

The Global Response

Edition 04



Highlights from the second half of 2025

A look back at some of our achievements from July to November 2025

Transforming the way we work with AI

Applying it where it adds genuine value and enhances human decision-making

Inland pipeline spill response in Spain

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Trusted to respond: OSRL's year of impact

In a year marked by global complexity and evolving industry dynamics, we have remained resolute in our mission—mobilising expertise, strengthening partnerships, and investing in innovation to ensure we are there to support our members when it matters most.

A year of adaptability and shared purpose

The past year has emphasised the importance of adaptability, collaboration, and shared purpose across our industry. In a period dominated by geopolitical complexity within the global energy industry, we have remained focused on our mission, to provide members with the resources to prepare and respond to oil spills efficiently and effectively globally, to mitigate the impact on communities and the environment.

Demonstrating response readiness

Throughout 2025, we have demonstrated our response readiness. Our teams have been mobilised 13 times to provide expert technical advice, on-scene coordination, and response support. Each mobilisation reflects the trust placed in OSRL by our members and the strength of our global network. These responses, ranging from advisory deployments to full operational support, and aircraft mobilisations, reaffirmed the vital role OSRL plays in promoting preparedness and mitigating the environmental impact of oil spills across the energy industry.

Subsea mobilisation: A showcase of technical excellence

This year, a subsea mobilisation showcased to our members and the wider industry the robust support and technical excellence they can expect from OSRL. While operational details remain confidential, the event provided clear reassurance of our readiness to respond rapidly and effectively to even the most challenging incidents. The successful outcome reinforced the trust placed in us by stakeholders worldwide, reflecting the collective expertise, discipline, and commitment that our members and partners can depend on when it matters most.

Welcoming new members and strengthening collaboration

At the beginning of the year, we were delighted to welcome several new participant members, including ADNOC and Harbour Energy, further strengthening the collaborative network and knowledge exchange available to all our members. By expanding our collective reach, these new memberships reinforce the confidence placed in OSRL as the industry's trusted partner in preparedness and response, ensuring that our members continue to benefit from the highest standards of support and expertise.

Investing in infrastructure and innovation

We have continued to invest in the modernisation of our infrastructure and operational bases, ensuring our facilities remain at the forefront of capability, safety, and efficiency. These upgrades, ranging from enhanced logistics systems to the digitalisation of key operational



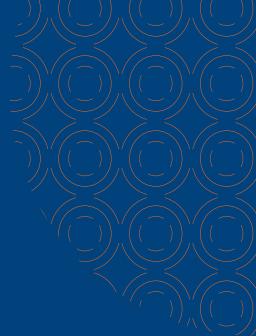
processes, form part of our long-term ESG vision, integrating sustainability and innovation into how we work and deliver value for our members.

Our people: The driving force behind our success

Through every mobilisation, project, and partnership, our people have been the driving force behind our success. Their professionalism, agility, and unwavering dedication exemplify the values that define OSRL. As we look to the year ahead, we remain committed to supporting our members in their preparedness and response strategies, ensuring that, together, we continue to advance response readiness across the industry.

Vania De Stefani

Vania De Stefani
Chief Executive Officer



Engage

Building value through engagement and membership

This year, we have experienced positive growth in membership revenue, driven by a net increase in Participant Members. The number of Associate Members and subscribers to our supplementary services has principally remained at or above budget expectations year to date.

