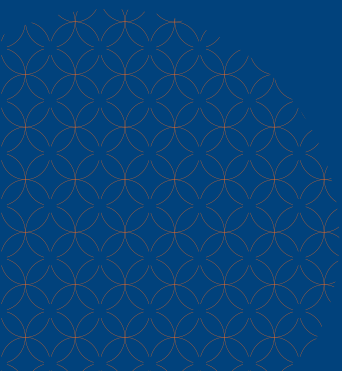
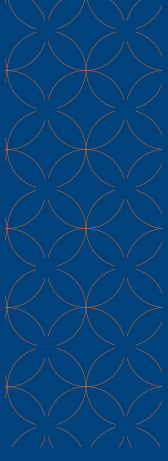


Report of activity **2024**



CEO's Foreword: Reflecting on 2024: A year of growth and collaboration



As 2024 ends, we reflect on a transformative year that strengthened our organisation and advanced our mission. Over the past 12 months, we expanded our capabilities, adapted to industry changes, and upheld our commitment to delivering excellence.

Expanding our services and capabilities

Across OSRL's response and preparedness activities, we enhanced our capabilities to meet the industry's evolving needs. We continue to evolve the organisation to address future challenges head-on providing our preparedness services to projects ranging from alternative marine fuels research to supporting wind farm operations and tackling plastic pollution.

In 2024, we enhanced our global spill response capabilities by establishing a new base and deploying a capping stack in Guyana. This strategic expansion enables us to respond more effectively to regional incidents, reinforcing our commitment to global readiness.

We've embraced the latest technologies—investing in the use of AI in exercises and developing innovative platforms such as the Incident Hub, all to enhance our response capabilities and foster



greater collaboration.

Safety and resilience at the forefront

We continue to keep safety at the forefront of our operations. In 2024, our teams strengthened operational planning, improved risk management, and delivered organisation-wide training through initiatives like Global Safety Stand Downs. We also enhanced audits, increased safety observations, and recognised outstanding contributions to our safety culture.

Our investigations into two injury-related incidents led to actionable improvements to prevent recurrence. These lessons bolstered our resilience and sharpened our focus on achieving a safer organisation.

Milestones in global infrastructure

In 2024, we achieved significant milestones in our global infrastructure. We successfully completed a base relocation in South Africa and relocated our office in Aberdeen. Additionally, we initiated the process of moving our Southampton response base to a new location in a similar area, a strategic transition that supports our long-term goals. On the corporate front, we are preparing to move into a new office, marking a new chapter for OSRL as we continue to align our workspaces with our ambitions for the future. Throughout these transitions, our aim has been

to reduce overall greenhouse gas emissions by minimising energy and resource consumption wherever possible, reflecting our commitment to sustainability across our operations.

Marking 40 years of progress

This year represented a major milestone—our 40th anniversary. We reflected on our journey, recognising the progress we've made since our founding and the impact we continue to deliver. This milestone underscored our dedication to innovation and our vision for the future.

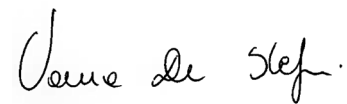
Building for the future

In 2024, we introduced a team dedicated to science and education which advances our mission to lead through knowledge and expertise. We also launched a brand refresh that aligns our identity with our goals, empowering us to provide even more value to our members and industry.

Throughout the year, we actively participated in key industry conferences and forums, sharing insights and promoting good practices worldwide.

Looking ahead

As we enter 2025, we reflect proudly on our achievements in 2024. From continually evolving our services and marking milestones to driving industry collaboration and prioritising safety, our team and members accomplished remarkable results.



Vania De Stefani

This year, we advanced safety initiatives through planning, training, and recognition, while addressing two incidents with thorough investigations, remedial actions, and a commitment to continuous improvement.

Safety observations per employee

KPI : 6 6.3 (based on 288 employees)

Unsafe situations and observations

KPI : 1,729 1,821

Lost time accidents/incidents

KPI : 0 2

Safety

As of 15 November 2024

Strengthening safety: Progress, challenges, and continuous improvements

During 2024, we focused on operational planning and risk management frameworks, mental health and wellbeing, and competence building through our management system. We rolled out new online learning across a range of hazard topics and brought a significant number of operational team members through safety qualifications such as NEBOSH. The HSE team and Executive Team have led a series of global safety townhalls and safety events throughout the year. We have promoted the raising of safety observation reports and positively recognised and rewarded outstanding performance with recognition awards. We have also reinvigorated our internal audit function, compliance reviews and non-conformity rectification process as part of the maintenance of our integrated management system.

