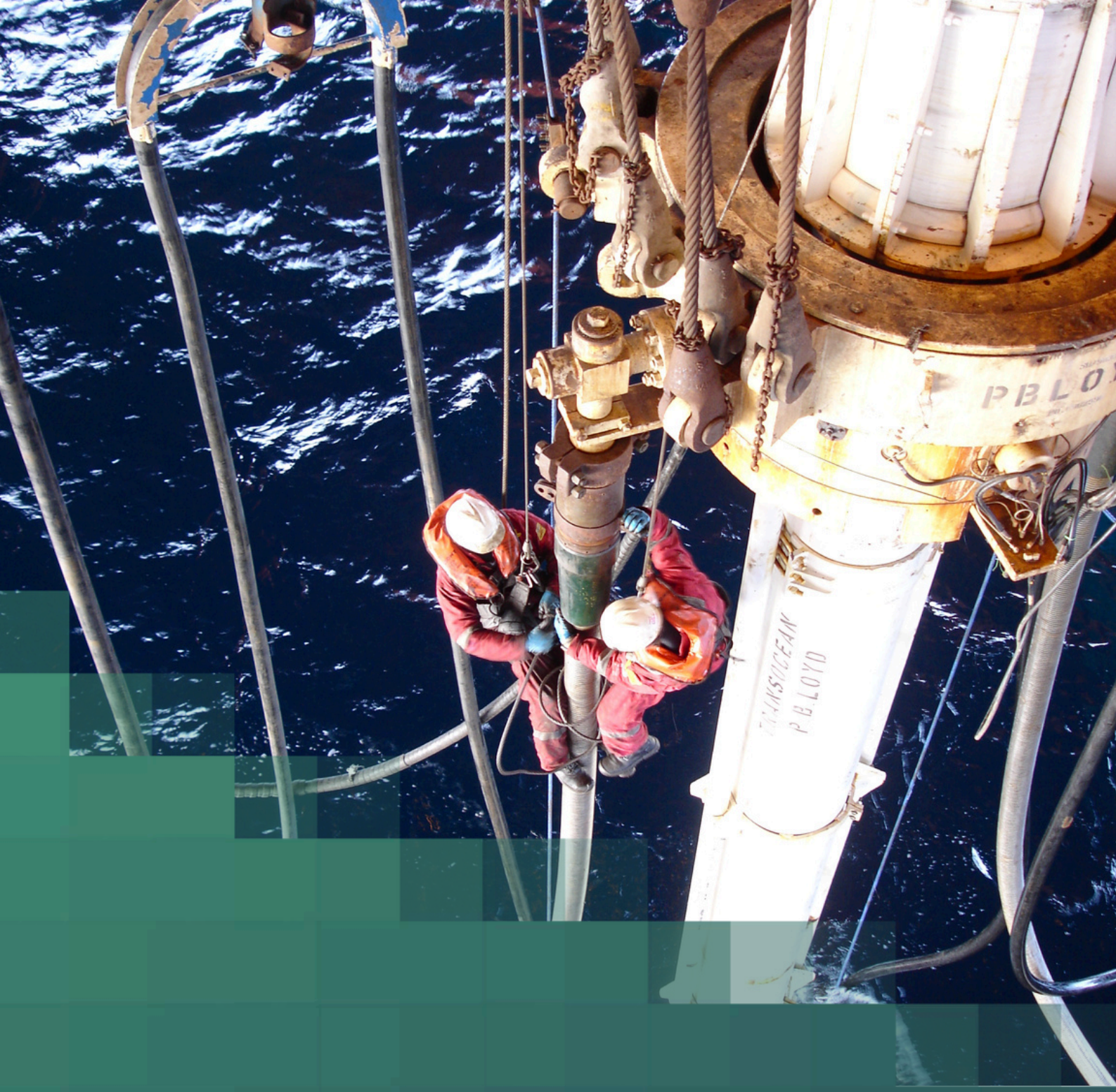


A Just Transition for Aberdeen and the North East

Just Transition Commission

2025

Contents

Cover image: Oil and gas workers overside of platform.

Photographs provided by Callum McGregor Chapman, NESCAN and Sinclair Laing.

Introduction

This is the fourth and final instalment of our series of written briefings based on the people-and-place-based approach we have taken as a Commission over the past 18 months. The other three briefings focus on Grangemouth, Shetland and Dumfries and Galloway. Previously the Commission published advice on a sectoral basis, aligned with the Scottish Government's just transition planning for four critical economic sectors: energy, land use and agriculture, transport, and the built environment and construction. The Scottish Government recently published a draft just transition plan for transport, and we will also publish detailed advice on this in the coming weeks.

The Commission's remit requires we engage with those most likely to be impacted by the transition. The people-and-place-based approach has helped to develop the Commission's understanding of how particular communities are experiencing the transition, and the interrelation between different sectors.

One of the most consistent messages we heard from local communities in Aberdeen is that for them the climate transition is "not just an energy transition". This report considers a topic at the core of Scotland's transition to a low carbon economy, namely the future of offshore energy production and how the inevitable end of oil and gas exploitation in the North Sea can best be managed. However, the other issues in focus, regional planning and community participation, are of primary importance to this question. A just transition will require co-ordinated long-term action to build up emerging industries and diversify the economy so as to sustain employment levels and support workers, communities and businesses through a period of significant change for the region.

Reflecting the significance of these issues, we were joined in Aberdeen by representatives from the Climate Change Committee, which has since published findings drawing on these discussions in both the UK's Seventh Carbon Budget (Box 9.3) and in new advice to the Scottish Government on Scotland's Carbon Budgets (Box 4.1).

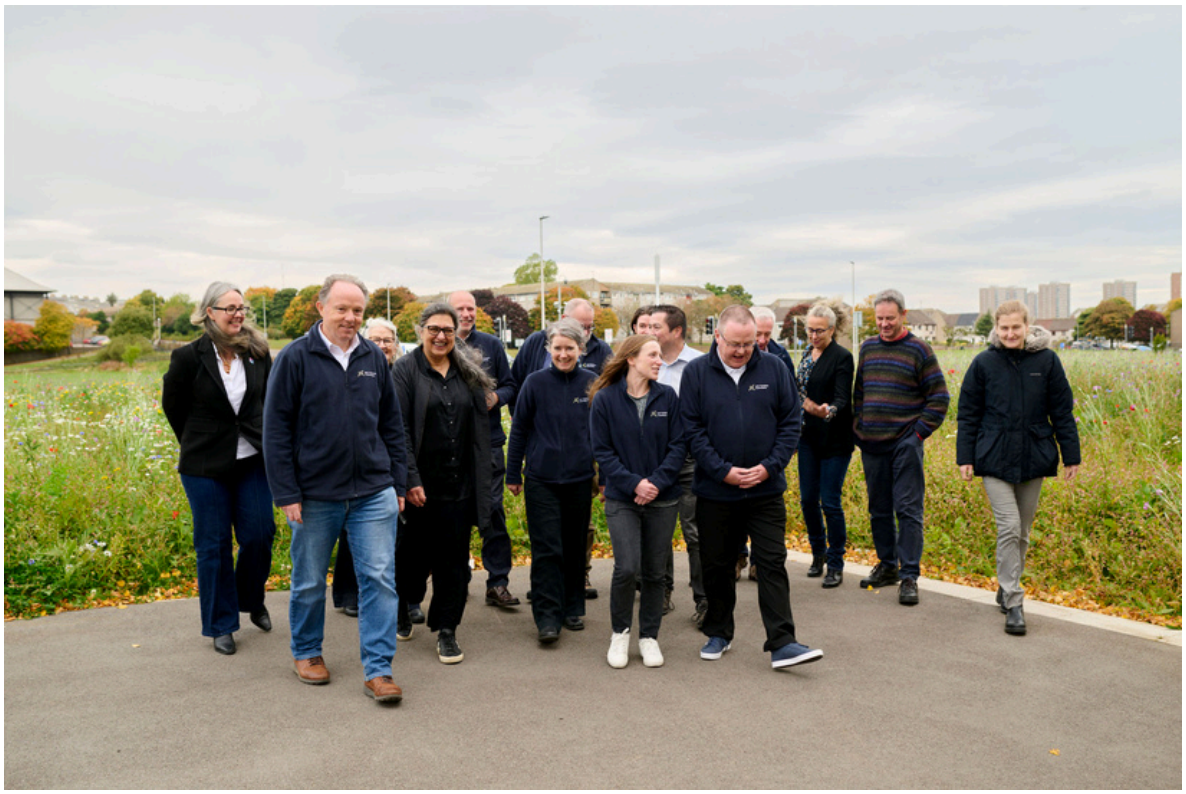
The Commission's work on this briefing has been supported by research carried out by Dr Daria Shapovalova and the team at the Just Transition Lab, University of Aberdeen. This research was carried out independently to enable the Commission to develop our understanding of relevant issues, however it should not be considered, in whole or in part, as the consensus view of the Commission.

The research report analyses relevant evidence for exploring a critical topic in the further development of Scotland's just transition approach: how best to tackle just transition planning at regional and site-specific scale? The Commission's formal recommendations on this question are included in this briefing.

We hope this report is helpful to policymakers, communities and all stakeholders as we work towards a just transition for Aberdeen and the North East

Professor Dave Reay
Co-Chair
Just Transition Commission

Satwat Rehman,
Co-Chair
Just Transition Commission



The Commission met offshore workers and business leaders at the University of Aberdeen in October

The challenge

After 50 years of drilling in the North Sea, the decline of the basin brings with it a host of strategic questions for Aberdeen and the North East. What support will workers whose employment is tied to fossil fuels receive to transition into new roles, and to what extent will they be able to shape their own economic futures? How can their skills and experience best be redeployed to strengthen growth areas of the offshore clean energy economy, and what retraining and reskilling is required? How can the region best manage the impact of lost livelihoods and a continued reduction in the prominent role oil and gas has played in the region's economic development over the past half century?

