

The Global Response

Edition 03



Navigating the response for different fuels

What the industry needs to know about the changing tides in marine fuels

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Navigating complexity, seizing opportunity

The year began at pace, setting a decisive tone for 2025. In January, we welcomed several new Participant Members. This marked a significant milestone in strengthening our global membership base and reinforcing our position as the industry's go-to partner in spill preparedness and response.

Operationally, we successfully relocated our Southampton Preparedness and Response Team into their new facility, a significant move that will enhance our frontline capabilities. We launched refreshed safety objectives, placing a sharper focus on personal ownership and proactive behaviours, supported by updated KPIs to elevate safety performance across the organisation.

While response operations were quieter at the start of the year, our teams remained engaged, providing remote technical advice for Nigeria until mid-month and standing by in Singapore. Financially, we remain committed to cost discipline and are actively managing structural savings as we move through the year.

We completed the relocation of our head office to Waterside Place, a space that better suits our needs and supports future growth. Our teams navigated the move seamlessly, with minimal disruption. We conducted an external audit of our ISO management systems, covering sites in Houston, Aberdeen, and Southampton, and supported three small-scale mobilisation activities across Denmark, Equatorial Guinea, and Gabon.

In March, I attended CERAWEEK in Houston, one of the energy sector's most significant gatherings, where I met with several of our members and industry stakeholders. Across those conversations, a clear theme emerged: cost discipline and innovation are central to our members' strategies. It's a balance we plan to mirror in how we operate.

CERAWEEK itself reflected the accelerating focus on energy transition, digital tools, and emissions reduction, whilst recognising the important role of fossil fuels and affordability in the energy sector. And while the geopolitical backdrop adds complexity, our role in supporting members through this transition is more important than ever.

Finally, I'm pleased to announce that our Annual General Meeting will be held in Houston this December at the Oxy facility. This is a valuable opportunity to connect directly with you, our members, and hear what matters most to you.

Thank you for your continued partnership and trust in OSRL. We recognise the challenges facing our industry, and as the landscape evolves, we remain firmly committed to supporting you with agility, expertise, and an uncompromising focus on delivering value. With a strong foundation and a clear direction, we look forward to continuing our work together in 2025 and beyond.



Vania De Stefani

Vania De Stefani
Chief Executive Officer

Engage

Building the picture: engagement insights from Q1

Our Engagement Team has been working towards building enduring partnerships, supporting membership growth, and strengthening the long-term pipeline of preparedness work. The first quarter has provided both challenges and opportunities, as well as insight into evolving market dynamics.

While performance across the quarter has varied, our global Engagement Team remains aligned around a clear goal: to deliver value to our members, secure long-term sustainability, and build resilience into our commercial outlook.

After a slow start in January, our team exceeded expectations for external

engagement in February and March, achieving 100% engagement plan targets

across the first quarter. Engagement activities across this period included progressing scientific projects with academic institutes, and direct engagement with regulatory bodies and industry stakeholders on industry good practice. These efforts also extended to wider communication and education through presenting technical papers at key industry conferences, such as InterSpill, the International Petroleum Technology Conference (IPTC), and RECSO EnviroSpill.





Our team was unable to secure preparedness orders to meet Q1 expansion targets; however, the orders that we successfully secured were sufficient to deliver positive year-on-year growth. Despite challenging market conditions, our team is cautiously optimistic for the remainder of 2025, based on a resilient pipeline of new opportunities. However, our team remains attuned to potential medium-term challenges as the industry continues to manage cost pressures, navigate geopolitical volatility and shifting priorities.



With a strong start from the outset of 2025, membership income growth remained a bright spot. The team’s proactive outreach and value-focused engagement have continued to demonstrate the appeal of OSRL’s cooperative membership model, underpinned by OSRL’s broader mission.

Despite a small number of members leaving due to a change in their operations and spill risk, net membership income growth improved thanks to the addition of seven new members. This continues to demonstrate the value of OSRL’s offer and the strength of our reputation across the sector.