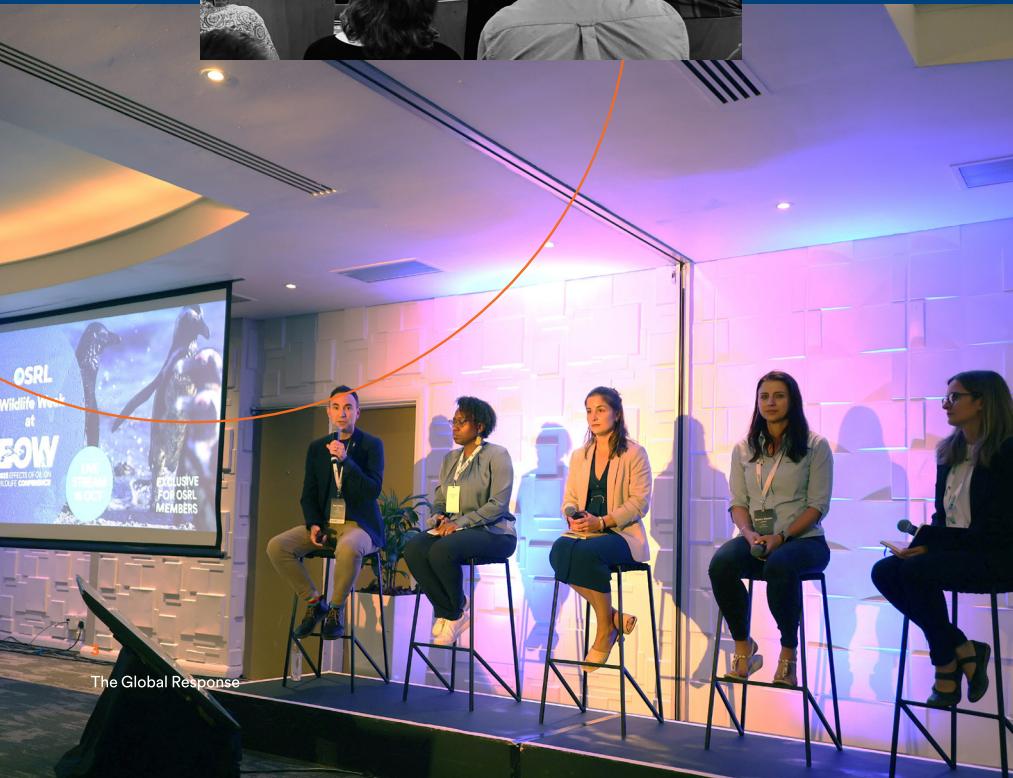
We are on track to exceed our budgeted membership revenue by year-end. Despite challenging financial conditions across the industry, we are proud to support a growing number of member companies through 2025. This growth in membership highlights the advantages of OSRL's cost-sharing cooperative Tier 3 model.

Delivering cost-effective preparedness services

With members increasingly focused on cost-effectiveness, we have worked creatively to deliver high-quality preparedness services at competitive rates. Initiatives such as Tier 1 package sharing have enabled members to access preparedness resources more affordably.

Although our 12-month Rolling Orderbook KPI trended below target for much of the year, reflecting harsh market conditions, structural changes and fixed cost savings have helped offset this gap.

By collaborating closely with members to address preparedness challenges, we secured several large contracts in Q3 and Q4, reversing the downward orderbook trend.





Strong engagement performance

Our Engagement KPI has remained above target for most of the year, despite a few months of slower progress. This strong performance reflects our successful execution of the Engagement Plan, including notable activities such as technical forums in India, Thailand, Egypt, Panama, and the UK, with the latter being co-scheduled with the official opening of our new Southampton Preparedness and Response Centre (SPARC).

We have also engaged a broad range of stakeholders to promote industry best practices, strengthen Tiered Preparedness and Response, and advance collaboration with academia.



Bridging science to response

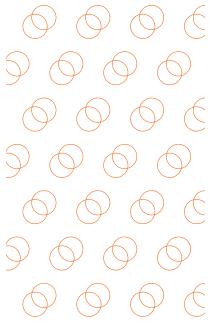
Notably, OSRL initiated the support and funding for two student research projects in 2025 as part of our “Bridging Science to Response” programme. One focused on exploring the enzymatic degradation of low-sulphur fuel oils (University of Nottingham) and another on the potential hydrocarbon impacts of decommissioning (University of Essex).