Along with Grangemouth, some of the most urgent and geographically concentrated changes brought about by the transition to a low carbon economy are those currently underway in the North East. A co-ordinated response and a credible plan that helps avoid the harms of previous unjust and disorderly phase-downs of coal and steel will require close co-operation between different levels of government, as well as multi-stakeholder participation to build and sustain social consensus on the most challenging elements of these developments. A just transition plan for the region could add value here, but what should this look like, and what broader lessons can be applied to different areas of Scotland?

Investment decisions, policy and regulation will determine the extent to which the costs and benefits of the transition are distributed equitably for the region. The quality of community participation in shaping the strategic approach, delivery model and accountability structures for key elements of the region's transition to a low carbon will also be critical for achieving fair outcomes.

Data profile

This section sets out a number of relevant social and economic data points and trends for Aberdeen city, Aberdeenshire and Moray. All figures are from external sources and should be cited accordingly.

Local population and community

Aberdeen

- Aberdeen City has a population of 224,190 (2022) with an area of 186km2.
- The economic inactivity rate is 21.6%, compared to the Great Britain of 21% in 2023.[1]
- The employment rate is 74.7%, compared to the Great Britain of 76.8% in 2023.[2]
- The percentage of the population aged 16 to 64 with no qualifications is 2.1%, compared to the Great Britain of 6.6% in 2023.[3]
- The percentage of premises that have coverage from a gigabit-capable service is 89.2% compared to the Great Britain rate of 83.7% in 2024.[4]

Aberdeenshire

- Aberdeenshire has a population of 263,750 (2022) with an area of 6,313 km2.
- The economic inactivity rate is 14.6%, compared to the Great Britain of 21% in 2023.[5]
- The employment rate is 84.1%, compared to the Great Britain of 76.8% in 2023.[6]
- The percentage of the population aged 16 to 64 with no qualifications is 6.9%, compared to the Great Britain of 6.6% in 2023.[7]
- The percentage of premises that have coverage from a gigabit-capable service is 35.6%, compared to the Great Britain rate of 83.7% in 2024.[8]

Moray

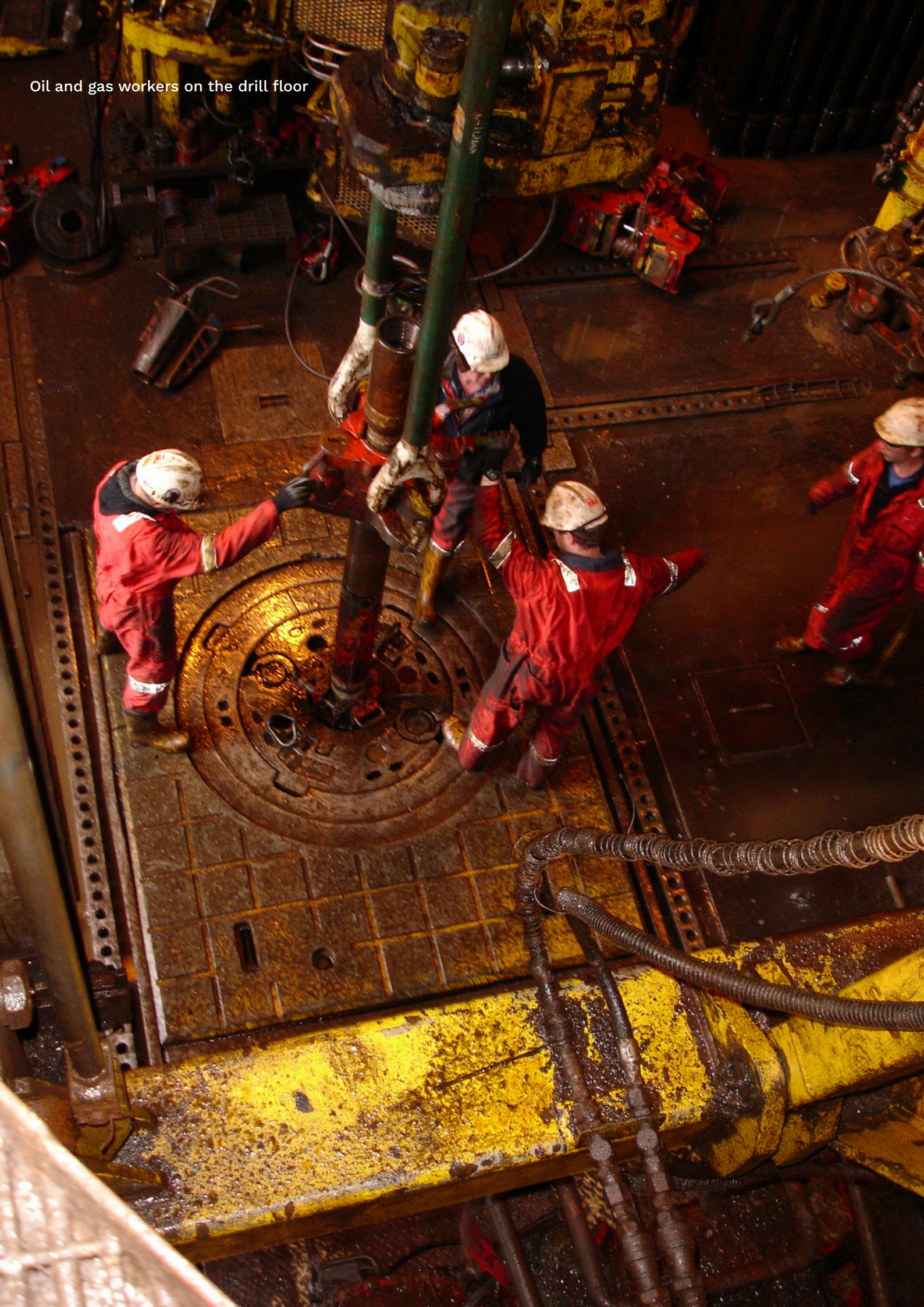
- Moray has a population of 94,280 (2022) in an area of 2,238km2.
- The economic inactivity rate is 24.7%, compared to the Great Britain of 21% in 2023.[9]
- The employment rate is 71.9%, compared to the Great Britain of 76.8% in 2023.[10]
- The percentage of the population aged 16 to 64 with no qualifications 7.6%, compared to the Great Britain of 6.6% in 2023.[11]
- The percentage of premises that have coverage from a gigabit-capable service is 53.3% compared to the Great Britain rate of 83.7% in 2024.[12]

Employment – Aberdeen City and Shire

- The GVA of Aberdeen city and shire in 2024 was at £15,314m, 10.5% of Scotland's output in 2024.[13]
- The highest value industries include:
  - Professional, scientific and technical activities - £1802m.
  - Manufacturing - £1726m.
  - Real Estate - £1494m.
  - Wholesale and retail trade £1440m.[14]
- Productivity in Aberdeen City and Shire was £54,800 in 2024, the Scottish average was £52,000.[15]
- In 2024 the workforce size was at 266,900 people, which accounts for 10.1% of Scottish employment.[16]
- Over the last 10 years (20214 – 2024), regional employment has decreased by 7.7%, in Scotland employment in has increased by 3.3%.[17]
- The region's workforce is forecast to decline by 2.5% between 2027 and 2034, Scotland wide this figure is predicted to increase by 1.2%.[18]
- The largest employment in the region is:
- Human health and social work (40,200).
- Mining and quarrying (34,500).
- Professional, scientific and tech activities (28,100).[26]
- Over the long-term, the greatest employment growth is predicted for human health and social work (1200 by 2034), mining and quarrying will see the largest reduction (3700 by 2034).[19]
- The total number of people employed in the sectors that will make a significant contribution to Net Zero in Scotland was estimated to be 679,200 in 2024. The Aberdeen City and Shire region was estimated to account for 16% of Scotland's total (or 110,900 people). Of the sectors of most importance to the transition, Energy and Waste Treatment was the largest employing sector (42%) in the region.[20]
- 17% of employment in Aberdeen (and 4% of employment in Aberdeenshire) is estimated to be from oil and gas, with further employment from its supporting industries (for example, catering).[21]
- As of 2021, direct employment in oil and gas in Aberdeen has declined by nearly one-third since 2015. Household disposable income has fallen and poverty has increased.[22]
- Some estimates indicate that around 14,000 people in the region will need to have moved to other roles or sectors between 2022 and 2030, with wider impacts on supply chains.[23]
- Some estimates indicate that 90% of oil and gas workers have skills with medium-high transferability to low-carbon offshore industries.[24]

Energy industry

- Since oil was first discovered in the North Sea in 1969, over 46.4 billion barrel of oil equivalent (BOE) of oil and gas has come from the UK continental shelf.[25]
- The production of oil and gas from the UK continental shelf peaked in 1999 and has been in decline since.[26]
- In 2021, 30.3 million tonnes of crude oil and 18.2 million tonnes of petroleum products were exported to countries like the Netherlands, China, Korea, Belgium and Ireland. In the same period, the UK imported 36.3 million tonnes of crude oil, and 26.6 million tonnes of petroleum products.[27]
- Six categories represent up to 80% of the supply chain spend in the UK offshore energy sector: maintenance, wells, subsea, operations, facilities and turbines.[28]
- Of a projected spend of up to £200 billion in the UK offshore energy system over the rest of this decade, it is estimated that around 90% (approximately £175 billion) will be spent in the supply chain. The remainder is associated with operator and developer activities.[29]
- Modelling by the Energy Transition Institute at Robert Gordon University suggests a managed transition from oil and gas to renewables could see the oil and gas workforce numbers decline from 120,000 today to around 87,000 by 2030 (in line with production decline and decommissioning activities).[30]
- A more rapid decline in the oil and gas sector, through a halt to new investment and an accelerated production decline, could reduce the oil and gas workforce by 50% to around 60,000 people by 2030, according to modelling by the Energy Transition Institute, Robert Gordon University.[31]
- Over the same timeframe, the UK offshore renewables workforce is expected to increase from around 34,000 in 2023 up to 138,000 in 2030.[32]
- · In a successful transition, approximately three in five people in the offshore energy workforce are expected to support the renewables industry by 2030, compared to one in five in 2023, according to analysis by the Energy Transition Institute, Robert Gordon University.[33]
- Over 90% of the UK's oil and gas workforce possess skills that have medium to high transferability to the offshore renewables sector.[34]
- Close to one in thirty of the working population in Scotland is currently employed in or supports the offshore energy industry.[35]
- Around one in five of the working population in the North-East of Scotland is currently directly or indirectly employed in the offshore energy industry.[36]



Oil and gas workers on the drill floor

Key messages

Energy

1. The decline of oil and gas production in the North Sea has been underway for a quarter of a century and the current path is not delivering a just transition.