Q1 KPI results

Engagement

Order book 12-month rolling basis	
Actual	£3,474
Target	£4,017

Delivery of engagement plan	
Actual	100%
Target	80%

Membership income growth	
Actual	£1.5m
Target	£0.25m



Looking ahead

As we close the first quarter, the Engagement Department is balancing optimism with realism. The fundamentals remain strong from member satisfaction to global proposal activity, but external signals point to a potentially more challenging commercial landscape in the months ahead.

Prepare

Be ready Be resilient

Preparedness is a critical component of effective spill response. OSRL continues to support members in developing capability and maintaining their licence to operate through high-impact consultancy, training, exercises, equipment hire, and embedded secondment services.

The team's focus on efficiency and financial performance can be seen by the green KPI for projects delivered within budgeted hours and the amber KPI for utilisation, tracking only slightly behind the target of 70%.

Client satisfaction, measured by the Net Promoter Score, is at 84% for projects delivered in Q1, indicating that clients would recommend OSRL services to others. Client feedback is consistently positive.



Spotlight on notable project

Tier 3 regional response team exercise

OSRL specialists from the UK and APAC led the design, delivery, and evaluation of a large-scale multi-agency exercise for a client in Saipan (Commonwealth of the Northern Mariana Islands). We provided pre-exercise training, technical advisors embedded in the Incident Management Team, performance coaching, used AI-supported injects to simulate the media and public perception of response actions, and implemented our new REACT framework for evaluating exercises. This is one part of the broad preparedness support we provide to this organisation across a number of projects globally.

Embedded support, equipment hire and WASP participation in a large-scale exercise

OSRL continues to provide a secondee to one of our members in their HQ to support the coordination and assurance of Incident Management Systems. In Q1, the secondee implemented new systems to increase alignment and sharing of good practices within the organisation,



supporting the update of handbooks and other materials. In addition to the embedded secondee, OSRL also continues to deliver IMS training as part of a multi-year engagement.

We have two rotational secondees embedded in a West African affiliate, which is also hiring a Tier 1 equipment package. The secondees have a broad capacity-building remit covering oil spill response, incident management, and crisis management, while providing immediate response capability in the event of an incident. In addition to ongoing plan development and training, in March, they managed a large-scale exercise for the Operational, Incident, and Crisis Management Teams, which included the WASP aircraft mobilising to Nigeria to conduct surveillance missions.

Australia – oil spill capability management

Our Australia-based team continues to deliver a range of support to a member to ensure compliance and assurance requirements are effectively managed. This includes two embedded consultants coordinating oil spill response planning, maintenance of doctrine and documentation, capability enhancement projects, training of Operational and Incident Management Teams, and assurance of performance standards through exercising operational and tabletop exercises.

Large-scale oil spill preparedness capacity building

OSRL continues to provide support to a client in developing its capacity to manage oil spills that could impact the shoreline of Saudi Arabia. Building on work delivered last year and an expansion of the client’s scope to include the NEOM megaproject, a team from Bahrain and the UK has conducted a detailed capability assessment and site visits as part of developing contingency plans, tactical response plans and advising on establishing resources and underpinning logistic and other arrangements necessary for the company to deliver on its response mission.

Offshore wind exercise delivery

Showcasing OSRL’s capabilities beyond conventional oil and gas, our APAC team delivered a large-scale exercise for an offshore wind client in Taiwan. This is part of ongoing support, which includes equipment hire. The exercise design and delivery included AI-generated media injects, the introduction of a crisis management process, and roll-out of the recently streamlined notification process to activate the OSRL duty manager. Positive client feedback on the team has led to further enquiries for additional services.

Equipment hire services – multiple clients globally

The Equipment Hire Team continues to support clients by providing Tier 1 equipment and operator training across 23 active projects covering 18 countries. This valued service provides continued and cost-effective assurance to clients.



Looking ahead

The Preparedness Team is focusing on streamlining our processes and optimising resources to deliver client projects more efficiently and effectively. We continue to integrate and apply lessons identified from preparedness and response projects to help clients navigate emerging and evolving risks. We are increasing our adoption of AI to improve value and impact. Our goal remains to support clients in being ready to respond.

