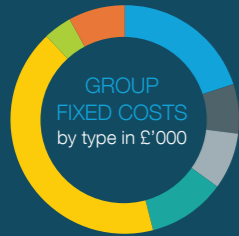


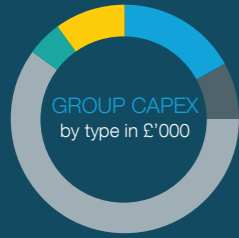
## FINANCIAL REPORT Full Year Forecast



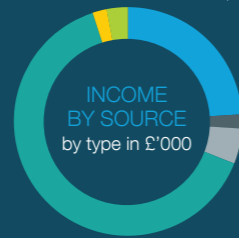
Staff costs (20%)	23,728
Premises (7%)	8,317
Maintenance (8%)	9,924
Aviation (10%)	12,070
Depreciation (42%)	50,034
Finance Charges (4%)	4,359
Others (8%)	9,618
<b>TOTAL</b>	<b>118,050</b>



Response (17%)	20,336
Commercial (5%)	6,131
Subsea Well Intervention Services (65%)	76,946
Global Dispersant Stockpile (2%)	2,761
Regional Supplementary Services (2%)	2,799
Support Services (8%)	9,077
<b>TOTAL</b>	<b>118,050</b>



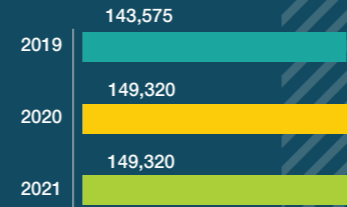
Response SLA (17%)	545
Commercial (8%)	260
Subsea Well Intervention Services (60%)	1,977
IT (5%)	164
Infrastructure (10%)	300
<b>TOTAL</b>	<b>3,276</b>



Participants & associates SLA (24%)	29,582
Spill (2%)	2,680
Commercial (5%)	6,112
Subsea Well Intervention Services (64%)	77,479
Global Dispersant Stockpile (2%)	2,415
Regional Supplementary Services (3%)	3,278
<b>TOTAL</b>	<b>121,546</b>

## MEMBERSHIP

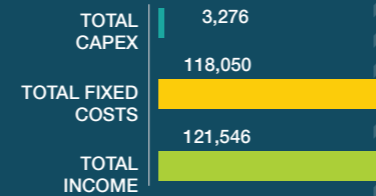
Subscription Fees (100 shares)