Without urgent and ambitious action, investment and government leadership, Scotland's offshore transition will not take place fairly, with harmful effects on workers, communities, employers and the regional economy of the North East that could otherwise be avoided.

2. There is still no transition plan for oil and gas workers.

Industry, business, workers and communities need government to establish more favourable conditions for an orderly transition by setting out a clear plan for oil and gas workers, with actions allocated to accountable owners, investments, critical path analysis, contingency mapping and mitigation, and active monitoring and evaluation. In the context of global economic volatility, the pace and sequencing of the transition will be unjust if determined mainly by turbulent commodity prices. The fragmented nature of both the fossil fuel and renewables industries makes effective planning more challenging but also more critical. To avoid harms to workers and communities and support new industry, governments must now take a bold, innovative approach that maximises leverage to set standards, establish pathways, create jobs, and manage shocks.

3. Accelerated deployment of offshore clean energy is essential and for this to happen employment in the offshore wind and associated transition industries must be made more attractive.

Renewables have a key role to play in delivering a just transition provided robust minimum standards are achieved across the industry for pay, conditions, health and safety regulation and union recognition. Managed with real vision and determination, the offshore clean energy economy (including wind, decommissioning, CCUS and green hydrogen) can deliver more good jobs than today's oil and gas sector. Recent investment decisions and redundancies in renewables underscore the importance of sustaining a policy and investment environment that can help sustain progress in decarbonising the economy and creating jobs.

4. Step up the domestic supply chain for the long term.

We need a clear plan for building up the domestic supply chain and manufacturing for renewables to mitigate the loss of livelihoods from oil and gas, including using existing policy levers such as licensing and procurement strategically to enable advances in domestic supply chains, progress working conditions and community wealth building.

5. A clear plan for training will retain our precious skills base.

The transition plan for the North Sea should establish diverse pathways to new roles for oil and gas workers, including renewables and decommissioning but also key growth areas such as retrofit of buildings throughout Scotland. Workers need a clear and credible offer on training, with employers taking responsibility for supporting this alongside government action.

6. Face hard truths.

Change is challenging, especially for industries that have established deep historical connections in particular regions. Avoiding difficult conversations risks sustaining an environment of division when cohesion and collaboration are needed to achieve a just transition.Working with industry, supportive action is required for proactive engagement with workers and communities most impacted on the transition away from oil and gas while building a unified vision on a fair, low emission future.

7. The UK Government must work closely and rapidly with Scottish Government to bridge the widening jobs gap,

and so ensure the UK retains, supports and enhances the skilled workforce required for the transition. Alongside submissions to the brief consultation on the future of the North Sea that recently concluded, the UK Government should take cognisance of the extensive consultations and academic studies already undertaken, with findings that support the key strategic questions, including Platform's "Our Power" report, Powering up the Workforce (Robert Gordon University), the work of the Just Transition Lab at the University of Aberdeen, analysis by the Scottish Trades Union Congress, and Systemiq's recent report, Delivering a rapid, orderly and just energy transition for the UK Continental Shelf.

Regional Planning

1. Just transition planning for regions and sites should address the extremely urgent reality on the ground.

The Scottish Government should initiate urgently a planning process for sites and regions by setting out the scope, core objectives, principles, roles and responsibilities, and governance arrangements to enable rapid progress in bringing together key stakeholders to begin joint planning efforts. Relatively short timescales for the production of initial plans for sites and regions will help mitigate the risk of delay and avoid making the perfect the enemy of the good.

2. Good regional just transition planning is a long-term commitment.

One-off, short-term or ad-hoc planning efforts are likely to have significantly less enduring value in mapping changes, managing the risks and maximising the opportunities of the climate transition than planning processes which can build up knowledge, adapt to best practice, develop meaningful monitoring and evaluation approaches, apply lessons learned and develop key relationships among stakeholders for the long-term, out to 2045.

3. The success of just transition planning for regions and sites will depend to a large extent on resourcing the process.

A strong process will need to be underpinned by investment, both in terms of sustaining capacity to facilitate the process and (as with the EU Just Transition Fund) financing for delivery of associated projects and interventions.

4. Build on existing strengths.

Regional and site planning processes are well placed to draw on the principal elements of Scotland's mature approach to just transition policymaking, including the extensive range of policy development, evidence, analysis and existing initiatives across the country, such as those with a direct focus on just transition, such as Focus North and the Grangemouth Future Industries Board, as well as others collaborative initiatives that have fostered valuable linkages and developed understanding of relevant strategic issues. These include Regional Economic Strategies, Regional Economic Partnerships, Regional Land Use Partnerships, Regional Transport Partnerships, LHEES, local authority climate plans and strategies (such as Aberdeenshire's Route Map to 2030 and Net Zero Aberdeen), community planning including local place plans, local outcome improvement plans, and locality plans.

5. One size won't fit all but core principles apply.

A purely standardised , one-size-fits-all approach may not be optimal for co-ordinating actions that positively shape the impacts of the transition to a low carbon economy across the country. The key principles in establishing the appropriate scale for regional and site based planning should be that planning activities

- cover an area and community defined through a well-evidenced rationale in terms of the risks and opportunities entailed in the transition,
- builds meaningfully on established multistakeholder initiatives,
- supports full and active participation by local community organisations,
- has sufficient correspondence with the data landscape, and
- covers all localities in Scotland in sum.

The Commission has previously recommended that just transition plans be a requirement for each of Scotland's highest emitting sites, and looks forward to scrutinising the next of these (Mossmorran). Government should set a clear expectation that employers play a positive role in managing anticipated closures and greening in a way that benefits workers and communities.

6. Subsidiarity has the potential to unlock just transition planning and delivery at regional level.

Local authorities report that they have neither the money nor the competencies to take full advantage of the climate transition and manage the changes underway. Regional planning can add value by fostering a high-quality, well-evidenced, multi-stakeholder assessment of where powers lie and how the public sector could best be adapted to meet the growing challenge of economic transition.

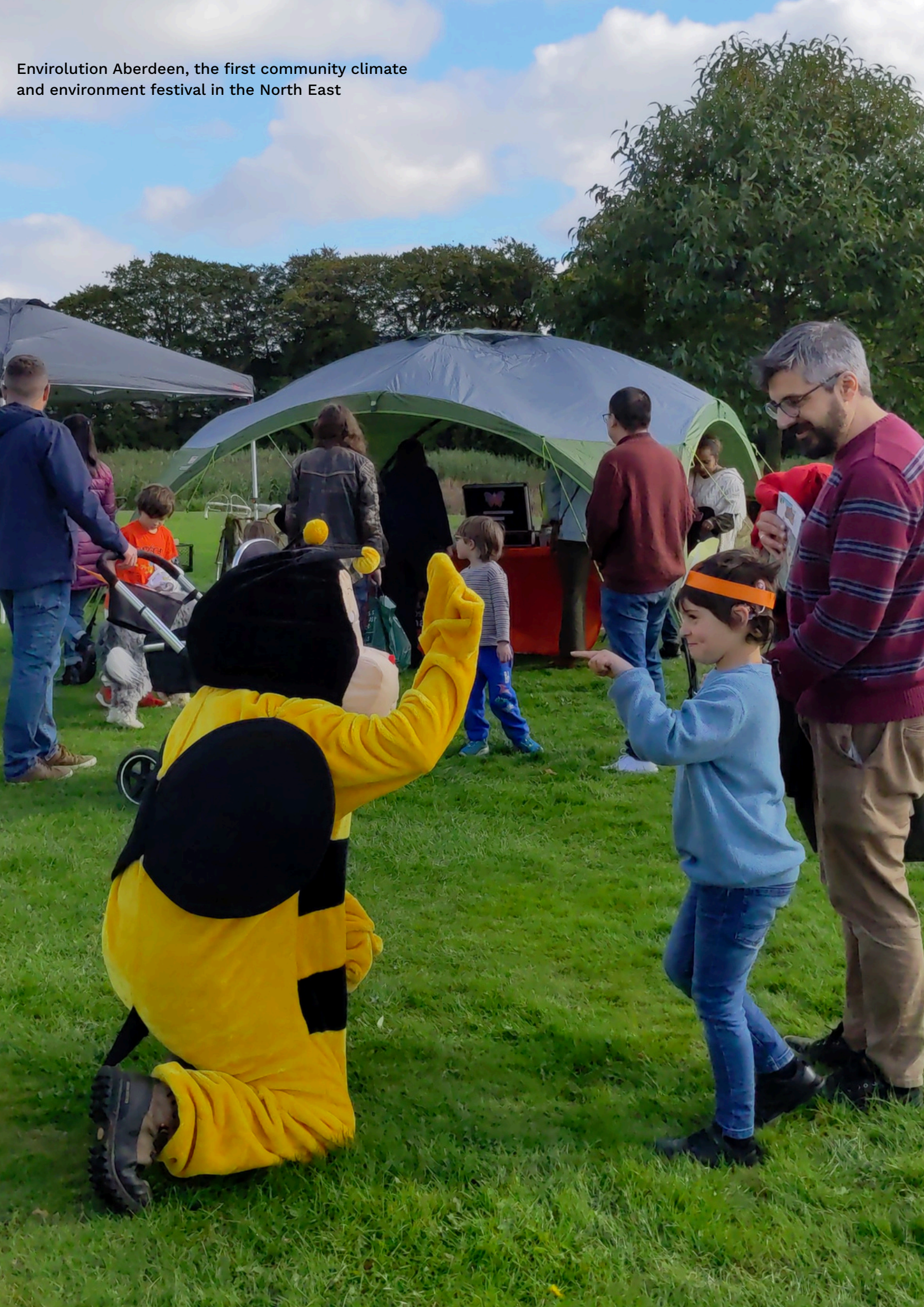
7. Take a consensus-driven, collaborative approach.