Q1 KPI results Preparedness

Forecast cash contribution (outflow)

Actual	£3.323m
Target	£3.337m

T&C projects: actual vs budgeted hours

Actual	-4.7%
Target	<1%

Staff utilisation

Actual	68%
Target	70%



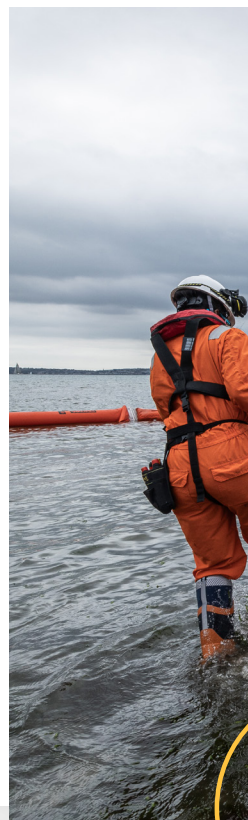
Respond

Surface and subsea: readiness in action

The first part of the year demonstrated OSRL's ongoing commitment to delivering world-class integrated capability across both surface and subsea domains. With a balance of active deployments, remote technical support, and sustained readiness levels, the first quarter reflected the strength and agility of our response model – anytime, anywhere.

Spotlight on key response activities

In February, OSRL was mobilised to respond to a potential subsea incident in the North Sea. Following the activation of a remote sensor alarm on a subsea well, our Incident Management Team (IMT) provided on-call support, and a UKCS aircraft was deployed as a precautionary measure. No hydrocarbons were detected, and the situation was safely stood down within 24 hours. The swift response underlines OSRL's ability to act rapidly and proportionately in potential high-stakes scenarios.



Also in February, a member initiated a proactive contingency mobilisation of the Capping Stack and Subsea Incident Response Toolkit (SIRT) based in Norway. The equipment was safely returned to its Norway base for remediation and testing before being re-certified for service by the end of March.

March saw further international engagement:

- Two Technical Advisors (TAs) were deployed to support a member's Incident Management Team (IMT) for an incident in Denmark. Aerial overflights were conducted to support situational awareness.
- OSRL provided remote technical advice, satellite imagery, and modelling support to assist a member.
- Our team supported a mobilisation exclusively through remote technical advice.

These varied responses showcase OSRL's operational flexibility – delivering tailored support ranging from full mobilisation to remote advisory services, depending on the incident context.



Q1 KPI results Response

Global responder readiness	
Actual	55.5
Target	50
Aviation readiness	
Actual	92.7%
Target	96%
SWIS equipment readiness	
Actual	100%
Target	100%
SLA equipment readiness	
Actual	89%
Target	100%

Behind every mobilisation is a disciplined and deliberate approach to readiness. Our Q1 metrics reflect our focus on delivering against performance targets while continuously identifying areas for improvement.

Looking ahead

As the industry continues to evolve, OSRL's response readiness remains the centre of our mission. The first quarter of 2025 underscores our ability to adapt, act, and uphold our commitment to members across the globe – wherever and however they need us.

Preparedness and response in action: Evolving to meet the challenges of a changing world

Preparedness and response are more than operational functions – they are at the heart of OSRL’s mission. Our commitment to protect people, mitigate the impact on the environment, and our members’ interests is grounded in readiness: the ability to respond to an incident, anytime, anywhere.

Two defining incidents illustrate the full spectrum of our work: the Deepwater Horizon blowout in 2010, and the X-Press Pearl container ship fire and nurdle spill in 2021. Both events were vastly different in nature and scale, yet each underscored the same core truth, that investment in preparedness pays off when it matters most.

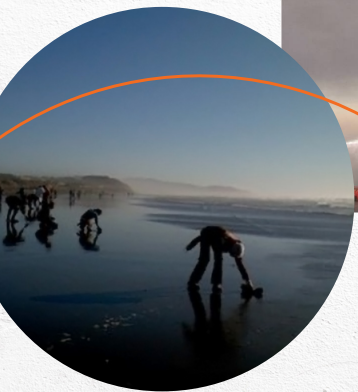
From tragedy to transformation: Deepwater Horizon and the birth of SWIS

On 20 April 2010, a blowout on the Deepwater Horizon rig led to the loss of 11 lives and one of the worst environmental disasters in offshore history.