We encountered two incidents resulting in injury to personnel during response/exercise activity. Comprehensive investigation processes were conducted in all cases. The incidents have been followed up with targeted remedial actions including focused Global Safety Stand Down events, the use of the IOGP Life Saving Rules and functional workshops led via the relevant Executive Team members. The findings from the incident investigations have been published and shared across the organisation and the recommended actions are being tracked to closeout.

We have played a pivotal role in addressing diverse oil spill incidents. Our skilled responders have been instrumental in containment, cleanup, and collaborative efforts, demonstrating a steadfast commitment to minimising the impacts of spills on communities and the environment.

Significant spill responses

- 01 Angola**
Standby operation during a well intervention over an extended planning period

 - OSRL mobilised to provided technical advice on dispersant and offshore containment & recovery operations
 - OSRL supported with surveillance via contracted UAV
 - Activities: OSRL supported with equipment readiness and training for potential deployment of recovery systems and dispersant application
 - Responder days: 207
- 02 Argentina**
Probable failure of a submarine string hose connection resulting in a estuarine/shoreline release

 - OSRL mobilised to provided technical advice on shoreline cleanup tactics and surveillance
 - OSRL supported the IMT in decision making
 - Activities: Overseeing shoreline response, SCAT, engagement with government officials and stakeholders
 - Responder days: 159
- 03 Ireland**
Pipeline leak

 - OSRL provided support and technical advice to develop and implement response strategies
 - Conducted SCAT surveys, segmented areas of operations to prioritise the response tactics
 - Worked with contractors across multiple sites to deploy shoreline protection, set up flushing, and provide planned beach clean-up of highly contaminated organic matter
 - Responder days: 65
- 04 United Kingdom**
Precautionary mobilisation to a potential offshore release

 - OSRL were notified of a drilling rig off the coast of the Shetland
 - Weather hindered recovery efforts and precautionary actions were taken including mobilising OSRL to standby
 - Responder days: 9
- 05 United Kingdom**
Release of diesel into the offshore marine environment

 - OSRL were mobilised following a suspected continuous release from a diesel storage system
 - Activities: Technical Advisory support was mobilised to support the IMT
 - UKCS aircraft was also mobilised to provide surveillance support in addition to oil spill modelling outputs
 - Responder days: 3
- 06 Trinidad and Tobago/Bonaire**
Technical advice and operational guidance for a spill caused by a overturned vessel

 - OSRL mobilised to provided technical advice on shoreline cleanup tactics
 - OSRL supported the IMT in decision making
 - Activities: Overseeing shoreline response, SCAT, engagement with government officials and other stakeholders
 - Responder days: 311

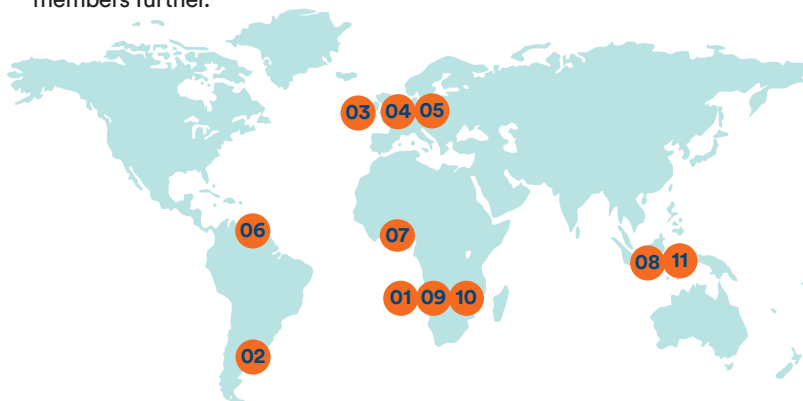
Response

Q4 2023 to Q3 2024

Continuing our mission: **Delivering oil spill response expertise, assured resources, and equipment globally for our members when needed. Anytime Anywhere.**

In 2024, aligned with our Response Function Strategy we have focused on:-

- Operational excellence - Completing all our activities with Safety as our number one priority and full commitment to embed all opportunities for learning when we have experienced an incident.
- Integration of our global response organisation with associated support services, such as asset management and logistics, to provide operational efficiencies, strengthen assurance and in-house capabilities for our members.
- Enhancing our global footprint to meet our member's needs e.g. Guyana capping service.
- Developing the solution for the next generation of wide area dispersant aircraft capability.
- Collaborating with industry/members, providing technical expertise to help address challenges such as dispersant resupply, and to improve wildlife response.
- Seeking to partner with our members through the energy transition to understand how our expertise and capabilities can support our members further.



