

2016

IN REVIEW



We're re-energised and ready By Robert Limb, CEO of Oil Spill Response Limited

We started the year with several organisational changes. We officially closed our representative office in Indonesia, welcomed our new Chairman, Jeff Patry from Chevron, and two senior managers swapped roles and brought new perspectives to the response and technical teams.

Through much of 2016, we conducted an intensive review of our organisational management system, referred to as our Blueprint project, to streamline and simplify processes while still providing the required level of assurance.

On the commercial and membership services front, we developed and

implemented a strategic direction which would explore and enhance the services we bring to existing members and potential customers while reducing the overall cost structure of the company.

One notable service improvement for our members is the expanded scope and duration of the free Technical Advisory services we provide during a spill, from one Technical Advisor for 48 hours, to a team of five personnel for five days.

Internally we also refined our company values and selected five cornerstone values which resonate and agree with our culture and behaviours.

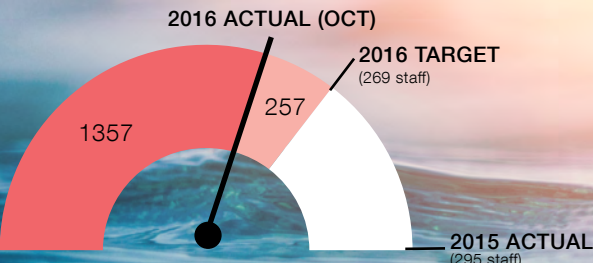
After several challenging years trying to obtain approval for the Tersus system, the highlight for the year was the launch of our fully certified global Boeing 727 aerial dispersant capability at the Farnborough airshow. Both 727 aircraft are available for response, and we returned the Hercules to Asia Pacific at the end of 2015.

Our members have operated in a tough environment this year, and so has OSRL. We've managed to ensure fees for 2017 are maintained at 2015 levels, we have worked hard to deliver more with less,

and with the effort we have poured into our company this year, we are now more than ready to welcome 2017 as a stronger and more agile OSRL.



HSEQ PERFORMANCE



Number of safety observations and unsafe situations reported

Non LTI

Number of incidents 3

LTI

Number of incidents 1

LTI = Lost Time Injury



Our Values
Safety is at the core of what we do

COMMERCIAL SERVICES DELIVERY

3801 MAN DAYS | 217 PROJECTS | 11 SECONDMENTS | 36 EQUIPMENT HIRE

81%

NET PROMOTER SCORE

63.5% PROPOSAL CONVERSION RATE

3 11 AMER
137 MAN-DAYS

6 8 EMEA
2547 MAN-DAYS

20

6

3 51 APAC
1117 MAN-DAYS

SOCIAL ENGAGEMENT (BY PAGE LIKES/FOLLOWERS)

427 101% 819 28% 4881 53%
2015/2016 2015/2016 2015/2016

ADVOCACY

NO. OF KEY MESSAGE/THEME(S) RELATED TO EVENT

PEOPLE

With our recruitment freeze still in force and attrition rates broadly on target, the reduced headcount is in line with expectation. OSRL continues to strive to become a more agile organisation with a flexible, diverse and competent workforce that will meet the evolving needs of our members. OSRL is dedicated to developing, rewarding and retaining the very best people and is committed to keeping the company's values and the welfare of our employees at the forefront of everything that we do.



Total headcount

MEMBERSHIP

SUBSCRIPTION FEES (PER 100 SHARES)

2014	£ 121,000	42	108
2015	£ 130,075		ASSOCIATE MEMBERS
2016	£ 130,075	↑0%	PARTICIPANT MEMBERS

EXTENSION OF FREE TECHNICAL ADVISORY SERVICES

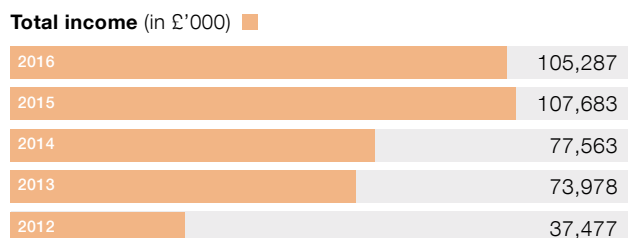
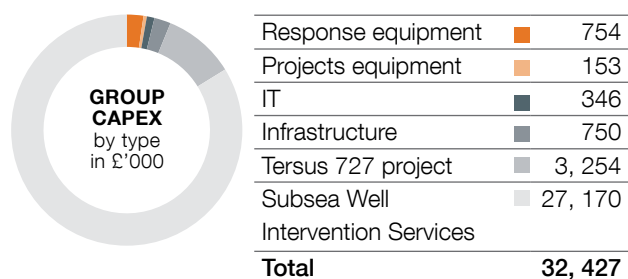
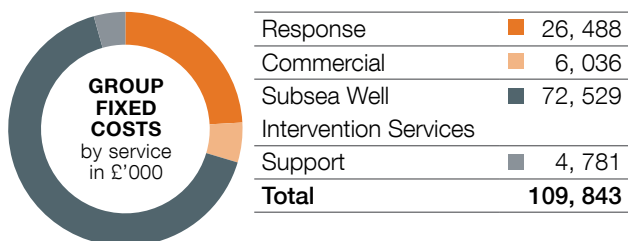
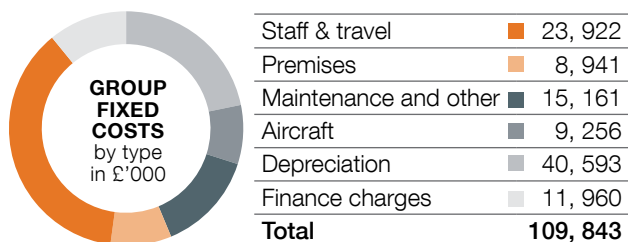