The incident was a turning point for OSRL and the wider industry. It exposed a critical gap in subsea well intervention capability and sparked a global reassessment of how the industry prepares for worst-case scenarios.

In the months that followed, OSRL worked closely with the International Association of Oil & Gas Producers (IOGP) and other stakeholders to capture the lessons learned. The result was the creation of the Subsea Well Intervention Service (SWIS) – a dedicated, globally accessible capability developed in collaboration with nine major energy companies.

Through SWIS, OSRL now maintains a fleet of advanced capping stacks, dispersant injection kits, and containment toolkits, pre-positioned around the world and ready for rapid deployment. The development of SWIS represents more than just technological progress.



Thinking beyond oil: the X-Press Pearl incident and plastic pollution response

Fast forward to May 2021, when the container ship X-Press Pearl caught fire off the coast of Colombo, Sri Lanka. While initial concerns centred on a potential oil spill, the true environmental threat came from an unexpected source: plastic nurdles.



The incident forced OSRL to confront a different type of pollution, one that required us to adapt our oil spill expertise in real time.

Working in close partnership with ITOPF, Sri Lankan authorities, and global stakeholders, OSRL led a multifaceted response. Our team applied familiar tools, such as SCAT (Shoreline Clean-up Assessment Technique) and ArcGIS mapping.

We trialled trenching, sieving, vacuums, and eventually pioneered a water bath separation method that became central to the clean-up effort.

The X-Press Pearl incident also helped catalyse broader industry efforts to address marine plastic pollution. As a result, OSRL co-founded the Plastic Pollution Working Group (PPWG), bringing together experts from Oracle Environmental, IMO, ITOPF, and others.



Preparedness is the thread that binds them

What links these incidents is not the nature of the pollutants but the role of preparedness in enabling an effective response. In both cases, pre-existing relationships, established protocols, and trained personnel allowed us to act swiftly. Where gaps existed, we innovated, not just to resolve the incident, but to ensure the next response would be stronger.

Preparedness is not a static goal; it's a continuous journey.

These incidents reflect the values that underpin everything we do at OSRL:

- Safety:**
We prioritise safety in every decision and action we take
- Collaboration:**
Working across borders, sectors, and disciplines to achieve shared goals
- Respect:**
Recognising the value and importance of people, communities, and the environment
- Integrity:**
Putting environmental protection and stakeholder trust at the heart of operations
- Excellence:**
Responding with speed and flexibility, even in unfamiliar scenarios, and applying new ways to improve outcomes

We are proud of how our teams responded to these very different challenges and the improvements we've made as a result. Our services, readiness, and shared knowledge have developed through our response experience.



What responders
need to know:

Behaviour characteristics of LSFO

We are constantly evolving our response techniques and studying the effects of different fuels that we may be faced with. It's important that our responders are aware of the characteristics and behaviours of each type of fuel they are dealing with, to ensure an effective clean-up operation.

The global transition towards reducing sulphur oxide (SOx) emissions in the maritime industry has introduced low sulphur fuel oils (LSFOs) as a cleaner alternative to traditional marine fuels.

The significance of these new-generation fuels was highlighted in July 2020, when the MV Wakashio ran aground in Mauritius, spilling LSFO into the marine environment. At the time, this fuel type was still relatively new, and concerns arose about its unpredictable behaviour.