- 07 Ghana**
Operational offshore release during product offtake

 - OSRL mobilised to provide technical advice to the IMT, trajectory modelling and aerial surveillance support to aid situational awareness
 - Responder days: 15
- 08 Singapore**
Vessel collision resulting in shoreline impact and subsequent clean up

 - OSRL initially mobilised for technical advice on cleanup strategy selection and shoreline cleanup management.
 - Activities: Overseeing shoreline response, SCAT, vessel dispersant, offshore containment and recovery and technical advice
 - 47 responders attended the spill
 - Responder days: 770

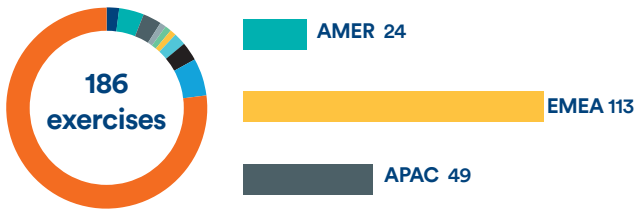
- 09 Angola**
Offshore oil spill of unknown source
 - WASP service and satellite acquisitions provided aerial surveillance
 - OSRL Technical Advisors supported the IMT, developing response strategies including dispersant application
 - OSRL identified shoreline equipment and provided a training package alongside offshore sampling and hydrocarbon fingerprinting
 - Responder days: 96

- 10 Angola**
Technical advice on historical inland spill
 - OSRL mobilised to provide technical advice on inland cleanup tactics.
 - Three technical advisors attended various sites and provided cleanup recommendations
 - Responder days: 18

- 11 Singapore**
Downstream pipeline release to the marine environment
 - OSRL was notified regarding an incident involving a pipeline leak which released water oil mixture into the sea
 - Offshore equipment and personnel were mobilised to support
 - Responder days: 51

Exercises

By type and region



Internal exercises

IMS (2%)	4
Shoreline (4%)	7
Offshore (3%)	6
Surface dispersant (1%)	2
Inland (1%)	2
Hot weather (1%)	1
Cold weather (2%)	3
Team (3%)	6
Specialist skill development (6%)	12

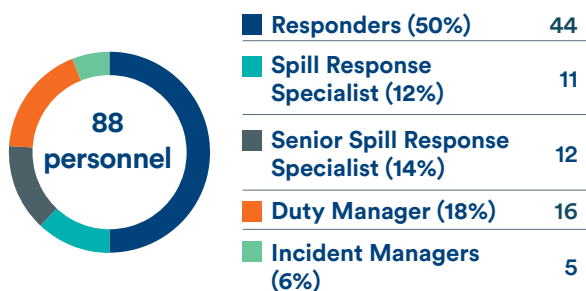
External exercises

Client (77%)	143
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We are here to integrate with and support our Member's Preparedness.

Front line response personnel

By roles



Responder global safety specific training

YTD: 94%

Responder training courses

2023	2024	*Trained
3	4	33

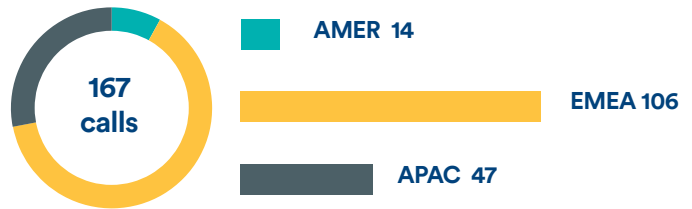
* Number of new responders onboarded and upskilled globally

Responder days

	2023	2024	Change	
AMER	330	470	140 ↑	42% ↑
EMEA	2,298	410	1,888 ↓	82% ↓
APAC	62	821	759 ↑	1,224% ↑

Duty Manager support calls

By region



Year-on-Year Change

	2023	2024	Change	
AMER	14	14	-	-
EMEA	89	106	17 ↑	19% ↑
APAC	38	47	9 ↑	24% ↑

Please always call us!