One Technical Advisor free for first 48 hours on scene

Advisory team of up to five personnel free for first five days
(Part of the total 18 personnel entitlement under the Service Level Agreement)

FINANCIAL REPORT

During 2016, OSRL has focussed on controlling costs whilst ensuring no impact to service delivery. One key facet of cost control has been managing headcount through attrition. After trending upwards since 2012, revenue has fallen in 2016 due to a drop off in commercial revenue driven by market conditions.



TECHNICAL DEVELOPMENTS



Increasing Organisational Efficiency

The Blueprint is our initiative to streamline, simplify and ensure global alignment of OSRL's management system. As part of this project, we have standardised documentation and implemented a management of change procedure. Our project management procedures have been strengthened to aid consistent delivery of projects and provide enhanced project assurance. We have undertaken cross organisation reviews and implemented efficiency measures within our management system.



Developing Technical Competence

The Subject Matter Expertise Framework was designed to develop our experts of the future in core technical areas. Core groups for topics including Dispersant, Shoreline, Inland, Cold Weather, Logistics, Offshore, SMV (Surveillance, Modelling and Visualisation), and IMS (Incident Management Systems) have been formed.



Enhancing Organisational Resilience

Risk and Emergency Management Procedures were strengthened with an update of the Business Continuity Process, Crisis Communications Plan, and standardised Site Emergency Plans for each operating base, all aligned with the Crisis Management Plan. These were then practiced and exercised. Additionally, we have tested our ability to mobilise the full suite of surface and subsurface resources during our Major Mobilisation exercises.

SUBSEA WELL INTERVENTION SERVICES

Number of SWIS membership subscriptions



Capping Stack System and Subsea Incident Response Toolkit **19**

Containment **9**



Number of exercises



Base **16**



Member **3**

Training

SWIS Appreciation training completions **108**

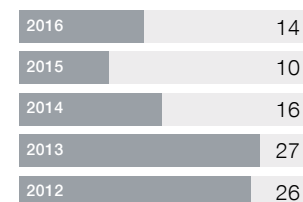
108 TRAINEES

Number of Technical Advisory Forum (STAF) meetings

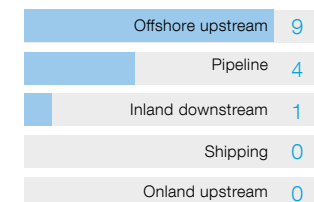
7 SWIS: 5
OSPAG: 2

RESPONSE AND OPERATIONS

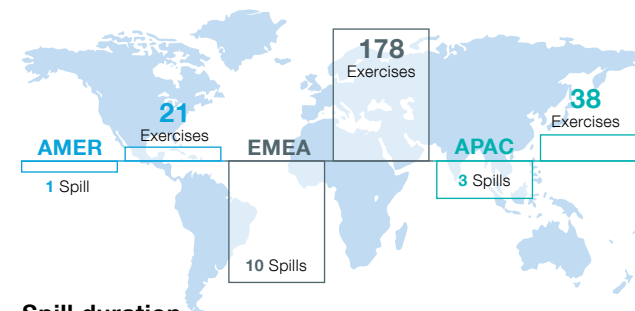
Number of spills



Number of spills by type



Number of spills and exercises (by geography)

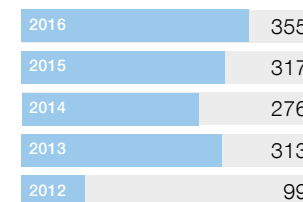


Spill duration

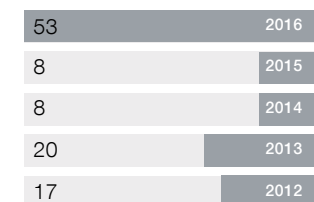
	In days	In man-days
	293	1100.5
EMEA	228	907
APAC	21	113
AMER	44	80.5

Number of calls

For Duty Manager



For Technical Advisor



Number of exercises

	in man-days	by type
	2430.5	237
EMEA	1444	Internal 81
APAC	905.5	Member 148
AMER	81	National 2
		Industry/partner 6