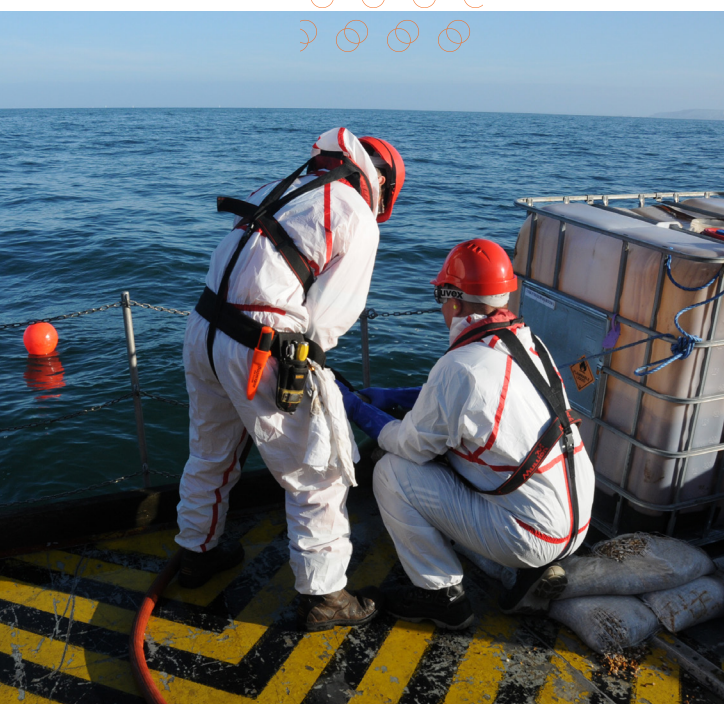
The evolution of marine fuels and emission regulations

Historically, the maritime industry primarily used Fuel Oil (FO) and Marine Diesel Oil (MDO). FO, a thick, high-viscosity fuel, required preheating before combustion, whereas MDO, a lower-viscosity fuel, was used for manoeuvring during port operations.

Recently, international regulations have aimed to reduce atmospheric pollution caused by traditional marine fuels. The International Maritime Organization (IMO), through the Marine Environment Protection Committee (MEPC), has implemented a series of measures to mitigate emissions associated with shipping.

Between 2007 and 2012, shipping emissions accounted for 3% of global man-made CO₂ emissions (IMO, 2015).

Regulations limit sulphur content in marine fuels to 0.5% globally and 0.1% in designated emission control areas (ECAs). As a result, next-generation fuels have emerged, designed to comply with these stringent environmental standards. However, the spill response implications remain a challenge to specialists.



Five critical behaviour characteristics of LSFO spills

Whenever an unfamiliar oil type is spilled, responders need to answer five key questions to determine the most effective response strategy.



Will it flow?

The pour point of an oil determines whether it will remain liquid or solidify under environmental conditions. Traditional high-sulphur fuel oils tend to have high pour points.

However, LSFOs vary significantly in composition, and their pour points can be lower than ambient sea temperatures.



Can it be recovered?

The effectiveness of mechanical recovery techniques, such as skimmers, depends on an oil's viscosity and adhesiveness.

Traditional FO is highly sticky, allowing it to adhere to containment materials, while MV Wakashio's LSFO was less adhesive, penetrating improvised booms.

2 Will it spread?

An oil's viscosity determines how easily it spreads over a water surface. Marine Diesel Oil (MDO), for example, has a low viscosity and spreads rapidly.

In contrast, LSFOs exhibit a wide range of viscosities, making their behaviour unpredictable. During the MV Wakashio spill, responders observed unusually fluid LSFO, which spread rapidly, surprising experts.



How can response planning be improved?

LSFOs introduce new response challenges, and scientific institutions like SINTEF and CEDRE actively research their behaviour.

Improving response preparedness requires:

- More detailed LSFO characterisation in spill scenarios.
- Greater collaboration between the shipping industry and spill response organisations.
- Applying updated oil characterisation guidelines to new fuel types.

Can it be dispersed?

The pour point of an oil determines whether it will remain liquid or solidify under environmental conditions. Traditional high-sulphur fuel oils tend to have high pour points.

However, LSFOs vary significantly in composition, and their pour points can be lower than ambient sea temperatures.

The future of marine fuels and spill response

The shift to low-sulphur fuels is only one phase of a broader maritime decarbonisation strategy. The industry is now exploring alternative fuel technologies, including:

- Liquefied natural gas (LNG)
- Liquefied petroleum gas (LPG)
- Methanol and biofuels
- Synthetic methane and hydrogen
- Ammonia and future clean marine fuels

As these fuels emerge, it is essential to consider their spill risks and response challenges.