10 months KPI Engagement

Order book 12-month rolling basis	
Actual	£2,483k
Target	£4,017k
Delivery of engagement plan	
Actual	89.3%
Target	80%
Membership income growth	
Actual	£408k
Target	£250k

Looking ahead

Looking ahead to 2026, we are preparing to enhance our Dispersant Advocacy efforts. Our focus will be on supporting the continued approval and use of industry-critical dispersants, as well as assisting in the development of balanced, fit-for-purpose dispersant policies that align with industry good practices.



Prepare

Delivering on strategic commitments

The Preparedness function at OSRL continues to deliver on its strategic commitment to promote industry good practice, provide high-quality preparedness services, and ensure sustainable solutions.

Driving innovation in exercises

Innovation continues to drive our services, with 2025 activities including the successful delivery of exercise design and facilitation projects that incorporated generative AI tools to enhance realism and quality, particularly in creating media injects. These exercises involve preparedness and response personnel, as well as local government observers, providing excellent platforms to promote industry good practices and the importance of effective preparedness planning.



Expanding training opportunities

Training remains a key focus, with notable achievements including the publication of OPRC courses in new locations, such as Papua New Guinea and Namibia, alongside hybrid training formats that combine e-learning and face-to-face delivery, providing more cost-effective opportunities for our members. New programmes, including Crisis Management and Spokesperson training based on the Red2Blue® model, are being introduced to help participants perform under pressure and communicate effectively during crises.



Consultancy and scientific collaboration

Consultancy support continues to provide value through spill response planning, regulatory compliance, and resource optimisation assessments. Our teams have been involved in updating emergency response documentation, including tactical plans and NEBA advice, and delivering multi-phase projects to strengthen incident management capability through ICS training programmes and oil spill response exercises. We have also completed major projects such as Oil Spill Risk Assessments and Contingency Plans for large-scale coastal developments, supporting ambitious sustainability initiatives. On the scientific front, we are collaborating on a comprehensive manuscript addressing plastic pellet spills, clean-up methodologies, and research gaps.

Performance and financial resilience

We are proud to report an excellent Net Promoter Score (NPS) of 89%, reflecting the high standard of preparedness services we deliver globally. This strong feedback metric demonstrates the trust and satisfaction of our members and stakeholders.

While revenue contribution has been impacted by a reduction in activity, we have mitigated this through a significant focus on optimising our people and other costs. As a result, our year-end forecast remains aligned with budgeted expectations, ensuring financial resilience alongside operational excellence.



10 months KPI Preparedness



Forecast cash contribution (outflow)

Actual	£2.704m
Target	£3.337m

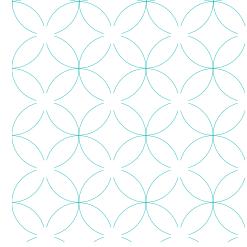
T&C projects: actual vs budgeted hours

Actual	1.8%
Target	<1%

Staff utilisation

Actual	74%
Target	70%





Respond

Safety. resilience. adaptability.

These three words continue to define the spirit of our global Response teams as we deliver value and assurance to our members in what remains a VUCA (Volatile, Uncertain, Complex, and Ambiguous) world.

Proactive readiness in action

This year, we've seen a marked increase in members engaging our critical capabilities proactively. Deployments to the North Sea and Qatar, both precautionary, have accounted for nearly 80% of our deployed time to date.

What was once labelled by some as 'prudent over-response' is now widely recognised as good practice: a proportionate, risk-based readiness posture that reflects responsible processes. We expect this trend to continue as Members increasingly embed our services into their operational planning.

Real incidents, real lessons

While proactive deployments have dominated, we've also responded to several oil incidents that reinforce the breadth of our response capability:

- A pipeline release in Spain underscores the continued relevance of inland spill scenarios.
- A process upset in Singapore highlights the importance of understanding and meeting local response expectations.
- An offshore release in Denmark demonstrates the tangible value of our 5x5 service.