Just transition planning at any scale adds greatest value through active multi-stakeholder participation, including communities (which are likely to require specific forms of support to resource strong and consistent involvement), local authorities, business, industry, trade unions, environmental organisations, public sector, third sector and academia. A process which embeds regular information-sharing and cross-collaboration across different regions and sites to share insights and lessons learned will help support tangible progress.

8. Regional skills planning can unlock just transition delivery.

A core element of success will be determined by the creation and development of place-based collaborations among key stakeholders to identify current and future skills needs, better align learning provision with these needs and support a dynamic approach that can recognise and respond to changes in demand. Skills planning at national level can struggle to create and sustain effective place-based collaborations, so the regional dimension is critical for effective delivery. A strong and well supported national skills strategy would be a key enabler.

Local community members discuss the future of the region at Tillydrone community centre



Envirolution Aberdeen, the first community climate and environment festival in the North East

Insights and findings

This section distils the key discussion points from the Commission's visit to Aberdeen and associated meetings. Points listed below should not necessarily be taken, in whole or in part, to be the Commission's consensus view on a particular subject. For a full list of participants see page 40

Oil and Gas

- Oil and gas workers are concerned they face a "cliff edge" rather than a managed and supported transition as the basin declines.
- Oil and gas workers report a profound sense of uncertainty about the future, with the lack of a clear plan covering oil and gas, renewables and decommissioning from government cited as a major factor. There is concern that the opportunity for a managed and orderly transition is passing us by.
- With oil and gas production from the North Sea having peaked quarter of a century ago, government and industry action will determine whether the basin's decline takes place in a managed (fairer) or disorderly (unjust, arbitrary) fashion, and the extent to which the rising renewables industry can benefit from the skills and experience of workers in oil and gas and its supply chain.
- Quote: "A big issue is uncertainty and delays around planning and consenting. The worst outcome here is to run one industry into the ground [oil and gas] without properly building up another one [renewables]."
- We are already seeing a pattern of concentrated social and economic effects resulting from the phase-down of oil and gas production that has been central to the local and regional economies of Aberdeen and the North East for fifty years. The transition plan away from oil and gas must consider how the loss of jobs and high incomes from the industry will be managed, taking a whole-economy approach and considering other growth areas such as retrofit and construction rather than a narrow focus on workers transferring between different areas of the energy industry (oil to wind).
- While pay levels are lower in renewables than oil and gas, individual workers and the broader economy can absorb this far better in a scenario with high quality planning and a clear offer on training, as well as secure employment and a less potentially damaging, more family-friendly approach to work-life balance.
- Quote: "Hope isn't a strategy."
- Offshore workers consider the transition away from high carbon activities to be underway, resulting in the loss of skilled workers to the domestic economy.
- Quote: "It's happening now. We're seeing redundancies on a big scale, perhaps 2000 over the past 2-3 years. The skills are going to go."

- A prevalent view is that both Scotland and the UK lack a plan for the transition away from oil and gas, at regional and national level, with clear milestones and measurable actions to support people affected and manage the risk to workers and communities.
- Quote: “It feels like a poker game where everybody hasn’t joined the game yet.”
- The credibility of the just transition approach is seriously at risk among offshore workers in the absence of clear plans that deliver meaningful support from government and industry.
- Quote: “I’ve got probably four years left in the North Sea. Where do I go? My employer is not funding retraining. What do I do in four years. Who’s going to be there for me in four years. There’s a lack of information about where is the work and what are the skills required. Without this information you’re just going to have a load of people who don’t know what they’re doing. A lot of guys are in denial. They think the North Sea will go on forever.”
- There is a perception among some offshore workers that the timescales related to the energy transition will see UK offshore jobs lost while domestic consumption of petrochemicals will rely on “dirtier” imported oil and gas, potentially for a significant period.
- Quote: “We are in a critical window. Mess up the next five years and we’re really in trouble. Net Zero is at stake, not just jobs in north east.”
- Policy stability and cross-party agreement on core strategic elements would create more favourable conditions for a managed, fairer transition for the offshore energy industry, its workforce and suppliers.
- The gender pay gap and gender balance in offshore work was highlighted as an important measure of the fairness of the transition.
- The 2023 report from Platform, “Our Power” remains a reference point for offshore workers’ perspectives on what a just transition would mean for the offshore sector.
- There would be considerable value in positive examples of employers in offshore oil and gas proactively taking meaningful steps to prepare the workforce for change.
- Quote: “Redundancy. That’s about the size of the offer just now.”
- Workers frequently feel they have relatively little leverage in offshore industries because most are employed via small contractors. As a result, redundancies occur very gradually via “a drip-drip effect”, rather than in the large numbers that typically attracts media attention and political focus.
- Lessons need to be learned from the very extensive delays in progressing the Energy Skills passport, including steps to address any areas of the skills transition where a single body has an effective monopoly on setting skills standards.

- Quote: “Oil and workers don’t need a passport now, they need a job.”
- There would be considerable value in the development of an overall decommissioning plan for offshore fossil fuel infrastructure.
- A feature of the energy transition will be a change in shift patterns. There are oil and gas workers who live in (for example) the Hebrides or elsewhere in the UK but work on the rigs (supported by a shift pattern of 3 weeks on/3 weeks off as an example). Offshore wind is a capital intensive and requires installation and maintenance but significantly less work in terms of daily operations, meaning the economic ‘footprint’ in terms of geographic dispersal is very different.
- A group that may be negatively affected by the transition are members of drilling crews. Clear pathways for drillers to use their skills and experience in other jobs should be developed.
- Caterers are another group of workers vulnerable to the phase down of fossil fuel industries. Transition plans developed by government and industry should consider strategically how best caterers working offshore and others in support roles linked to the fossil fuel industry can be supported into different roles.
- Workers describe substantial differentials in terms of pay and conditions between domestic and foreign workers in UK waters. This occurs in both oil and gas and the significantly higher numbers of foreign workers engaged in renewables and decommissioning.

<u>Supply chain and manufacturing</u>

- Whereas most jobs in oil and gas are in operations, most of the jobs tied to renewables involve making things (infrastructure, construction and supply chain).
- Currently the growth in renewables is characterised by the large scale imports of wind infrastructure (including turbines, foundations, substation equipment, monopiles / jackets, lifting and installation work).
- The strategy to support the expansion of wind energy has so far been to prioritise cost reduction over local content. There would be significant up-side in terms of new high quality jobs if the strategy is rebalanced towards local content, including for floating wind, building up capacity and capability for domestic manufacturing and decommissioning.
- ScotWind is obviously a critical strategic piece in Scotland’s energy transition, but for a just transition to be achieved significantly greater focus is required on systemic factors beyond headline numbers on energy generation, important as that is for decarbonisation. The specific arrangements regarding the next phase, in terms of domestic supply chains, manufacturing and jobs, will determine the nature of the impact on workforce and communities.

- Quote: “For supply chain companies and SME’s, it’s hard to know what’s next. They need clarity on what’s coming and commitment on technology so they can plan effectively. Certainty on the pipeline allows UK companies to invest.”
- The Scottish Government has control of offshore wind licensing, giving significant leverage in terms of the standards wind operators must commit to in order to operate.
- A primary feature of a just transition in Scotland will be the extent to which the renewable energy industry, including its supply chain, achieves high standards in terms of pay, conditions, security, health and safety for workers.
- There were calls for stronger penalties for failure to deliver local content committed to as part of renewables development, for example, Scotwind licensing.
- Just transition planning for the energy sector should support the expansion of wind manufacturing so as to provide large numbers of jobs that could be one credible destination for those exiting oil and gas.
- Public procurement for renewables as the industry grows rapidly will be a critical lever to avoid economic leakage and ensure there are high quality jobs for those in oil and gas to transition into. Under Contract for Difference, the “cheapest wins” principle has proven ineffective in optimising the manufacturing and supply chain opportunities the industry brings.
- The renewables sector appears unlikely to provide the number of jobs that would be required to make up for declining employment in oil and gas. Consequently, transition planning for the sector should take a diversified approach, considering routes into other kinds of jobs in other economic sectors, supported by personal training.

Employment in offshore wind

- Significant offshore employers, including in the renewables sector, do not currently have recognition agreements with unions. High profile examples of those that do include SSE, EDF, Vattenfall and Orsted.
- Quote: “Union recognition needs to be set in stone for renewables.”
- The fragmented nature of both fossil fuel and renewable industries, with many layers of subcontracting fairly typical, presents a challenge to robust and consistent recognition agreements
- At present elements of UK health and safety (H&S) and UK employment laws do not apply beyond UK territorial waters (12-mile limit). This is particularly evident in the renewables sector where workers on non-UK vessels have little or no H&S or employment protections and vessel owners/operators and foreign workers are not required to pay domestic tax, national insurance, etc.