We were pleased to have played a crucial role in the recent ammonia ship-to-ship transfer pilot, launched through a tripartite collaboration between the Global Centre for Maritime Decarbonisation (GCMD), Pilbara Ports, and Yara Clean Ammonia (YCA). This ground-breaking operation was conducted at the Port of Dampier in the Pilbara region of Western Australia.

In this trial, we collaborated with industry leaders to develop an emergency response plan to support the ammonia transfers, and completed two successfully under rigorous safety protocols.

By continuously evolving response strategies and enhancing industry knowledge, OSRL and the wider spill response community can ensure that we mitigate the environmental impact while keeping pace with maritime fuel innovation.

Safety

We have had a strong start to 2025 with zero incidents or injuries. In 2024, we exceeded our target and raised an average of 7.9 observations per person, at year end. Monthly safety observation reporting levels continue above target so far this year, averaging a rate of 6.6 per person. Monthly safety observation reporting levels continue above target so far this year, averaging a rate of 6.6 per person.

Safety insights from Q1

- Transitioned from the Lost Time Injury definition to the International Oil and Gas Producers (IOGP) Fatality and Permanent Impairment (FPI) metric.
- Our ISO accreditations (Occupational Health and Safety, Environment and Quality Management) were maintained through external periodic surveillance audits, with no major findings raised.
- Supported the set-up and relocation of bases and offices, including Fort Lauderdale in the USA, as well as the new preparedness and response base, and the UK Head Office in the UK.
- The new Display Screen Equipment portal was successfully launched, integrating training and assessment for improved compliance, better user experience, and facilitating the full hot-desk workplace.
- Enhanced mental health focus by introducing more mental health first aiders and well-being champions.
- Launched a new stress policy framework.

Q1 KPI results HSE

Safety observations per employee	
Actual	6.6
Target	6
Fatal or permanent injury rate	
Actual	0
Target	0
Findings with overdue or incomplete actions	
Actual	13.3
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. All CARs must have resolution actions and follow-ups, supported by a monthly reporting process.



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.

Looking ahead

We are developing a new safety induction video to share with visitors to any of our sites. We will update the health and safety handbook (in-line with our refreshed branding) and will transition the chemical management database into our safety portal to increase accessibility.

We also plan to develop safety knowledge and skills within operational teams via an updated skills matrix, the Learning Management Systems platform, and to provide crisis management spokesperson training for senior leaders.

Events

Engaging globally:
recent and upcoming events

OSRL continues to actively participate in and host industry events, sharing insight, strengthening relationships, and helping to shape the future of oil spill preparedness and response.

Recent highlights

Interspill 2025 – at the 10th edition of Europe's premier oil spill clean-up conference and exhibition, we delivered a strong presence. Alongside our valued partners, IOGP, Ipieca, and Sea Alarm, we were involved in many of the key activities throughout the three days of the event.

Whilst at the event, we also **celebrated 20 years of partnership with Sea Alarm**

giving them a token of appreciation for their outstanding work in oiled wildlife response and preparedness.

Ipieca Week – we had a rewarding week in London alongside other members, partners and industry stakeholders for the Ipieca Marine Spill Group meetings.



Looking ahead

We are pleased to confirm that the Annual General Meeting (AGM)...

...will take place in Houston this December, hosted at Oxy's facility. This is an exciting opportunity to engage directly with members, reflect on the year's progress, and look ahead to shared priorities for 2026. More details to follow.

In addition to the AGM, OSRL will be present at a number of key industry events throughout the year, including technical workshops, preparedness conferences, and regional spill response exercises.

We also continue to offer training programmes and exercises, with upcoming sessions scheduled across EMEA, APAC, and the Americas.

We look forward to meeting more of you at events throughout 2025. Whether it's on the exhibition floor, in a breakout session, or through one of our own technical workshops, these moments of engagement are critical to strengthening our shared mission. For the latest updates on where we'll be, visit the Events section on the OSRL website or connect with us via LinkedIn.





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