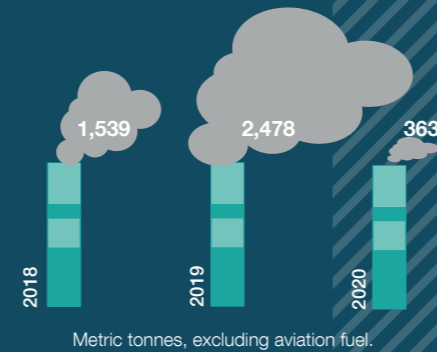
**38 PARTICIPANT MEMBERS**

**134 ASSOCIATE MEMBERS**

## SUMMARY IN £'000

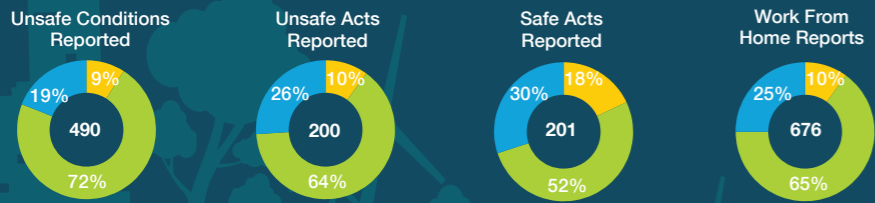


## SUSTAINABILITY CARBON EMISSIONS



## SAFETY As of 11 November 2021

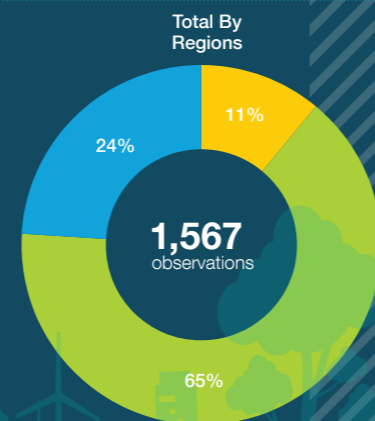
### SAFETY OBSERVATIONS



	Work-related reports			Working from home reports	2021 Total
	Unsafe Conditions	Unsafe Acts	Safe Acts		
AMER	47	21	36	70	174
EMEA	351	128	105	439	1023
APAC	92	51	60	167	370
<b>TOTAL</b>	<b>490</b>	<b>200</b>	<b>201</b>	<b>676</b>	<b>1,567</b>

**891** Outside Home  
**676** From Home

**1** Lost Time Incident  
**3** Non Lost Time Incidents



# REPORT OF ACTIVITY 2021



Towards a more sustainable future

## Embracing the Hybrid Reality as the New Normal in OSRL



During this year we have continued to work in a hybrid manner which has enabled us to remain response ready while continuing to deliver preparedness work for our Members and other stakeholders.

At the beginning of June, we were mobilised under a 3rd party BIMCO RESPONSECON contract by the London P&I club to Sri Lanka to respond to the X-Press Pearl incident. Given the Covid-19 restrictions in force at the time, a secure bio-bubble was created enabling the responders to avoid lengthy quarantine following a negative PCR test on the way into Sri Lanka. This exception was not granted on returning to their home countries with 14 days quarantine required when re-entering Singapore and 10 days when returning to the UK. As a consequence, a significant number of response staff were tied up to support the continuous manning of the response. Fortunately, as the response progressed, the quarantine restrictions were eased making travel and manning less onerous. From an initial concern around a spill from any remaining bunkers on the vessel, the response has now moved into a beach clean up operation to remove plastic nurdles that were being carried as part of the cargo. Throughout this response we have demonstrated how we can successfully repurpose our oil spill response training and tools to the ongoing nurdle response. It is likely that the response will continue into 2022 as we move into a project phase supervising contractors in the clean-up operations.

In June the Directors conducted a virtual Annual Strategic Review (ASR). The key emerging themes were as follows:

- **Footprint for the Future** – ensuring that our facilities can continue to support our operations in a sustainable and cost effective way while providing an enhanced working environment.
- **SWIS** – post loan business model – creating a cost effective integrator for subsea response solutions.
- **Response** – continued to evolve the Wildlife capabilities with the GOWRS partners, expand the shipping membership and further develop our Crisis and Incident management services.
- **Preparedness** – provide a more comprehensive and broader range of services and solutions.
- **Industry Outreach** – joining the dots to ensure continued support for the key response techniques by using NEBA/SIMA to demonstrate their application in real world scenarios.

