



# BRISTOW SUSTAINABILITY REPORT





## Forward-Looking Statements Disclosure

This Sustainability Report contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements represent Bristow Group Inc.’s (“Bristow”) current expectations or forecasts of future events. Forward-looking statements generally can be identified by the use of forward-looking terminology such as “may,” “will,” “should,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “project,” or “continue,” “could,” “plan,” or other similar words. These statements are made under the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, reflect management’s current views with respect to future events and therefore are subject to significant risks and uncertainties, both known and unknown. Bristow’s actual results may vary materially from those anticipated in forward-looking statements. Bristow cautions investors not to place undue reliance on any forward-looking statements.

Forward-looking statements speak only as of the date of the document in which they are made. Bristow disclaims any obligation or undertaking to provide any updates or revisions to any forward-looking statement to reflect any change in Bristow’s expectations or any change in events, conditions or circumstances on which the forward-looking statement is based that occur after the date hereof. Risks that may affect forward-looking statements

include, but are not necessarily limited to, those relating to: public health crises, such as pandemics (COVID-19) and epidemics, and any related government policies and actions; any failure to effectively manage, and receive anticipated returns from, acquisitions, divestitures, investments, joint ventures and other portfolio actions; our inability to execute our business strategy for diversification efforts related to, government services, offshore wind, and advanced air mobility; fluctuations in the demand for our services; potential effects of increased competition and the introduction of energy efficient alternative modes of transportation and solutions; the possibility that we may be unable to re-deploy our aircraft to regions with greater demand; the possibility of changes in tax and other laws and regulations and policies, including, without limitation, actions of the Biden Administration that impact oil and gas operations or favor renewable energy projects in the U.S.; general economic conditions, including the capital and credit markets; the possibility that segments of our fleet may be grounded for extended periods of time or indefinitely; the existence of operating risks inherent in our business, including the possibility of declining safety performance; the possibility of political instability, war or acts of terrorism in any of the countries where we operate; the effectiveness of our environmental, social, and governance initiatives; the impact of supply chain disruptions and inflation and our ability to recoup rising costs in the rates we charge to our customers; and our reliance on a limited number of helicopter manufacturers and suppliers.

If one or more of these risks materialize, or if underlying assumptions prove incorrect, actual results may vary materially from those expected. You should not place undue reliance on our forward-looking statements because the matters they describe are subject to known and unknown risks, uncertainties and other unpredictable factors, many of which are beyond our control. Our forward-looking statements are based on the information currently available to us and speak only as of the date hereof. New risks and uncertainties arise from time to time, and it is impossible for us to predict these matters or how they may affect us.



# Introduction

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LETTER FROM CEO

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2021 REPORT HIGHLIGHTS



# GLOBAL LEADER IN VERTICAL FLIGHT

We are the leader in providing safe, efficient, and reliable solutions to private and public sectors.





**Christopher S. Bradshaw**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER

## Welcome

Bristow is the leading global provider of innovative and sustainable vertical flight solutions to the offshore energy industry and the civil and government search and rescue (SAR) markets. We recognize the responsibility that comes with being an industry leader, and we understand that we must lead on all fronts related to our business, including how our business impacts the people and communities we serve.

Bristow's purpose is to elevate people to achieve a safer, more productive world. By living this purpose day-in and day-out, we seek to ensure we are doing what is right for our employees, our customers, our communities, and the world at large. We believe this is what it means to lead our industry, and this is what it means to be a leader in sustainability.

Bristow is honored to release our inaugural Sustainability Report – a milestone for our Company and our industry. This report represents our commitment to all the stakeholders who play a role in our success, from our employees and passengers to our customers and the communities we serve. It highlights how we are evolving as an industry leader as we continue to steadily propel

forward, through actions big and small, like we have for more than 70 years.

These efforts – the result of an industry-leading team – are detailed in the pages that follow. This report provides insights into how we approach our business and the steps we're taking to advance our organization across environmental, social, and governance (ESG) over the long-term.

In the realm of environmental performance, 2021 was an exciting year of accomplishments and firsts. We are pleased to publish our foundational Scope 1 and 2 emissions baselines, an important first step in our emissions monitoring and reduction journey. We are proud to have flown our first Sustainable Aviation Fuel (SAF)-powered flights for our energy and search and rescue businesses in the U.K. We expect to be an early and leading adopter of SAF.

We also announced several partnerships with next-generation aircraft companies who have set their vision toward the future of zero emission flights. We are lending our 70+ years of transport expertise to help develop these revolutionary new aircraft, and we see great potential for this new technology to

make a profound impact on the industry's environmental footprint, to generate less noise, and to increase the safety of the industry.

The cornerstone of our environmental efforts is our daily focus on mitigating the potential impacts of our business. Bristow is committed to being a dedicated steward of the environment, with a focused approach to our direct environmental impacts. Our efforts and focus span our operations globally.