- Stronger regulation and legislation applied to the offshore renewables sector would make it a more attractive destination for those currently employed in oil and gas, including some who may not consider proactively transitioning. Additionally, it would benefit the national economy.
- The current H&S regime covering renewables is not as robust as the one that was developed for oil and gas work following the 1988 Piper Alpha disaster. Work is required to safeguard offshore wind workers through a consistent set of guidelines that draw on the wealth of knowledge that has been built up through the development of oil and gas H&S regulations over decades.
- The Energy Services Agreement, a collective agreement covering a large number of oil and gas contractors, provides a potential basis for achieving a shared minimum standard in pay and conditions for renewables operators and supply chain companies.
- In September 2024 some attention was drawn to the issue of non-UK workers employed on inferior contracts to UK counterparts, as well as to the need for appropriate H&S regulations around renewables infrastructure, when the Wind of Hope service vessel struck a wind turbine at the Hornsea 1 wind farm, with a largely Filipino and Romanian crew.

Skills and training

- A very significant portion of the current oil and gas supply chain workforce is highly transferable to renewables. The pace of the transition, and the extent to which clear policy signals are provided at every stage, were identified as an important factors in determining the extent to which regional and national economies can adapt to changes to the energy system, due to the time required to develop the domestic supply chain for renewables and transition supply chain workforces.
- There is a risk that a disorderly transition will lead to the loss of skilled workers in Scotland who might otherwise switch from oil and gas to renewables.
- A clear plan for the transition would help support long term workforce planning aligned with a well-defined skills pipeline, based on strategic clarity and strong links between employers and academies and colleges, as opposed to the relatively “ad hoc” skills pipeline that is currently operational.
- Local Skills Improvement Plans (LSIPs), such as the LSIP for West and North Yorkshire, have made important steps towards achieving this in England by partnering employers (typically via the relevant chambers of commerce) with training providers such as colleges, while in Scotland we have good examples of initiatives in a similar space, such as the ongoing collaboration between Focus North, University of the Highlands and Islands at Thurso, and Dounreay.

- There are a large number of skills initiatives currently however these require co-ordination at local and national level to ensure best value for SMEs, industry, workforce and training providers.
- Scottish Funding Council skills pathfinders in the North East, and especially the work of the Energy Skills Partnership in the region are examples of relevant initiatives to build on.
- Public investment should be deployed in a way that demonstrates value for money in terms of generating long term social and economic returns aligned with just transition principles and outcomes. Particularly in the context of the current pattern of low levels of public investment, investment in established public sector initiatives and colleges with proven track records is a basic requirement to support a just transition. A meaningful test for funds allocated elsewhere could be: could greater value have been achieved through investment in the public sector and colleges?
- The Canadian Sustainable Jobs Act (2024) is a strong example of legislation that addresses key generic issues confronting the North East, Scotland and the UK as regards the energy transition, with its objective of "foster[ing] the creation of sustainable jobs, support industries and communities in every region across Canada, and help the workforce gain the necessary skills, training and tools to fill these new job opportunities." An equivalent piece of legislation covering Scotland was identified as a potential game-changer for just transition planning and delivery.

Great British Energy

- In tackling its remit, Great British Energy has the potential to add significant value from a just transition perspective through a focus on community ownership and community benefits. The GBE office in Aberdeen appears to be in the process of developing a dedicated team with the necessary expertise to catalyse significantly greater and more rapid expansion of community energy, in Scotland and more broadly, ensuring a more equitable sharing of the benefits of the emerging energy system.
- ·In helping to facilitate new infrastructure development, Great British Energy should enable investment in the regional manufacturing base, including through conditionality regarding fair work and union recognition.
- Investment via GBE, particularly insofar as it includes equity stakes in renewables development, presents an opportunity to exert leverage in setting minimum standards, involving workers in key decisions, undertaking site- and region-specific planning to manage localised effects from the energy transition on employment levels.
- Alongside GBE, the Scottish National Investment Bank and the National Wealth Fund can also play a core role in setting social and environmental conditions for their investments to underpin a just transition.

Planning for the North East

- Significant expectations have developed over a number of years in the North East regarding a regional just transition plan. There is a widely held perception that the process is taking too long.
- Some stakeholders report pessimism on the next steps regarding local/regional just transition planning, with concerns about longevity, follow-through, funding and capacity challenges.
- The work of North East Scotland's Community Climate Action (NESCAN), including the Just Transition Communities Project and Just Transition Participatory Budgeting Fund provides a strong set of applied approaches to shaping a community-led transition across sectors. Lessons from these initiatives should be applied at scale to help facilitate strong community involvement in just transition planning at every relevant scale.
- Hub North Scotland was identified as a good example of how to coordinate work on Net Zero and infrastructure development. It features 16 public sector partners and strong coordinating structures for delivering necessary infrastructure.
- While extensive good quality planning activity at regional and local level is already in place, such as work by Climate Ready Aberdeenshire, the key barrier identified by local policy-makers to effective delivery against climate and economic development aspirations is financing. Quote: "On the adaptation ask for Aberdeenshire, it clearly requires extensive capital funding. The skills and supply chain are there, but funding is the main barrier."
- Quote: "The biggest difference would be made by proper resourcing to get proper investment and delivery on joint action plans. You need a level of confidence that money will be there. Challenge funds aren't the way of doing it, as this tends to be bitty pots of money and bidding takes up capacity."
- Local authorities noted that NPF4 has moved things forward positively, and that regional spatial strategy should be articulated alongside any regional just transition plan.
- On the role of business and industry in regional planning, local authorities highlighted ScotWind as "the big piece".
- Quote: "Our region [the North East] had all the oil and gas architecture and now we are going to have a significant amount of the Scotwind architecture. But the challenge is: what is that going to mean for the place in practical terms, batteries, pylons, investment?
- Local authorities want a "seat at the table" in negotiating the development of ScotWind, to underline the impact on communities and how enduring positives can best be achieved.

- Comparisons were drawn by local authorities between planning activities for Grangemouth and the North East. It was understood why Grangemouth had the attention, but it was felt that the North East has the potential to become “Grangemouth on a larger scale” and should therefore have the same level of interest and desire from Scottish and UK Government due to the size of the workforce and the scale of transition required.
- North East local authorities are working with companies on Net Zero Aberdeen. This is important as income streams are considered beyond what national government will supply to meet local place needs.
- Quote: “The energy industry has a massive footprint. The wider economy in the region will drop. There is no plan that recognises infrastructure for oil and gas and how it’s going to be transitioned.”

School pupils from the North East share their perspectives with the Commission in Tillydrone, Aberdeen

Planning approaches, challenges and assets

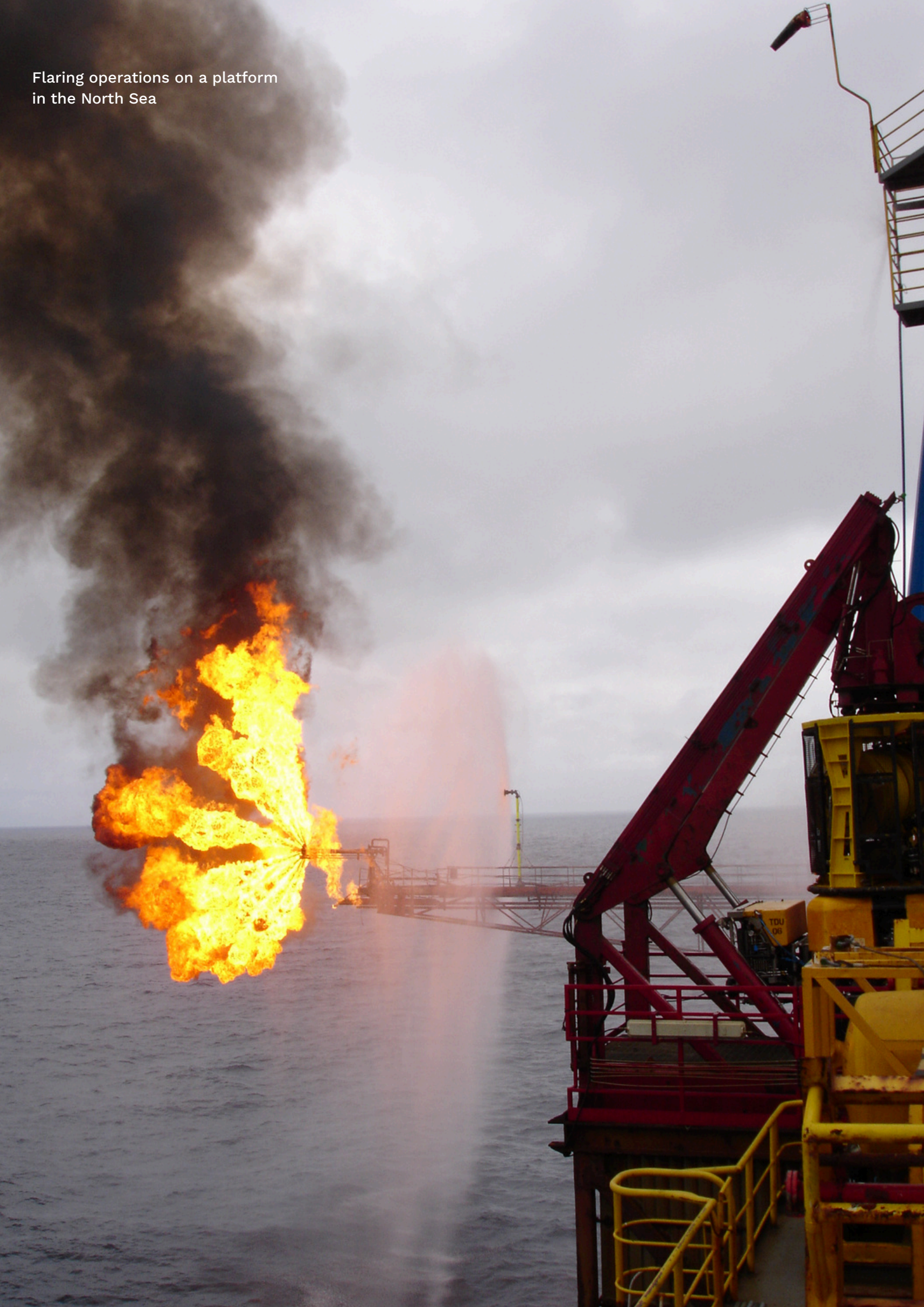
- The example of EU just transition planning at regional level shows that production of initial plans can be relatively quick, e.g. 12-18 months. The model demonstrates the virtue in speed as well as accuracy given the relevant social, economic and environmental changes requiring to be addressed are already underway.
- Relationships with both local and national government -- departments,
- representatives and personnel – are paramount for joint planning, understanding and developing positive futures for a region.
- Community representatives shared the feeling that there are too many plans covering different but related/overlapping topics, and that this is placing a burden on stretched resources.
- A generic challenge for just transition planning and delivery in Scotland is the long-term resourcing and capacity-building of communities to take a leading role in shaping the process at site, local and national scale. Currently the reliance on volunteers to support community initiatives and involvement is unsustainable
- The challenge for regional just transition planning is to add value to an already crowded planning landscape by unlocking delivery and monitoring.
- Funding for just transition planning and delivery at regional level requires robust monitoring and evaluation, with community and local government initiatives able to access funds.
- The Scottish Climate Intelligence Service was highlighted as a key initiative to facilitate effective collaboration, exchange and co-working between Scottish Government and among local authorities.
- Just transition is established as a core priority in the Verity House Agreement which sets out the collaborative approach between Scottish Government and the Convention of Scottish Local Authorities (COSLA) in meeting urgent challenges, a delivery framework to build on that sets out coordinating structures to support prioritisation.
- A key strategic challenge for place-based planning is that parts of Highlands and Islands are currently experiencing an acute housing crisis, delaying the delivery of new infrastructure for decarbonisation. If new housing is to have lasting value in addressing systemic challenges, co-ordination is required to avoid temporary infrastructure without necessary future quality assurance.
- Just Transition plans at regional and site scale present a positive opportunity for government and industry to join up on shared issues and challenges. Last year SSEN launched a housing strategy voluntarily, however there is no clear standard requirement on this for developers.

