep. However, the drilling/wells sector also had a negative impact on overall health and well-being, while marine/shipping workers highlighted the isolating nature of their roles, which may affect their relationships with friends and family. This suggests that sector-specific factors play a crucial role in shaping the overall well-being of employees.

Access to exercise facilities varied significantly across sectors, with workers in oil/gas, marine/shipping, and drilling/wells reporting the most positive experiences. On the other hand, workers in the renewables sector reported the most favourable outcomes regarding energy levels for exercise, access to healthy nutritional options, and opportunities for rest and relaxation. Taken together, this could imply that industries focus on different ways to support both employee physical and mental health and has highlighted areas for improvement. In contrast, workers in logistics were the least likely to report having sufficient opportunities for rest or relaxation, which may signal a need for improvements in work-life balance or stress management in that sector.

A positive finding was that respondents from all sectors felt they could be themselves without judgment, especially among 9–5 and day shift workers. However, employees in the renewable energy sector reported the strongest sense of belonging and community within their workplace. Further research could explore the factors contributing to this sense of connection and investigate how these practices could be applied to other sectors.

Across all sectors and work patterns, workers expressed a need for more personal learning opportunities, with offshore and atypical shift workers highlighting this need most strongly. Additionally, there was a general desire for spaces dedicated to relaxation and personal time, particularly among offshore workers.

## Key Recommendations

- There is a clear need to invest in mental health and wellbeing support and resources for all, making supports accessible for offshore workers and atypical workers, including access to a manager and at a time that aligns with their work pattern (e.g. night shifts, changing locations).
- Support strategies and resources should be tailored to meet the distinct requirements of the different sectors, as they have their own set of challenges that can influence the mental health and well-being of its workforce.
- There needs to be a promotion of support resources to all employees, including directing new hires to available services and offering ongoing education and training to normalize conversations about mental health. Information needs to be provided through clear, accessible, and anonymous channels.
- Stigma around mental health needs to be addressed by investing in education and awareness campaigns, as well as providing training sessions and workshops focused on the importance of mental health and the support options available.
- Organisations need to foster a culture of openness around mental health and well-being by making support services visible and easily accessible.

- Peer support programs could be implemented to encourage shared experiences and assistance.
- There needs to be a consideration of employees' age with regard to approaching mental health and well-being. In this sample, there was a predominantly older workforce which might bring challenges in its own right as values and approaches taken years ago might have become entrenched.
- All managerial staff should receive relevant training around mental health and wellbeing to recognise signs of mental health issues, how to respond appropriately, and encourage seeking help. Addressing this gap could improve both mental health outcomes and employee engagement.
- Organisational policies should be developed that also benefit atypical staff (e.g. flexible/hybrid working, paid time-off, core hours, mental health days) as they perceive they benefit less from existing policies
- Consideration to employees who are physically distant from the main offices and the broader workforce and how this separation limits their interactions with other teams. Limited access to consistent and real-time communication with colleagues onshore can make offshore workers feel disconnected.
- Organisations could try to combat isolation, enhance job satisfaction, boost self-esteem, and reduce stress through the following:
  - Offering access to recreational and social activities, such as exercise facilities, hobby spaces, and social events, to improve morale and reduce isolation, and promote a healthy work-life balance.
  - Provide personal learning opportunities to boost self-esteem, job satisfaction, and purpose, while encouraging engagement and alleviating stress.
  - Ensure that offshore and non-traditional workers have equal access to development opportunities by maintaining consistent communication, improving on-site amenities, offering virtual event participation, and implementing flexible policies for learning access.

## Recommendations for Future Research

- As discussed in the limitations section, future research needs to explore some of the trends identified in this report in greater detail, including medical history, lifestyle and behaviour choices, and demographic data. Consideration should be given to the lack of gender diversity in workforce, particularly in certain sectors like the energy industry, and how to promote mental health awareness and support needs for this population.
- Researchers should consider the use of qualitative interviews to gain in-depth understanding to the challenges that workers from different sectors face and how these impacts upon mental health and well-being.
- Caution should be taken when using Likert scales, and consideration should be given to using Forced Choice approaches with an additional qualitative element to enhance the depth of data and aid interpretation.
- It is crucial that validated mental health and wellbeing questionnaires should be utilised to expand of the trends highlighted in this report.
- Futures initiatives should also explore reasons for low engagement across certain energy sectors as this could impact the quality and outcomes of surveys, and consequently the ability to address sector-specific challenges. Potential solutions may include: ensuring the purpose and benefits of the survey are fully articulated to individuals; tailor the content to ensure questions are relevant and accessible; use multiple communication channels to promote surveys effectively; and engage influential leaders early to advocate for participation.

## Concluding Remarks

This survey, notwithstanding its limitations, highlights significant differences across sectors in perceptions of health and well-being among workers. Offshore and shift workers, especially night shift workers, face unique challenges, including limited access to mental health support, perceived stigma around seeking help, and dissatisfaction with organizational policies. Workers in physically isolated roles often reported feelings of disconnection, and older employees expressed lower satisfaction with their health and job conditions. Despite these challenges, employees across sectors valued opportunities for personal development and a sense of belonging, with renewables workers reporting the strongest workplace community.

Key recommendations include tailoring mental health support to specific sector needs, addressing stigma through education, fostering open communication, and training managers in mental health awareness. Enhancing access to facilities, promoting flexible policies, and improving inclusion for offshore and atypical workers could mitigate isolation and stress, ultimately boosting satisfaction and well-being across the workforce.

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