We are also proud to align our climate change mitigation approach with the guidance of the Task Force on Climate-Related Financial Disclosures (TCFD). Environmental considerations are actively incorporated into discussions at the highest levels of our organization, namely our Board of Directors and executive management team. By considering the risks and opportunities uncovered through the lens of our sustainability program, our leaders are able to make decisions that guide the Company forward most effectively and that mitigate challenges over the short- and long-term.

Bristow's progress on our improved sustainability performance is only made possible through the dedication and focused





**Christopher S. Bradshaw**  
**PRESIDENT AND CHIEF EXECUTIVE OFFICER**

efforts of our people. Our team makes a positive difference every day, and our socially minded efforts start with the health and safety of our employees. At Bristow, we each own safety, every day. This is evidenced by the long-running success of our Target Zero safety culture and safety-focused approach in all that we do. We advance safety practices not only through our workforce but through a mature and effective safety framework highlighted by incident training and emergency preparedness, fleet management, tools, and technology.

Our contributions to safety and wellbeing extend beyond the walls of our bases. Bristow has flown more than 31,000 missions as part of our global search and rescue capabilities. These missions rescued or assisted more than 19,000 people.

Bristow takes a purposeful approach in evaluating human capital management, specifically with respect to diversity, equity, and inclusion. We have enhanced our recruitment efforts to include programs focused on uncovering diverse talent. We ensure our organization is strong from top to

bottom through retention and succession-planning initiatives, competitive compensation and benefits, and a focus on community engagement that encourages our team to contribute to the causes they are most passionate about. This includes over \$500,000 in direct contributions to charitable and other organizations supporting causes aligned with five Bristow Uplift Pillars: Diversity, Education, Health and Wellness, Underserved, and Sustainability.

Strong corporate governance is at the foundation of everything we do. We are pleased to be guided by the independent perspectives of our Board of Directors. Our Board is responsible for helping provide guidance and oversight of our ESG matters and ensuring our approach to ESG compliance is defined and supported at the highest levels. Our program governance is further bolstered through our enterprise risk management efforts and our approach to compliance and business ethics that guide our professional conduct. We take the rights of our team and all the individuals and organizations with which we work seriously.

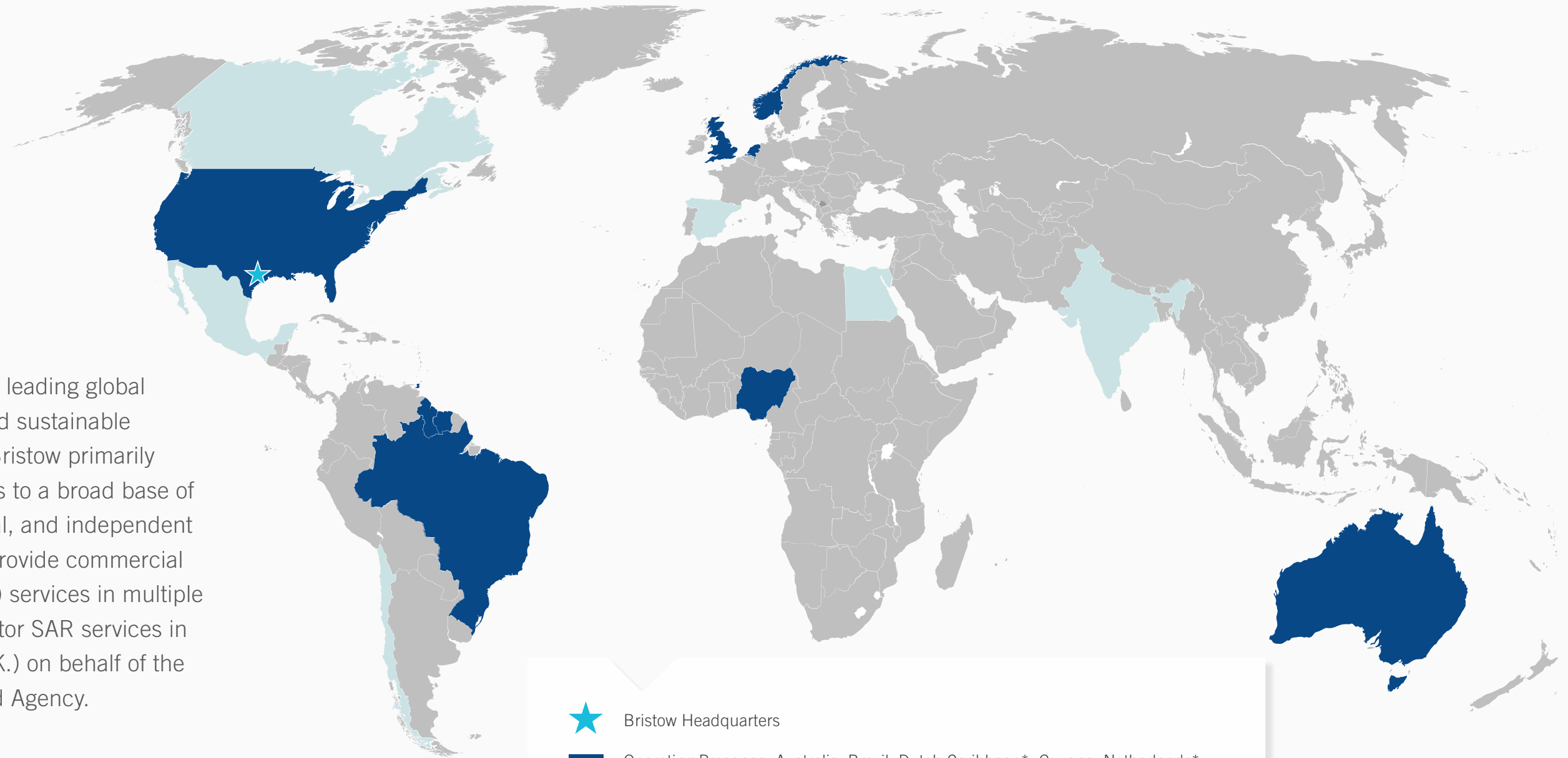
On behalf of the entire Bristow organization, I welcome you to learn more about the many ways in which our Company, a pioneering leader for vertical flight solutions for more than 70 years, is advancing our business and our approach to how we impact the world for the better in the pages ahead.