Community participation

- Active local communities in the North East report a feeling of power imbalance with other, better-resourced stakeholders in shaping the transition, including government and industry.
- Communities report a desire to move away from consultations, and toward a partnership model for decision making with communities leading on co-creation and collaboration to shape key elements of the transition, in line with just transition principles.
- The experience of ethnic minority groups, immigrants and young asylum seekers communities in Scotland, and how these groups can help shape the transition to a low carbon economy, remains an underexplored area of inquiry with such voices and inputs not properly understood. The work of the Just Transition Communities Partnership (JTCP) has noted individual challenges (representation, language and cultural barriers), strategies for coping and developing resilience, and unique contributions to local culture are not always fully accounted for in decision-making processes.
- Connections made through the JTCP have enabled groups to apply for community renewables funding and installation of solar panels, and to foster stronger connections with communities. Examples include the Rural Environmental Action Project feeding into community plans in Keith, supporting repair cafes in Forres at Transition Town Forres, and providing volunteers and staff in community groups with a chance to deepen connections and value climate actions already underway.
- Community participants expressed the view that without specific reforms, current norms regarding governance arrangements and policy processes are likely to make it challenging to achieve a meaningful and sustainable process of joint planning.
- Loss of public spaces and key services make community involvement and projects considerably more difficult. For example, the closure of community centres and libraries and other community buildings, community learning and development and youth work suffer chronic under-resourcing, having previously served as a link between local communities and decision-makers.
- Community organisations are strongly of the view that long-term rather than annualised funding is required to meet long-term structural challenges, so that they have stability and time to build capacity and expertise, and to execute local plans and projects.
- Accessibility is an important consideration in supporting an inclusive process on just transition planning.

- Community-owned revenue generating assets (e.g. Community Energy Schemes) that build community wealth and capacity should be supported as a key strategic piece, as the income from these can ensure projects are self-sustaining, locally controlled, and feed investment back into other locally based initiatives that support a just transition and a greener future.
- Local people in the region report feeling they are not currently benefitting in an equitable way from the fossil fuel resources exploited in the region, and this pattern may be carrying over to renewables. There is a general view that while individual workers benefit through wages, the long-term benefits have accrued to private companies and foreign state-owned enterprises rather than building up a sustainable legacy for the North East to support the transition away from oil and gas.

Local community members discuss the future of the region at Tillydrone community centre



Flaring operations on a platform in the North Sea

Visit overview - day one

Donside Hydro

A number of Commissioners met with Sinclair Laing, chair and founder of the project for a tour and overview of Donside Hydro, Scotland's first urban community hydro project. For more information about this project see the case study on page 35

Tillydrone Community Centre

In advance of the Commission's visit to Aberdeen, the Just Transition Lab, University of Aberdeen, was instructed to undertake research on approaches to regional just transition planning, using the North East as a case study. The research is published by the Commission in standalone format and as Annex A to this report. The Commission heard from Dr Daria Shapovalova at the beginning of the visit to review their interim findings.

The North East Scotland Climate Action Network (NESCAN) and the Just Transition Lab (University of Aberdeen) hosted the Commission and representatives from the Climate Change Committee for a day of community engagement at Tillydrone Community Centre.

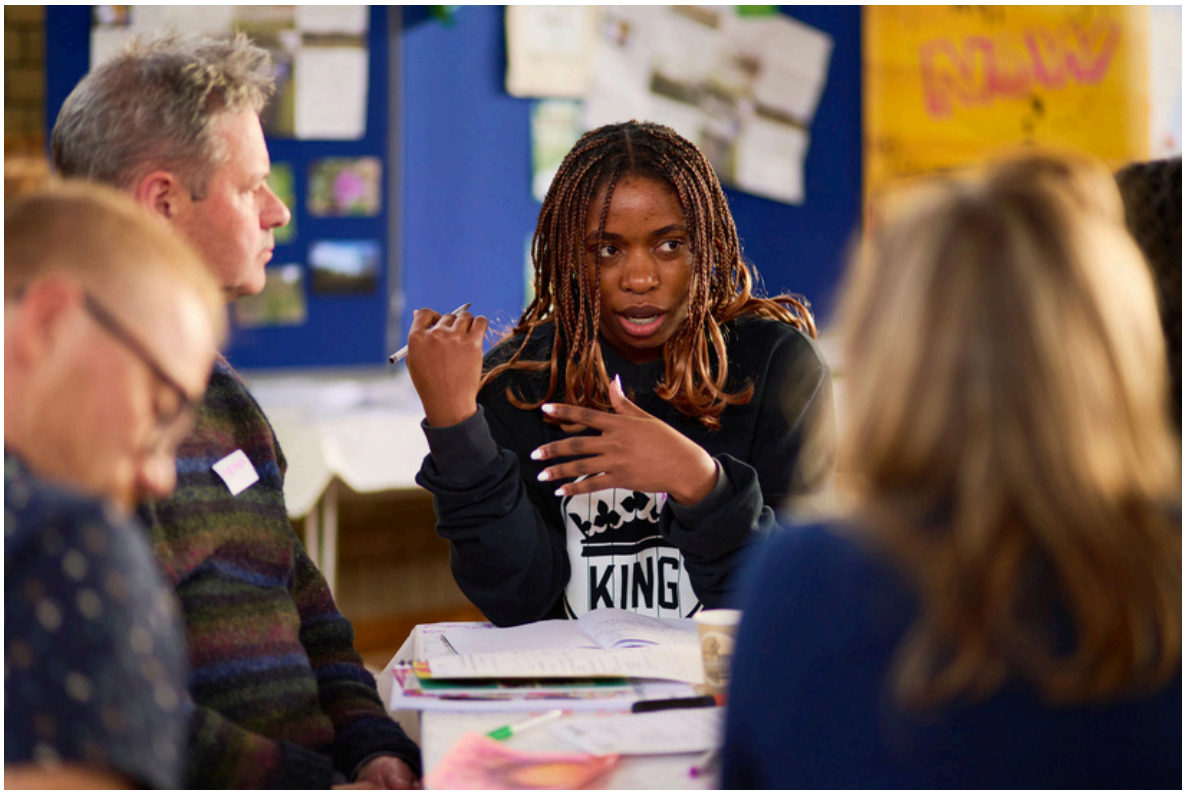
The Commission received a series of presentations on community just transition action:

- Just Transition Communities Project – Nicola Twine, Project Manager NESCAN
- Community Led Retrofit – Matthew Clubb, NESFIT
- Transitions in Moray – Fabio Villani, tsi Moray
- Systems, Barriers and Enablers affecting just transitions – Jamie Hamilton, Community Chartering Network