Aviation

Aircraft service availability

KPI : 96% YTD : 92%

Aviation data

By service

	SLA	UKCS	WASP
Block hours flown			
OSRL exercises	13	23	15
Training/competence	70	78	11
Spill response	0	55	47
Others	28	10	3

Total fuel burn (litres) 488,000 24,500 8,300

Service level agreement maintenance vs plan

KPI : 90% YTD : 91%

Assured readiness of our resources

Number of projects By department



■ Consultancy (39%)	87
■ Equipment Hire Service (11%)	24
■ Training (50%)	114
Total	225

By region



■ Africa (21%)	39
■ Americas (15%)	27
■ Asia (14%)	26
■ Australia (9%)	16
■ Europe (37%)	68
■ Middle East (4%)	7
Total	183

By delivery stream



■ Consultancy (28%)	66
■ Equipment Hire Service (10%)	24
■ Geomatics (8%)	18
■ Secondments (3%)	8
■ SWIS Consultancy (2%)	5
■ Training - Client Tailored (40%)	95
■ Training - Published (8%)	20
Total	236

*Duplication will exist if a project covers more than one revenue stream.

Preparedness

January - October 2024

Strengthening industry resilience: Enhancing preparedness for a safer tomorrow

The global training team has continued to deliver high-quality training sessions through various formats including eLearning, remote, and face-to-face sessions. Our consistent pursuit of excellence has been reflected in the exceptional feedback scores received. Additionally, we have successfully achieved re-accreditation from the Nautical Institute for another three years, attesting to the quality of training provided.

In 2024, there has been a significant emphasis on exercise delivery, with an increase in the number of exercises conducted across all regions. For some members, their preparedness development has been supported by offering a comprehensive suite of incident management training, crisis management team training, and facilitation of major exercises.

Net Promotor Score

Average	80%
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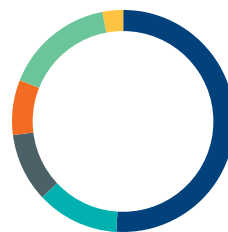
Revenue

By department in £'000



■ Consultancy (29%)	2,087
■ Equipment Hire Services (49%)	3,656
■ Training (22%)	1,577
Total	7,320




By region in £'000



■ Africa (51%)	3,756
■ Americas (12%)	869
■ Asia (10%)	713
■ Australia (8%)	596
■ Europe (16%)	1,168
■ Middle East (3%)	217
Total	7,320

We successfully led global collaborations, digital initiatives, and tailored forums in 2024, driving industry good practices and enhancing spill preparedness and response across regions.

Engagement metrics - followers

	LinkedIn	22,575
	Instagram	1,020
	Facebook	2,200

Digital content interactions

Podcast downloads	897
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Event participation

Webinar registrations	2,008
Member engagement meetings	379
Engagement events with non-member stakeholders and academia	31
OSRL-led country/technical forums	12

Engagement

November 2023 - October 2024

Driving industry good practices: OSRL's global outreach and stakeholder engagement

In 2024, our global and regional outreach teams collaborated with members, governments, and industry stakeholders worldwide to advance good practices in spill preparedness and response. A highlight of the year was our active participation in the International Oil Spill Conference (IOSC) in New Orleans, United States. OSRL made a significant impact by delivering six presentations and a short course. We also proudly sponsored a session on Mental Health and Resilience, led by Dr. Sara Jahnke.

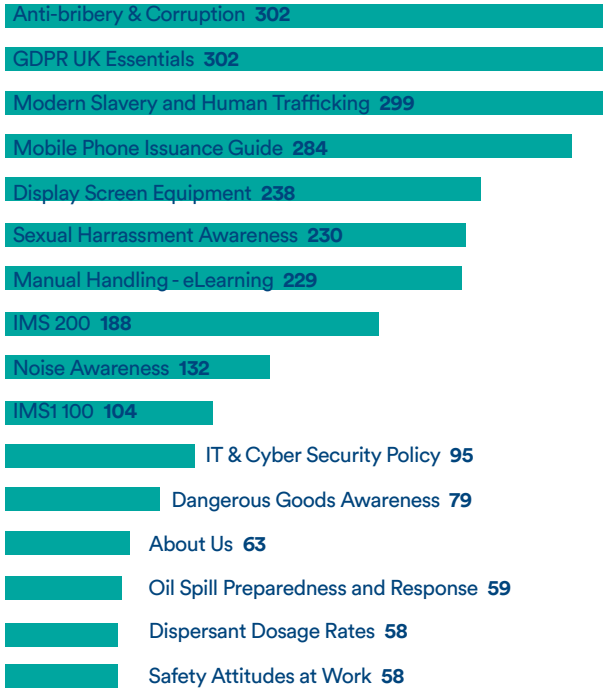
Beyond major conferences, OSRL took the lead in hosting regional and country-level forums to engage stakeholders. This included forums in the Philippines, Nigeria, the Republic of Ireland, and Northern Ireland, along with Member focused Forums in Singapore and London. In November, we hosted ITAC in Fort Lauderdale, our flagship event that brings together experts from around the world for meaningful technical discussions, bridging the gap between science and industry.