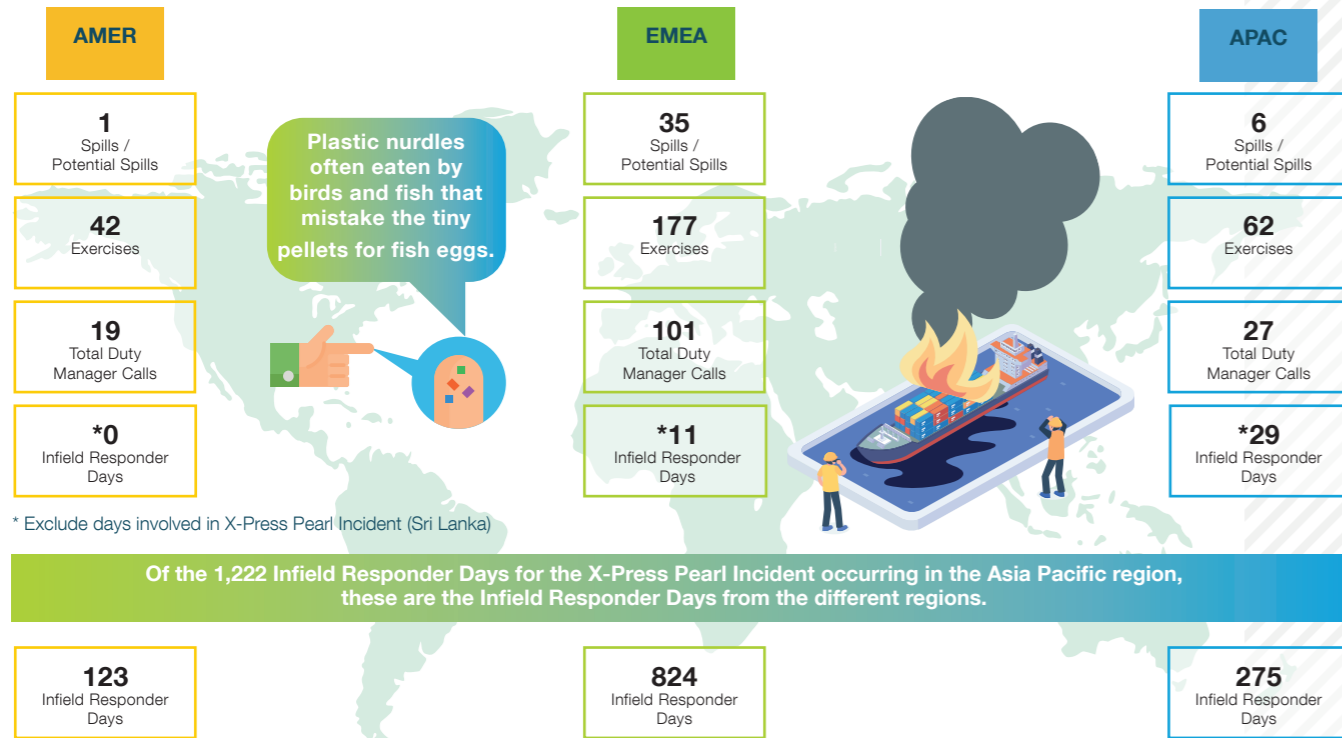
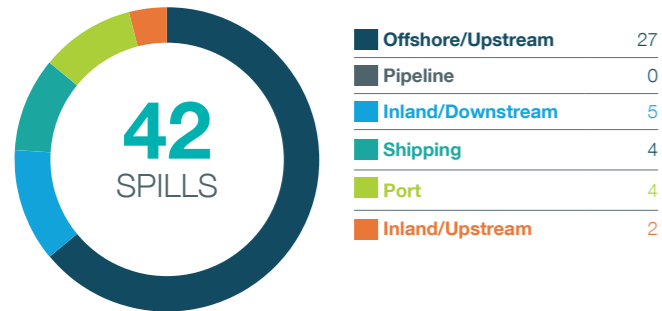
We continue to ensure no compromise in our ability to respond to meet the evolving needs of members, industry, regulators and the wider communities we serve.

Chief Executive

*Robert M. Lind*



## RESPONSE As of 31 October 2021



Plastic nurdles often eaten by birds and fish that mistake the tiny pellets for fish eggs.

## 2021 SIGNIFICANT RESPONSES

The container vessel X-Press Pearl caught fire on 20th May 2021, and after burning for 12 days, sank while being towed to deeper water. On 25th May 2021, ITOF contacted OSRL regarding the X-Press Pearl. The London P&I Club subsequently mobilised OSRL under BIMCO RESPONSECON as a 3rd party mobilisation.

At the time of writing, the vessel is resting on the seabed, 10km offshore, with the nearest point of land approximately 12 km north of Colombo.

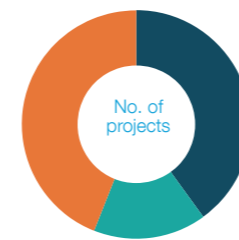
The first rotation of six response staff arrived in the country on 4th June. Since the first rotation, nearly 50 response staff have rotated through Sri Lanka, totalling 1,222 responder days responding to the incident.