Staying relevant and trusted

Remaining front of mind, relevant, and trusted by our members and stakeholders is vital. External exercises are a key enabler of this. Recent engagements, including the Bahrain National Exercise, Kenya large-scale exercise, UK National Shipping Exercise, and the Shetland Shoreline Exercise, have provided invaluable opportunities to showcase our experience-based competence and strengthen relationships with key stakeholders.



Investing in capability and people

Our performance in both spills and exercises is underpinned by a steadfast commitment to readiness and people development. In Q2, internal exercises across all capability areas have refreshed and deepened our technical expertise. Meanwhile, complex projects such as the Operational Review, Maximo Replacement, and Wide Area Aerial Dispersant initiatives continue to drive us forward, reinforcing our world-class capability.

Looking ahead: Response priorities 2026

Our main priorities in Response for the upcoming year are to:

- Maintain global responder resilience.
- Equipment stockpile investment - utilise normal capex funding (enhanced by spill income when earned) to ensure surface equipment stockpile is the right size, geographical distribution is appropriate and considers the best available options for members.
- Work with subsea members to review the existing equipment stockpile and develop the next version of the subsea membership agreements to maximise industry participation, now all loans have matured.
- Develop Guyana operations further.
- Deliver the long-range wide area dispersant aircraft replacement project.
- Engage with the market for the next generation of regional aircraft services (UKCS & WASP).
- Work with other OSROs (and industry stakeholders) to develop a solution to dispersant supply challenges.
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Continuing the commitment

Delivery of these objectives will be underpinned by a focus on safety, operational excellence, and cost discipline. We are focused on continued investment in our people, developing high-performing teams, and ensuring new responders are recruited and trained to maintain headcount in line with SLA targets.

10 months KPI Response

Global responder readiness

Actual	53.8
Target	50

Aviation readiness

Actual	94.5%
Target	96%

SLA equipment readiness

Actual	94%
Target	90%

SWIS equipment readiness

Actual	100%
Target	100%

Behind every mobilisation is a disciplined and deliberate approach to readiness. Our metrics reflect our focus on delivering against performance targets while continuously identifying areas for improvement.



Response, environmental impact and lessons learned

The Cartagena–Puertollano pipeline spill, Murcia, Spain

On 22 May 2025, a section of the Cartagena–Puertollano pipeline leaked crude oil onto an almond farm near Murcia, Spain. The leak, caused by an attempted illegal tapping, released oil across approximately 2,000 m², affecting around 500 almond trees.

Local authorities and the pipeline operator responded swiftly, supported by environmental services and a Spanish provider of spill products. Given the potential for groundwater and river contamination, the pipeline operator, one of our members, activated our 5 × 5 technical advisory service for specialist support and reassurance that their response aligned with international good practice.



Response activation and OSRL's role

Our team of technical advisors was deployed to provide five days of tailored guidance. Our remit focused on ensuring safety, validating operational effectiveness, and identifying environmentally sensitive areas at risk, particularly the Quipar River, located near the spill.

The team worked closely with local responders to assess the extent of the contamination, mitigate further spread, and optimise recovery operations.

Our main approach was to ensure our members' actions were not only reactive but embedded in robust preparedness and safety culture. We verified that response measures were safe and environmentally responsible, and reduced unnecessary waste.



Scope of work and priorities

Key goals:

- **Protecting the safety of all personnel and ensuring correct PPE and exclusion zones.**
- **Advising on cost-effective, time-efficient, and environmentally protective response strategies.**
- **Validating the client's response and identifying improvement opportunities.**
- **Assessing potential risks to groundwater and nearby waterways.**
- **Guiding decision-making to align with good practice and reduce waste and cost.**

Our advisors identified opportunities to enhance operational discipline, recommending reduced reliance on sorbents to avoid excess waste and greater use of vacuum trucks for efficient recovery. Improvements to site access, using crushed rock to stabilise muddy routes, enabled night operations and quicker containment.