Direct engagement with our ~170 members through OSRL member preparedness reviews remained a cornerstone of our efforts. These reviews, guided by our response specialists and preparedness solutions advisors, were instrumental in ensuring response readiness and identifying opportunities for continuous improvement.

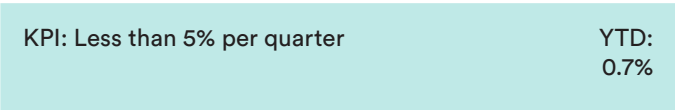
Another key achievement in 2024 was the launch of our refreshed brand, symbolising a new chapter in OSRL's journey. The new logo reflects OSRL's core values of safety, collaboration, respect, integrity and excellence while embodying our aspirations for the future. This rebrand, which includes an updated mission and vision, marks a significant milestone in our evolution. It represents more than just a visual update—it highlights our commitment to growth and excellence in meeting the evolving needs of our Members.

We focused on innovation, resilience, and nurturing a dynamic, diverse workforce to thrive in an evolving business landscape.

Top 16 eLearning titles (completions)



Cyber attack phishing tests



Our people

New starters	53
Leavers	26
New responders	31
Nationalities	29
Total staff strength	307

People and Places

January - October 2024

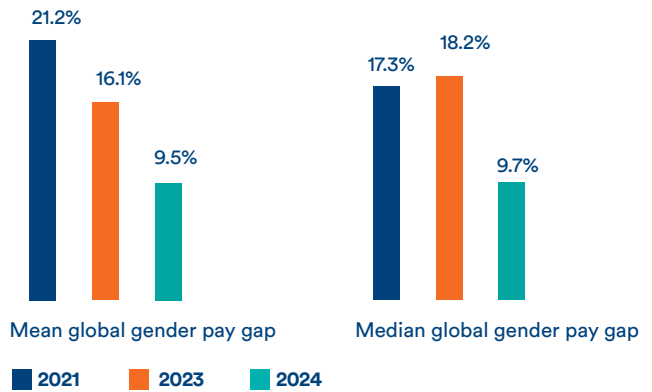
Empowering our workforce: A strategic approach to IT innovation, cyber resilience, and staff development

2024 has been a year of significant progress. Our IT initiatives included managing complex office relocations and refurbishments across Saldhana, Southampton, Fort Lauderdale, Aberdeen, and Singapore, deploying the Teams Voice AV solution, and leveraging upgraded network systems for seamless delivery. An extensive IT survey refined our Managed IT Services and introduced key projects like iOS compatibility, a CoPilot365 AI pilot, and ERP enhancements focusing on improving workflows.

Cybersecurity remained a critical priority. Simulating a total loss of Office 365, alongside a comprehensive Red Team assessment, tested our resilience and informed the 2026 IT roadmap. On the HR front, we emphasised mandatory e-training in safety, compliance, and governance, ensuring comprehensive staff development. Our globally diverse workforce continues to enrich our organisational culture, with 53 new starters and a total staff strength of 307.

This year’s focus on IT innovation, operational improvements, and workforce development has laid a robust foundation for continued success and adaptability in a rapidly changing environment.

Global gender pay gap reporting Comparison by year

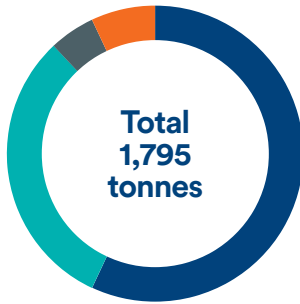


- The OSRL mean global gender pay gap is 9.5% which has reduced by 6.6% in the last year and 11.7% since 2021.
- The OSRL median global gender pay gap is 9.7% has also decreased by 8.5% in the last year and 7.6% from 2021.

We are committed to sustainability and community well-being, focusing on reducing our carbon footprint and fostering positive change through local partnerships and initiatives.