Our role in-country focuses on protecting sensitive assets and cleaning up contaminated areas. Response activities concentrate on the collection of plastic nurdles. Six months on, these nurdles are still washing up on the western shores of Sri Lanka from the wreck of the X-Press Pearl and containers strewn on the seabed around the wreck.

OSRL is working closely with ITOF and the Sri Lankan authorities to increase nurdle collection efficiency and ensure effective shoreline response management.

We also remain ready to help deal with the unlikely event of a significant release of oil.

## PREPAREDNESS BY DEPARTMENT



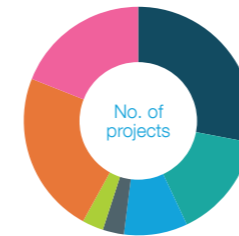
Consultancy (40%)	76
Equipment Hire Service (16%)	30
Training (45%)	85
<b>Total</b>	<b>191</b>

## EQUIPMENT HIRE BY TERM



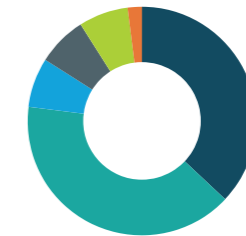
Long Term (43%)	13
Short Term (57%)	17
<b>Total</b>	<b>30</b>

## BY DELIVERY STREAM



Consultancy (28%)	58
Equipment Hire Service (15%)	30
Geomatics (9%)	19
Secondments (3%)	7
SWIS Consultancy (3%)	6
Training - Client (23%)	47
Training - Published (19%)	39
<b>Total</b>	<b>206</b>

## EQUIPMENT HIRE BY REGION



Europe (37%)	11
West Africa (40%)	12
East Africa (7%)	2
Americas (7%)	2
Asia (7%)	2
Middle East (2%)	1
<b>Total</b>	<b>30</b>

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

## PURSUING EXCELLENCE

### FOOTPRINT FOR THE FUTURE

Our Footprint for the Future project moved into phase two focusing on a review of OSRL's existing footprint against OSRL needs and Members future requirements.

Specifically the Phase 2 – Validation and Planning Work Packages are now focussed on providing future site recommendations at the three main regional base locations. The recommendations aim to:

- Deliver enhanced value to Members
- Improve the operational resilience and capability of OSRL to futureproof the organisation
- Develop and promote opportunities for virtual and physical collaboration with Members and Partners.
- Create working environments that allow us to unleash the potential of our people

The project findings will be presented at the AGM in June 2022.



### CYBER SECURITY

In 2021 we continued our comprehensive Managed Assurance activities on our continued journey to enhance Cyber Security. These include eight internal and external phishing exercises with a follow up retraining programme. To further enhance our teams awareness, we have monthly training videos and a published quarterly Cyber activity update.

In March we achieved Cyber Essentials+ accreditation from the UK's National Cyber Security Centre. Maintaining this will be a strategic annual objective. In Q3 we also attained Saudi Aramco's Cybersecurity Compliance Certificate. Internally we have developed the Cyber appendix to our Business Continuity Plan policy and plan to exercise this in Q1 2022. We also underwent our first external Red Team Exercise. This has been incredibly impactful resulting in a comprehensive list of refinements.

## FACILITATING COLLABORATION

Communication is key to keeping our Members informed of the latest strategic direction and project initiatives at OSRL. We are committed to continually improving the membership experience.

COVID-19 challenged this commitment, preventing us engaging face to face with our members. However, like many organisations, we adopted new ways of working, engaging digitally with our members through Teams meetings, webinars and virtual forums.

We look forward to more face to face engagement opportunities in 2022, while at the same time recognising the benefits digital engagement offers both our members and sustainability. Through multiple platforms, we aim to maintain open lines of communication with Members and adopt the most cost-effective and efficient solutions to enable a response-ready industry.

**117** KEY ACCOUNT ENGAGEMENTS

**13** COUNTRY FORUM

**41** SWIS ENGAGEMENT ACTIVITIES

**14** SEMINARS

**1,867** REGISTRATIONS