Challenges and lessons learned

This inland spill presented distinctive challenges: its remote location, limited access, heavy rainfall, and complicated coordination. Media and environmental group scrutiny added further pressure, requiring strong communication and stakeholder management.

• Safety:

Safety remained paramount throughout. An incident with a contractor's PPE underscored the importance of equipment, site monitoring, and on-site medical readiness.

• Communication:

Communication was a challenge due to the lack of coverage in the area during the first day. The next day, a satellite communication system was set up to solve this and allow regular meetings. However, the Starlink system that was implemented was not as effective as we had hoped it would be.

• Language and cultural awareness :

Language barriers on-site underscored the importance of local language skills in improving collaboration and trust, a lesson for future regional responses.

• Operational and stakeholder pressures:

External pressure led to rapid but sub-optimal decisions, such as over-use of sorbents. Our advisors helped recalibrate the response, prioritising targeted recovery methods and minimising waste, and executing operations efficiently.

• Wellbeing and resilience:

The physical and mental strain on responders emphasised the value of rest management, reinforcing that operational excellence depends on both technical skill and personal wellbeing.

Results and impact

The response stabilised rapidly. Our guidance ensured safety standards were maintained, recovery efficiency improved, and unnecessary costs avoided. The client benefited from strengthened command clarity, improved stakeholder communication, and reduced environmental footprint.

Why it matters

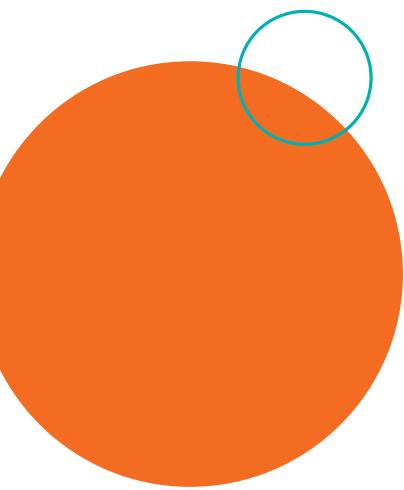
This case study exemplifies how our integrated approach, drives effective outcomes in high-pressure situations. Through expert technical advice, cross-cultural engagement, and disciplined operational execution, we helped transform a challenging inland spill into a well-managed response.

Our involvement

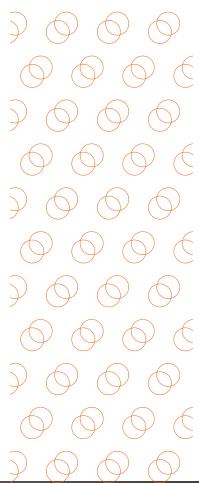
- Reduced waste and operational costs by optimising recovery methods.
- Enhanced site access and safety through practical field solutions.
- Improved stakeholder trust and reputational management under media scrutiny.

Ultimately, this response reaffirmed the value of preparedness, safety leadership, and operational excellence as foundations for effective incident management.

Our rapid mobilisation, technical expertise, and focus on efficiency and collaboration enabled our member to achieve a safe, and environmentally sound resolution, demonstrating why OSRL remains the trusted partner for managing the unexpected.



Embracing AI Transforming how we engage, prepare, and respond



AI is transforming how we work, collaborate, and prepare for unforeseen events. At OSRL, our journey with artificial intelligence began in marketing and communications, but it quickly extended into exercises.

What started as small experiments, testing how AI could enhance injects, visuals, and storytelling, has evolved into something transformative. AI is reshaping how we design, deliver, and learn from exercises in three key ways: they're more realistic, collaboration has improved, and our entire approach to preparedness is shifting.

