



# Our strategy

Engage | Prepare | Respond

# Who we are

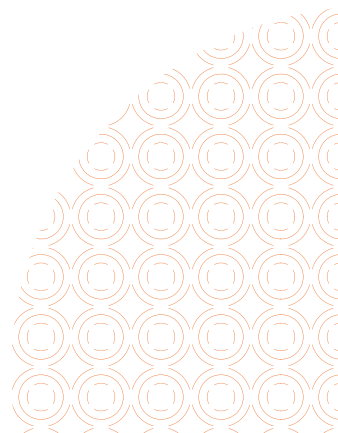
OSRL is the industry's only member-owned, global oil spill response organisation. We serve the oil and gas and shipping industries with an integrated capability that combines 24/7/365 response services, preparedness services, and global advocacy, supporting members' licence to operate.

## Our mission

Our mission is to provide members with resources to prepare for and respond to oil spills efficiently and effectively globally to mitigate the impact on communities and the environment.

## Our vision

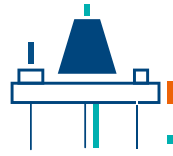
To lead the way, applying good practice and continuous innovation to spill response, adapting and evolving to meet our members' needs as they navigate the energy transition.



# Global footprint



13 strategically positioned locations across key geographies.



150+ technical experts in surface and subsea preparedness and response.



Operational credibility gained from over 40 years of responding to incidents worldwide.



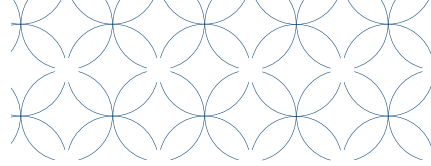
OSRL base



Regional office



Subsea Well Intervention Services base



# Strategic Context

Oil remains a part of the world's energy mix, and the risk of oil spills persists wherever exploration, production, and transport occur. The energy industry faces increasingly demanding conditions, including extreme weather, ageing infrastructure, and expansion into remote or environmentally sensitive regions. Regulatory and public scrutiny of spill response is intensifying, with higher expectations for transparency, accountability, and rapid, effective action.

Most organisations cannot economically sustain comprehensive spill response capability in-house due to cost, skills shortages, and the complexity of modern operations. Stakeholders, including regulators, investors, and communities, now expect measurable preparedness, proven response capability, and clear accountability as prerequisites for maintaining licence to operate.

In this context, OSRL has a central role. As an industry-owned organisation, OSRL provides integrated global spill response expertise, specialist resources, and collective advocacy that individual companies cannot maintain independently on a sustainable basis. Our role is to ensure members are equipped to meet evolving risks and expectations, enabling operational continuity and long-term resilience.

## Our strategy

Our strategy is built around **three interconnected pillars**:

### Engage, Prepare, and Respond

assuring members of global readiness to respond to oil spills wherever and whenever they occur. By continually adapting to industry requirements, we enable members to manage risk, demonstrate compliance, and maintain licence to operate.

The strategy is underpinned by a focus on safety, operational excellence, and cost discipline.

## Strategic enablers

Execution of the strategy is enabled through:

**Safety** continuously driving a proactive safety culture built on Life Saving Rules, enforcing rigorous risk assessments and actively managing operational risk, underpinned by training, monitoring and audits to ensure we protect people and minimise hazards.

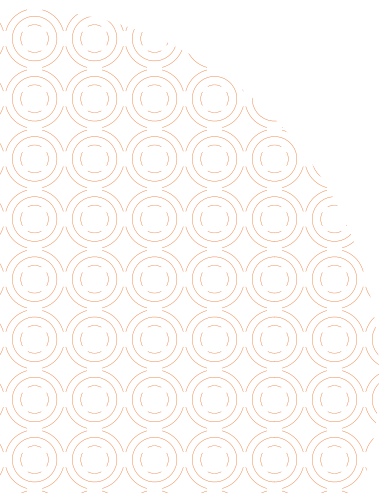
**Assured response** actively managing people, contractors, systems and processes to ensure resources are always available in the right place at the right time, supported by training, exercises and drills to verify competence and test plans.

**Cost discipline** actively managing operational costs and investment decisions to ensure services are delivered efficiently, creating value for members.

**Risk management** actively assessing and managing strategic risk through a hierarchy of internal and external audit and assurance activities, testing business continuity and crisis management arrangements through exercises, reinforced through accreditation to ISO standards.

**People and skills** sustaining a highly skilled technical workforce through multi-skilling, structured knowledge transfer, and talent pipelines.

