

Strategic direction and priorities following the 2026 Long-Term Strategy Review

Strategic direction and operating context

The 2026 Long-Term Strategy Review confirmed that OSRL's 2023–2028 strategy remains aligned with member value, response readiness and long-term organisational resilience.

The strategy is structured around three core focus areas: **Engage, Prepare and Respond**. These guide OSRL's approach to member engagement, preparedness and response readiness.

As delivery of the 2023–2028 strategy continues, the emphasis is on sustaining response readiness, investing in preparedness, strengthening member engagement and progressing agreed strategic priorities.

External developments, including changing industry structures, member consolidation, evolving operating models and reduced in-house preparedness capacity, continue to underline the value of OSRL's member-funded shared services model in sustaining global response readiness efficiently and at scale.

Key areas considered by the Board

The Board focused on sustaining member value and ensuring OSRL remains responsive to evolving industry requirements.

The review supported maintaining OSRL's current global footprint, with resources aligned to member needs, risk profiles, mobilisation principles and the resilience needed to support global response. Continued assurance of responder competence through training, simulations and preparedness activity will remain important, particularly during periods of lower spill activity.

The Board also reviewed OSRL's dispersant-related services, including product availability, stockpile management, future approvals, and subscriber governance. OSRL will continue to support members with technical, regulatory, and operational considerations, making decisions based on readiness, member requirements, and the safe, compliant, and effective management of dispersant capability.

In addition to the core membership offer, supplementary services provide added support when they address member needs or regulatory requirements and deliver clear value. The review concluded that new supplementary services should be developed only when there is a clear member case and they strengthen the core membership proposition.

Preparedness services remain essential for supporting member readiness and reinforcing membership value. Future growth will focus on commercially disciplined, high-value specialist services.

Technology will play a key role in sustaining response readiness and member preparedness. The Board determined that OSRL should adopt, integrate, and partner for technology solutions rather than develop them in-house, focusing innovation on robotics, artificial intelligence, surveillance, and subsea technologies. Member engagement and strong governance will remain important as OSRL explores digital and data-enabled tools.

Strategic priorities to 2028

The 2026 Long-Term Strategy Review reaffirmed that OSRL's strategic direction is sound, member-focused, and responsive to industry changes. The priority now is disciplined delivery: sustaining global response readiness, maintaining member value through ongoing engagement, and investing selectively in services and technologies that support OSRL's core mission and priorities.