Engage – storytelling that feels real

Good exercises are, at their core, about storytelling. For participants to truly engage, they need to feel the urgency and relevance of the scenario. Traditionally, building those experiences required significant time, technical expertise, and manual effort. AI has changed that.

By analysing large datasets quickly and effectively, AI helps us build highly customised scenarios that reflect real-world operations, legislation, and even local political or media landscapes. That intelligence is then translated into injects, stakeholder calls, media reports, social media posts, and video content that feel authentic and emotionally resonant.

During one executive-level crisis exercise, we introduced a video inject that looked like live news coverage. The company's CEO was suddenly in the spotlight, their reputation on the line. The effect was instant, the room shifted from discussion to full crisis mode. The story had become real.



From Concept to Culture: How AI is Shaping OSRL

AI at OSRL has grown from creative marketing experiments into a core part of how we build exercises, promote collaboration, and rethink readiness.

Prepare – from experimentation to integration

Our Marketing Executive, Inês Costa, first noticed the potential for crossover. Having used AI in marketing to meet creative demands, she saw how the same tools could enhance preparedness. Her perspective helped merge creativity with technical rigour, bringing human storytelling into structured response training.

The turning point came at our Members' Forum, where we conducted an interactive workshop that allowed every participant to shape the scenario in real-time. AI-generated branching injects, personalised news reports, and dynamically adjusted storylines based on their decisions. Feedback was overwhelmingly positive: delegates said every action felt meaningful and mirrored the unpredictability of real life.

We are also exploring gamification to make exercises more inclusive. From digital quizzes and leaderboards to interactive mapping tools, these methods bring energy and engagement to traditionally technical areas, ensuring every participant plays an active part.

Respond – collaboration and culture in action

AI brings people together. Exercises have always been about more than just the technical elements: teamwork, coordination, and taking a broader perspective. AI tools help give everyone access to the same data, adopting transparency and shared understanding.

To build on this, OSRL established an **AI Working Group**, a cross-functional forum where colleagues from different departments collaborate, share lessons, and test new tools safely. This approach has created a culture of openness, experimentation, and continuous learning, ensuring AI supports every part of our business.

Challenges and ethics

Innovation comes with responsibility. Data security remains a top priority in the oil and gas sector, and OSRL works closely with IT and Legal teams to ensure every AI tool is used safely and appropriately.

Ethical considerations are equally critical. Deepfake-style video injects can be powerful, but they come with risk. We watermark every asset with clear "Exercise" overlays and never use the likeness of staff or clients. These safeguards are vital to maintaining trust.

We're also conscious of AI's environmental impact and are selective in its use. Our goal is not to use technology for its own sake, but to apply it where it adds genuine value and enhances human decision-making.

Looking ahead

The next frontier lies in AI agents, systems capable of performing multi-step tasks across platforms. Imagine a "pocket response advisor" trained on decades of OSRL expertise, or AI systems that integrate live operational data directly into planning and communications, bridging the gap between field response and strategic decision-making.

The real opportunity lies in the culture we build: one that encourages curiosity, responsible experimentation, and the courage to learn from failure.

Closing reflection

If there's one lesson we've learned, it's this: don't be afraid of AI. You don't need a technical background to start exploring. AI isn't replacing responders, trainers, or communicators, it's supporting them. It helps us overcome weaknesses, amplify strengths, and focus on the work that truly matters.

At OSRL, we've seen how AI can make exercises more **realistic, cross-functional, and engaging** when used responsibly. It aligns with how we **Engage, Prepare, and Respond** every day.



Safety

Our leading indicator, KPI, safety observation reporting levels continue above the target of six per person. The Fatality and Permanent Impairment KPI remains at zero.