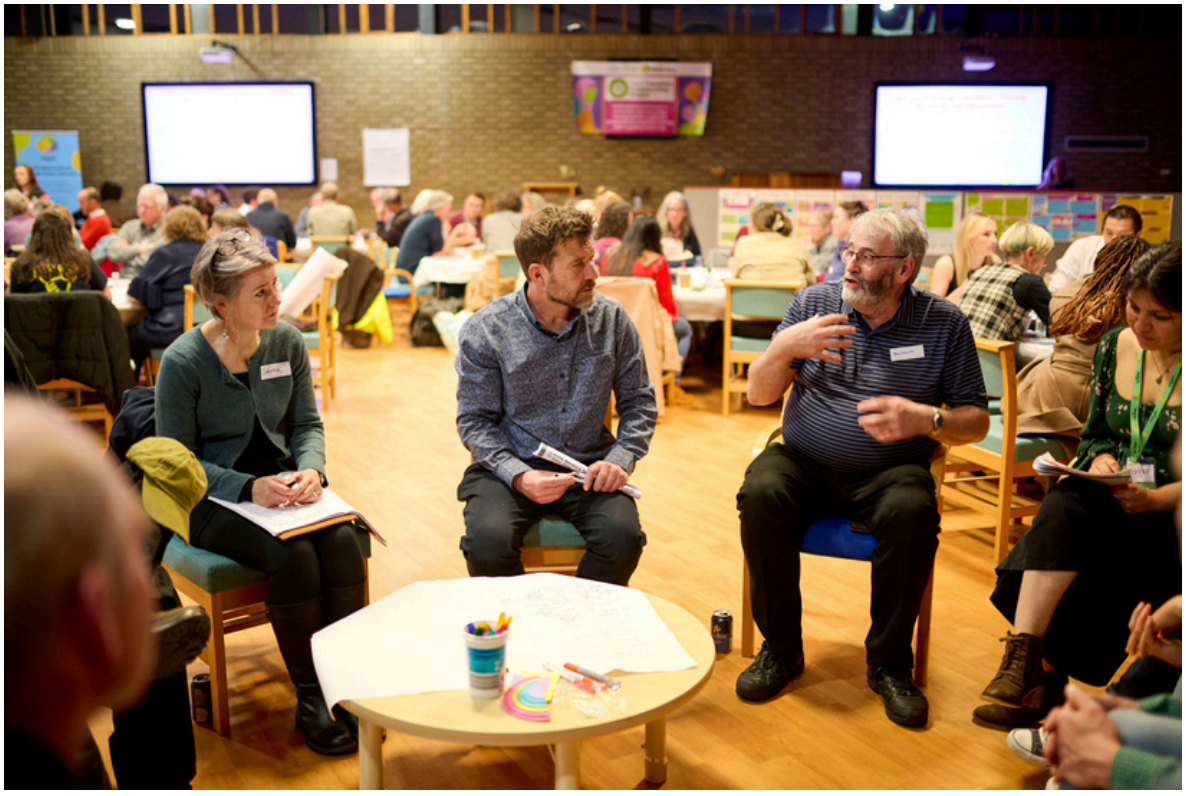
Following this the Commissioners then participated in a series of roundtable discussions on a wide range of topics, including:

- Young People
- Community Participation in Aberdeen
- Social Justice & Climate Justice
- Community Participation in Moray
- Partnership & Collaboration
- Community Participation in Aberdeenshire

In the evening the Commission and NESCAN hosted an open community session with themed roundtables. A full record of these discussions is annexed to this report as Annex B.



The Commission community events, Tillydrone community centre

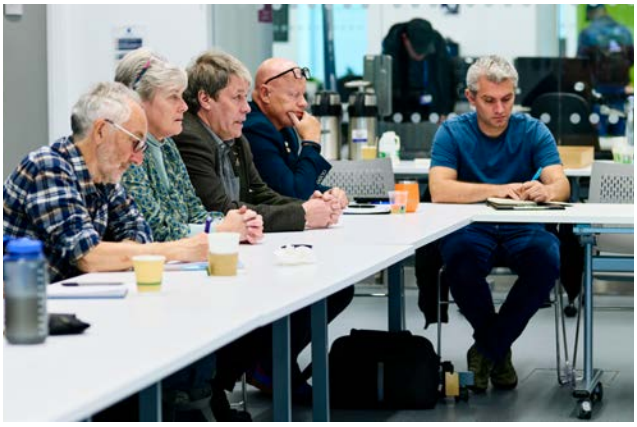


Visit overview - day two

Roundtable with workers and trade union representatives

The Commission was joined by Prof. Keith Bell and Bea Natzler from the Climate Change Committee to meet with workers and trade union representatives where discussion focussed on whether workers were being engaged by employers, duty holders or others around the idea of a just transition, whether they had any awareness of actions taken to support a just transition; and what could and should the government and industry do to meaningfully support oil and gas workers to transition to new employment? Participants included

- John Boland, Unite
- Ron Dickson, RMT
- Scott Agnew, RMT OILC
- Robbie Wyness, RMT OILC
- Mike Bainbridge, RMT OILC
- Graeme Neish, Unite COTA Learning Rep
- Stuart Hunter, Unite COTA Learning Rep
- Isabella Sutherland, Unite the Union
- Thomas Hunter, UNISON
- Steven Gray, Moray Trade Union Council
- David Blair, Aberdeen City Council
- Dale McKinnon, Aberdeenshire Council
- Yvonne D'Ambruoso, GMB
- Sean Robertson, GMB



Workers and trade union leaders shared concerns with the Commission

Roundtable with business and industry representatives

The Commission met with local business and industry representatives to discuss key challenges and opportunities for the region, including emerging and existing industries. Participants included

- Bob Sanguinetti, Port of Aberdeen
- Katie Miller, CBI
- Ryan Crighton,Aberdeen and Grampian Chamber of Commerce
- Andy Macdonald, ORE Catapult
- Rebecca Allison, Net Zero Technology Centre
- David Whitehouse, Offshore Energies UK
- Prof. Paul de Leeuw, Robert Gordon University,
- Jen Lawrie, Aberdeen City Council
- Christine Webster, Aberdeenshire Council

Further engagement

After the visit to Aberdeen the Commission held an online event with representatives from the three local authority areas in the region, Aberdeen City, Aberdeenshire and Moray, on regional planning. Participants included

- Angela Scott, Aberdeen City Council
- Alison Leslie, Aberdeen City Council
- David Dunne, Aberdeen City Council
- Sinclair Laing, Aberdeen City Council
- Kelly Wiltshire, Aberdeenshire Council
- Ewan Wallace, Aberdeenshire Council
- Gary Templeton, Moray Council
- George Gunn, Moray Council
- Rod Lovie, Moray Council
- Daria Shapovalova, University of Aberdeen

The Commission held a separate briefing session with Prof. Paul de Leeuw from Robert Gordon University.

The Commission was engaged by Systemiq during preparation of their recent report, Delivering a rapid, orderly and just energy transition for the UK Continental Shelf (2025), reviewing interim and final findings and providing expert input.

Case studies

The following information was provided by project leads in response to a series of questions from the Commission's secretariat.

Case study: Community led retrofit in North East Scotland

The North East Scotland Retrofit Hub (NESFIT), in collaboration with local retrofit architects mwclubb, have been engaging with communities across the north east to help householders understand why and how we must future proof our homes and the huge opportunities associated with it.

Background

Aberdeen City and Aberdeenshire faces a huge challenge in meeting good energy performance targets. More than half the existing housing stock is below EPC 'C', which translates to a need to retrofit 110,000 homes in less than 10 years. This necessitates a rate of over 200 homes per week.

However, the opportunity is equally massive. Analysis by the Construction Leadership Council, in their proposal for a National Retrofit Strategy, shows that delivering this scale of retrofit could generate 4,000 jobs in the area. Meanwhile, the delivery of a whole house retrofit approach will eliminate fuel poverty, drive down emissions, future proof homes, increase disposable income and crucially improve the health of the public at large.

A significant challenge in North East Scotland is the lack of certified trades and contractors for carrying out retrofit works. There is only one certified Greendeal installer in the North East, which means the majority of publicly funded energy efficiency works are carried out by contractors outside the region. Hence, an important part of the engagement strategy is helping local trades and contractors understand the knowledge and skills required to undertake retrofit work, such that homes can be improved by business in the local community.

NESFIT's vision for the "energy transition" is not oil workers getting jobs on wind farms, it is people in deprived areas, getting jobs in their own communities to eliminate fuel poverty and improve their neighbourhoods.

Community led retrofit

Three pilot programmes have been delivered in Daviot and Kemnay in Aberdeenshire, and Torry in Aberdeen. The programme in Torry engaged with volunteers from the community who were willing to have an assessment of their homes carried out.

Three homes, of different archetypes, underwent a Whole House Retrofit Assessment, by local retrofit experts. A community building, the Torry Bridge Centre, was also assessed. A community event was held to discuss the findings and what they mean.

The findings showed that every building assessed could be improved to use 80% less energy for heating. Not only would this drastically reduce the energy costs for these homes but it would also significantly improve the resilience, thermal comfort and air quality, if done well.

The cost of implementing such a programme of work is beyond the financial means of many in the community. However, leveraging the collective skills, spirit and buying power of the community could reduce the costs and allow near term steps to be taken.

Crucial to tangible progress is a Retrofit Plan, which breaks the work down into manageable steps, in an ordered way, that mitigates unintended consequences. This plan includes climate adaptation measures to guard homes against overheating risk and floor risk, which increase significantly under current climate models for Scotland.

The opportunity to transform the community building, The Bridge Centre, into a more comfortable, usable space, presents a huge opportunity for the community to get involved in the retrofit process. A comprehensive retrofit would allow local householders to touch and feel the benefits and see the construction works close-up. The owners of the building are seeking funding for the first stage of the retrofit plan and NESFIT are poised to deliver practical retrofit training to local volunteers when stage 1 can be taken forward.

Looking forward

The community has understood how improvements to their buildings could be transformational for them. While the local strategy being adopted by the council is to connect homes to an Energy from Waste heat network, there is now some community understanding that the transition is about far more than just energy alone.

The scale and speed of the retrofit projects that must be undertaken necessitates a street-by-street approach to delivery. Area-based schemes have shown that this is also a great way of raising awareness and increasing signup, hence a street-by-street tenure agnostic approach must to delivered, in combination with local community engagement.

While the funding source for such retrofit projects is still unclear, it is evident that projects that focus purely on energy will not deliver buildings that are fit for the future. Integrated funding models, that realise the co-benefits of good whole house retrofit, must be developed. The government must work with energy companies, public health bodies, local authorities and residents to develop funding models that deliver retrofit.

Regional Retrofit Hubs can play a key role in the cultural transformation that is required to engage the public, ensure good scheme delivery and development of the supply chain to support it.

Case study: Donside Hydro

Aberdeen Community Energy's (ACE) Donside Hydro is Aberdeen's first community energy project, which is also Scotland's first urban community hydro. Situated in Donside Village, at the edge of the river Don, Donside Hydro provides, clean energy, a sustainable income for the local community and an annual return for investors.