Detailed emissions insights across OSRL bases

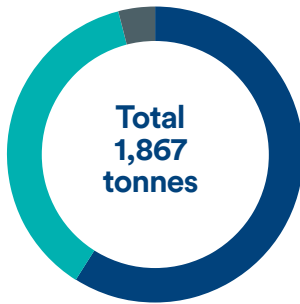
Values are in tonnes of CO2e



■ Southampton (57%)	1,029
■ Singapore (31%)	550
■ Bahrain (5%)	86
■ Fort Lauderdale (7%)	131

Detailed emissions overview for OSRL activities

Values are in tonnes of CO2e



■ Aviation fuel (59%)	1,102
■ Logistics (37%)	687
■ Hotel stays (4%)	78

Supporting the well-being and development of the communities



Environmental, Social and Governance

January - September 2024

Sustainability and community Impact: A commitment to positive change

OSRL aims for our global activities to have a positive impact on the environment and communities where we operate, and we are committed to acting in a socially responsible and sustainable manner. We continue to track our environmental impacts, measuring our carbon footprint across a range of factors including gas, electricity, fuel, business travel and waste. As we progress into 2025, we are developing realistic site based targets to reduce our carbon footprint.

OSRL is also committed to supporting the well-being and development of the communities in which we operate. This includes collaboration with local initiatives, charitable organisations, and community development projects through volunteering, donations, and partnerships. In Ghana, we supported Sekondi School for the Deaf to create a new computer lab which opened in July, and we partnered with Sabre Education to commission a demonstration school at the University of Education Winneba.

When we opened our new office in South Africa, we donated unused equipment and old furniture to local charities, and repurposed materials from our previous office as part of our commitment to sustainability. We have also raised awareness and support for national charities such as the British Heart Foundation, performed a river clean in Aberdeenshire, and gave presentations to local schools. We provide two days per year to all our staff to engage with local communities, and support their fundraising efforts.

Group fixed costs

By type in £'000



■ Staff Costs (31%)	28,574
■ Premises (11%)	10,656
■ Maintenance (13%)	12,498
■ Aviation (15%)	13,893
■ Depreciation (20%)	18,361
■ Finance Charges (2%)	1,625
■ Others (8%)	7,921
Total	93,528

By service in £'000



■ Response SLA (37%)	32,376
■ Preparedness (9%)	8,808
■ Subsea Well Intervention Services (48%)	45,293
■ Global Dispersant Stockpile (3%)	2,840
■ Regional Supplementary Services (6%)	6,011
■ One off sale of building (-4%)	(3,800)
Total	93,528

Finance

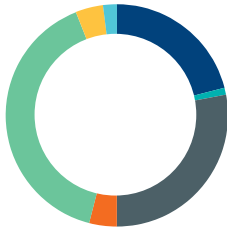
Full year forecast 2024

Financial review: Reflecting on the year's fiscal landscape

OSRL has operated within the budget set for 2024, including a significant level of income from unbudgeted response activities. Growth in Associate Members during the year has increased Membership income. Whilst preparedness income for 2024 was below the budget set it has continued to grow from 2023 actual levels, with further growth anticipated in 2025.

Fixed costs have been lower than the budget set, however this is largely due to a combination of one-off factors and phasing. The most significant variances were in staff costs, with headcount below target especially early in the year, and the one-off gain from the sale of the Company's Lower William Street premises in Southampton. The sale of Lower William Street, combined with funding from response income, has allowed investment in refreshing OSRL's office and warehouse footprint supporting the transformation of the business. Using sale proceeds and response income to fund investment ensure these projects can be delivered without any impact on Membership subscriptions. An allocation of 5% of Membership subscriptions is also made to capital investment, primarily to procure new response equipment and ensure OSRL has the right capability to meet Member requirements.

Group capex By service in £'000



Response SLA (21%)	2,109
Preparedness (1%)	100
Subsea Well Intervention Services (28%)	2,869
IT (4%)	418
Infrastructure (40%)	4,073
Supplementary Services (4%)	387
Marketing (2%)	250
Total	10,206

Income source By service in £'000



Participants & Associates SLA (32%)	35,462
Spill (3%)	3,427
Commercial (8%)	9,183
Subsea Well Intervention Services (48%)	53,801
Global Dispersant Stockpile (3%)	3,271
Regional Supplementary Services (6%)	6,342
Total	111,486

Membership Subscription Fees (100 shares)

2022	156,786
2023	168,545
2024	181,190



Summary £'000

Total capex	10,206
Total fixed costs	93,528
Total income	111,486



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