We have collaborated with all departments to maintain high standards in safety, implementing ongoing initiatives and further enhancing our safety programme through the following:

- Continual improvement: There have been a small number of minor incidents and near misses throughout the year. Investigation processes have been completed or are underway to determine root causes and prevent recurrence.
- Our ISO accreditations (Occupational Health and Safety, Environment, and Quality Management) were maintained through external periodic surveillance audits, which were completed for 2025, with no major findings raised.
- Extensive work to our facilities and infrastructure has been delivered across 2025, including a refurbishment project in Singapore, an office move in South Africa, a Head Office and Warehouse relocation in Southampton, and a base move in Fort Lauderdale.
- Commenced the installation programme of additional technology into the forklift fleet, which includes access control, telematics, and pedestrian warning systems.
- Management system document review and streamlining is scheduled to be completed at the end of the year.
- Transition to a new provider for travel risk management completed. This includes management of the employee health surveillance programme.
- Delivered crisis communications spokesperson training to the Executive Team.

10 months KPI HSE

Safety observations per employee

Actual	6.2
Target	6

Fatal or permanent injury rate

Actual	0
Target	0

Findings with overdue or incomplete actions

Actual	26.3
Target	25

Managing risk and enhancing our processes

We have enhanced the handling and reporting of Corrective Action Records (CARs), with the 2025 Corporate Key Performance Indicators (KPIs) now including a measure for overdue actions. We have increased the focus on identification of root cause, action tracking and timely closeout of the resolution actions.

A global internal audit plan is ongoing, covering both risk-based internal requirements and ISO accreditation standards, with an expanded pool of competent internal auditors trained in accordance with the ISO19011 standard. To raise awareness of enterprise risk management, we introduced a risk champion network across key organisational functions, launched an enhanced risk dashboard, and implemented a risk review and reporting framework. We have now selected and are transitioning our enterprise risk management to a new platform.



Finance

Updates

We continue to focus on maintaining a strong financial position; performing within budget for 2025 and absorbing cost inflation for 2026, thereby maintaining flat Membership subscriptions for Participants and Associates.

10 months KPI Finance

Year-to-date fixed costs versus budget	
Actual	£68,493k
Target	£76,623k

Project delivery	
Actual	80%
Target	80%

Cost discipline remains a focus, we are significantly ahead of budget on the group fixed costs KPI year-to-date. The largest saving comes from staff costs, as we align our resources to reflect our members' needs. We continue to focus on quality, ensuring response capability is maintained in line with Member agreements.

We've delivered a capital investment program in line with the plan, including investments in new response equipment and the new 737 long-range aerial dispersant aircraft. Other capital investments included fitting out our new leased premises in Southampton and Fort Lauderdale, both funded by the sale of our owned property in Southampton.

Year-to-date, the project KPI is marginally behind target, although project performance has improved during the year, as delayed projects have been completed. The only project remaining is the implementation of the new asset maintenance system, which is now due for completion by the end of the year.

Looking ahead, the key financial focus areas are growth in Preparedness, profitability, and balancing prudent financial management with our mission to support our Members.

Events

Engaging globally



The past few months have showcased our commitment to collaboration, technical excellence, and continuous learning. Each event, from the Effects of Oil on Wildlife (EOW) Conference to our Technical Forums have reflected our shared mission to engage, prepare, and respond together as a global community.

In October, OSRL proudly participated in the Effects of Oil on Wildlife Conference in Cape Town. As both a sponsor and committee member, we helped shape discussions on wildlife response, scientific advancement, and cross-sector collaboration.

We continued the legacy of uniting global experts, practitioners, and academics to advance innovation in oil spill preparedness and response at this year's ITAC. The theme 'Bridging Science to Response', underscored ITAC's commitment to connecting research with real-world applications.

We also joined members and partners at the Egypt Technical Forum, with sessions focusing on response innovation, technical readiness, and regional cooperation. The forum provided a valuable platform for exchanging knowledge and exploring new approaches to spill preparedness.

Join us

We will be attending and hosting events throughout the year. Keep an eye on our website for the full list of what's on throughout the year. We hope to see you at one of these events.

www.osrl.com/events

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