The site exemplified what the Commission heard throughout its visit and showed what can be achieved by a dedicated and ambitious community who are working towards a shared vision.

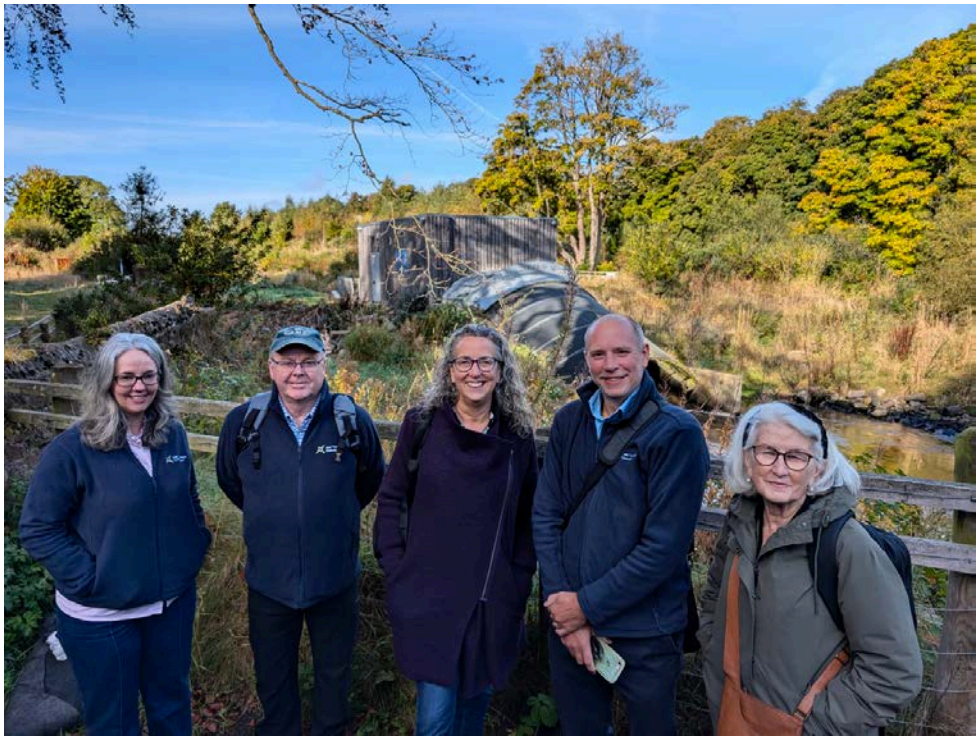
Following initial proposals by a housing association, members of the community could immediately see the potential of the project and decided to take it forward as a single turbine generating station. A fully functioning hydro system was delivered in September 2016.

2023 was the seventh full year in operation and, despite a below average annual production, ACE achieved record turnover and maintains a healthy financial position. There was an annual turnover of £171,498 and a surplus of £56,544, which is the highest to date. This was 185% above 2022 due to higher revenue from electricity sales and feed in tariff subsidies.

A dedicated team of volunteers assist with day-to-day operations, daily screen cleaning, dealing with flood devastation and additional enhancement projects, such as undergrowth management, litter picking and path clearing. This volunteer input is essential to the smooth operation and maximisation of the scheme.

This is a unique local example of community empowerment, health and wealth-building through a renewable energy initiative. The income which is generated from the scheme is used to maintain the scheme, pay back community investors, and support community initiatives. However, the benefits are broader than just monetary. The scheme delivers clean energy and provides local landscape improvements for people and wildlife. It also raises the pride and positive profile of the local community, volunteering and development opportunities, public awareness raising and formal education opportunities to local schools and universities.

Founder Sinclair Laing reflected on why this project is so unique and on why we do not see more of this throughout Scotland. “It is risky, complex, hard work, which is often undertaken by non-energy professionals in their spare time. While the Scottish Government provided a lot of support through Local Energy Scotland and the CARES Fund, more could be done by Governments and industry to understand and reshape the regulatory systems to be more favourable to community energy - given the significant added benefits they provide. Subsidies and energy market regulations could be considered differently for projects like this. Local Authorities and other local partners could also help pave the way for more community energy projects in their areas through 'energy frameworks' which again seek to unlock the local challenges for would be entrepreneurs. There is so much unbelievable benefit from communities doing it for themselves that the system ought to be designed to favour and not against this self-empowerment.”



Members of the Commission visit Donside Hydro

Case study: Just Transition Communities Project

Background

The Just Transition Communities Project (JTCP) is a pioneering initiative in North East Scotland designed to build belief in the power of community voice and action in shaping a fairer, greener future. Spearheaded by the NESCAN Hub (North East Scotland Climate Action Network) and supported by partners across the region, JTCP aims to ensure communities are not passive recipients but active participants in the transition to Net Zero. The project supports citizen participation in developing a Regional Just Transition Plan, which addresses social and climate justice and builds the skills, confidence, and capacity required for meaningful community-led transformation.

Model

At its core, JTCP operates through a place-based, participatory democracy model. Its structure integrates:

- Inclusive community engagement, ensuring diverse voices are heard.
- Deliberative processes, including climate assemblies, participatory and planning events.
- Capacity building, developing local leadership, facilitation, and action planning skills.
- Strategic partnerships, uniting community organisations, academic institutions (e.g. University of Aberdeen's Just Transition Lab), and service providers.
- Local action planning, with communities designing tailored projects addressing climate, wellbeing, and social priorities.
- Community tools and resources, such as toolkits, educational materials, and a dedicated website to support replication and scaling.

Four principles guide all activities: inclusivity, consensus, motivation, and continuity.

JTCP began in late 2022 following a successful bid by NESCAN Hub to the Scottish Government's Just Transition Fund. This provided the foundation to pilot a region-wide model of democratic, community-led climate action. Early successes were built on lessons from previous participatory projects, international good practice, and strong regional collaboration.

Crucially, JTCP has thrived due to its grounding in local contexts and needs, an ethos of co-design, and sustained commitment from delivery partners such as tsiMoray, Action for a Fairer World, Go Deep Scotland, Open Source, Community Chartering Network and others. Its development has been marked by continuous learning, flexible delivery, and an emphasis on integrating diverse communities—including marginalised and ethnic minority groups—into meaningful climate conversations

Impact

- Over 7000 residents and young people across Aberdeen City, Aberdeenshire, and Moray have participated in community assemblies, workshops, and deliberative sessions.
- Community Retrofit Project pilot: groups like the Torry Retrofit Group are reframing challenges like RAAC repairs as opportunities for sustainable retrofitting.
- Curricular engagement: schools like St Machar Academy have implemented food growing areas, renewable energy projects, and clothing exchanges, integrating sustainability into education.
- Youth skills development: Initiatives have supported young people with barista and gardening skills, visits to university campuses and construction sites, aligning education with Just Transition career pathways.
- Ethnic community engagement: Targeted collaboration with Aberdeen Ethnic Minority Women's Group uncovered critical barriers and opportunities for inclusive participation in nature and climate work.
- Funding leverage: Communities have used JTCP evidence to secure additional funding for new projects, amplifying the programme's value and reach.
- Deliberative tools building consensus and JT community plans: Developed in and with communities, these documents are already influencing local authority planning and policy discussions.

Replicability: opportunities and constraints

The JTCP is highly replicable and designed with scalability in mind. The next year of the project explicitly prioritises the further creation and development of accessible toolkits, resources, and shared learning to support adoption in other regions.

Enablers include:

- Clear models of democratic engagement and tested participatory methodologies.
- Online tools and a resource-rich website.
- Strong local partnerships and knowledge sharing between sectors.
- Recognition by national bodies like the Just Transition Commission of JTCP's value.
- Constraints include:
- Local authority budget cuts, reducing community space availability and staff capacity.
- Policy inflexibility, bureaucratic red tape, and slow system reform.
- Fragile community volunteer networks vulnerable to burnout.
- Short-term or unstable funding cycles.
- Dominance of big business priorities in transition planning, potentially sidelining community justice concerns.
- Ongoing confusion around the terms "Just Transition" and "climate-friendly action," which hinders engagement and clarity.

Key lessons and reflections

- Community expertise is real and actionable: Communities possess deep insight and practical solutions, but need platforms, time, and resources to act.
- One size does not fit all: While common themes like land use, food justice, energy, and youth engagement emerge, solutions must be place-specific and co-designed.
- Narratives of power must shift: A truly Just Transition cannot occur within business-as-usual frameworks dominated by economic growth imperatives. Decision-makers must value democratic participation and community development.
- Process matters: Outcomes are only as just as the processes that produce them. Resourcing inclusive engagement is not optional—it is essential.

Surprises and emerging insights

- The level of interest and creativity among youth, particularly when given responsibility and platforms to lead.
- The stark extent of institutional barriers—such as planning procedures and communication disconnects—that hinder action despite clear community readiness.
- The passion for and practicality of community-driven ideas around land use, food systems, and local ownership—often more ambitious than government agendas.

Acknowledgements

The Commission would like to thank organisations and stakeholders for sharing their time and insights during our engagement:

Aberdeen City Council
Aberdeenshire Council
Callum McGregor Chapman Photography
Climate Change Committee
Confederation of British Industry
General, Municipal, Boilermakers and Allied Trade Union(GMB)
Members of the local community and community organisations
Moray Council
Moray Trade Union Council
NESCAN and partner organisations
Net Zero Technology Centre
Offshore Energies UK
Oil and gas workers
ORE Catapult
Port of Aberdeen
Robert Gordon University, Energy Transition Unit
Systemiq
The National Union of Rail, Maritime and Transport(RMT)
Tillydrone Community Centre
UNISON
Unite the Union
University of Aberdeen Just Transition Lab

The Commission would like to thank the Secretariat for facilitating the programme of engagement and written outputs.

Annexes

Annex A: Regional Planning for a Just Transition: A case study for the North East of Scotland
Annex B: Just Transition Commission Event Feedback from NESCAN Hub

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