**Technology and digital** modernising systems to enhance data and cyber security whilst increasing the use of analytics to support decision making and assurance.



# Strategic pillar

We engage with members and external stakeholders to ensure preparedness and response capabilities remain aligned with industry priorities and regulatory requirements.

At a global level, we represent members in engagement with regulators, academia, and industry bodies, contributing to evidence-based policy, advancing good practice, and maintaining access to critical response tools.

# Engage



## Promote industry good practice and OSRL's value

Proactively engage with members, regulators, academia and industry partners to promote evidence-based good practice in spill preparedness and response. Advocate for practical, science-led approaches that strengthen industry capability and demonstrate OSRL's value as a trusted technical authority.



## Deepen relationships with Members and stakeholders

Maintain strong, structured relationships with members and key stakeholders through ongoing engagement, dialogue and collaboration. Ensure OSRL's preparedness and response services remain aligned with evolving priorities, risks and operating contexts.



## Grow overall membership base

Expand OSRL's membership by engaging new organisations and regions where spill risk, regulatory expectations and preparedness needs are evolving. Communicate OSRL's role, expertise and value proposition to support the sustainable growth of the membership base.



## Grow preparedness business

Support growth of the preparedness portfolio through active engagement with members and stakeholders, identifying emerging needs and opportunities for consultancy, training, exercises, equipment services and related services that strengthen member and industry preparedness.



## Bridge science and response

Strengthen the link between scientific research and practical response through collaboration with academia, industry and technical bodies. Support applied research, knowledge exchange and innovation to ensure science informs operational decision-making and real-world response outcomes.

# Strategic pillar

Preparedness services include consultancy, modelling, contingency planning, training, and exercises across surface and subsea spill scenarios. These services are available to members on a commercial basis, enabling regulatory compliance and building assured competence to respond effectively when incidents occur.

Our services also extend to equipment hire capability - hire, training, and maintenance - providing immediate response readiness for exploration and production operations without the need for significant capital investment.

This ensures compliance with regulatory requirements and alignment with operational plans.

As preparedness requirements evolve, we adapt services to address emerging risks and new response scenarios. In doing so, we enable members to demonstrate resilience, maintain stakeholder confidence, and underpin licence to operate.

# Prepare



## Deliver global integrated preparedness services

Deliver consistent, high-quality preparedness solutions that span training, consultancy, secondments, and equipment services. Leverage our global footprint and specialist expertise to ensure services are tailored to local operating context while maintaining consistent quality globally.



## Financially sustainable Preparedness business model

Deliver preparedness services through a financially sustainable operating model that supports long-term value creation. Ensure disciplined cost management, efficient utilisation, and scalable service delivery.



## Innovate, develop and expand service offerings

Continually evolve preparedness services to meet the changing needs of our members and wider industry. Use new technologies, partnerships and in-house expertise to enhance relevance, accessibility and impact.

# Strategic pillar

OSRL is the only oil spill response organisation that delivers fully integrated surface and subsea capabilities for members worldwide. Global Tier 3 capability is complemented by regional Tier 2 services, enabling cost efficiency through resource sharing.

We define industry good practice in developing and assuring responder competence, providing members with 24/7/365 access to specialist expertise. Response equipment is managed to ensure stockpiles are optimised for the full range of potential spill scenarios and maintained in a state of readiness for immediate mobilisation.

Distinctive capabilities include a single focal point for mobilising surface and subsea response, global wide-area jet-based dispersant aircraft, globally distributed dispersant stockpiles, and wildlife response through the Global Oiled Wildlife Response System (GOWRS).

# Respond



## Deliver global integrated response services

Structure our global response function organisation in a manner that enhances the provision of our integrated services (including Service Level Agreement, Logistics, Wildlife Response and Subsea) and leverages strategic relationships with industry, ensuring our members derive maximum value from their association with us.



## Deliver global tier 3 response services

Review and strategically develop/reallocate our global response operational presence to ensure our members receive the necessary cover.



## Redefine our existing dispersant services

Actively engage and collaborate with industry to identify and fulfil the evolving global dispersant requirements and complementary technologies.



## Redefine our existing aerial capabilities

Determine our future capability for aerial dispersant application. Developing for industry an advanced, wide area dispersant application service that anticipates members' needs up to the year 2050.



## Assess future response opportunities

Aligned with the Energy Transition, technology will act as a catalyst for improving response effectiveness.



# Contact us



## Global

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