We encourage you to join us on our journey to an ever-brighter future for our organization and those we serve.

**Christopher Bradshaw**  
 President and Chief Executive Officer

## About Bristow

Bristow Group Inc. is the leading global provider of innovative and sustainable vertical flight solutions. Bristow primarily provides aviation services to a broad base of major integrated, national, and independent energy companies. We provide commercial search and rescue (SAR) services in multiple countries and public sector SAR services in the United Kingdom (U.K.) on behalf of the Maritime and Coastguard Agency.



- ★ Bristow Headquarters
- Operating Presence: Australia, Brazil, Dutch Caribbean\*, Guyana, Netherlands\*, Nigeria, Norway, Suriname, Trinidad & Tobago, United Kingdom, United States
- Dry Lease / Partnership: Canada, Chile, India, Mexico, Spain

\*Recently awarded contracts for late 2022 and mid-2023



Bristow also offers fixed wing transportation and other aviation-related solutions. Our operations are extensive and provide safe, efficient, and reliable services to clients around the world.

We leverage aircraft of all sizes – single engine, light, medium, and heavy twins – with modern features to deliver missions on time, safely, and efficiently. We also offer the world’s largest fleet of S92, AW189, and AW139 model helicopters.

## Global Leadership Position in Helicopter Industry

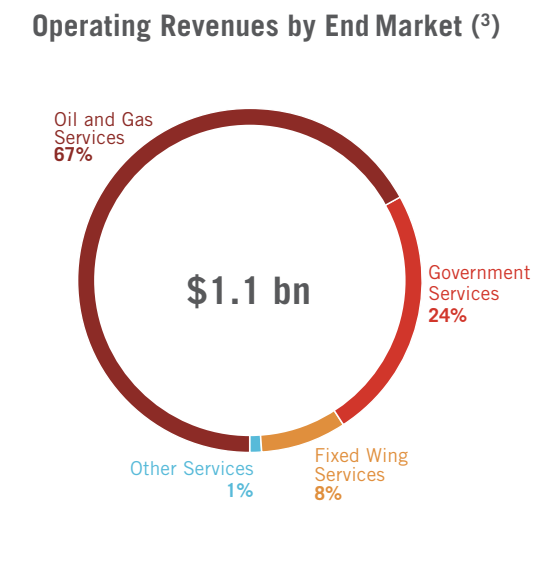
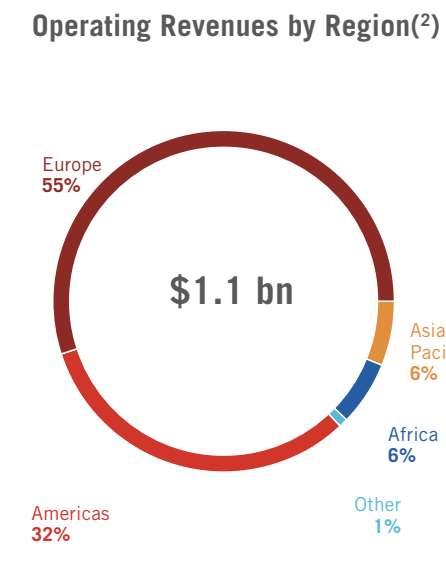
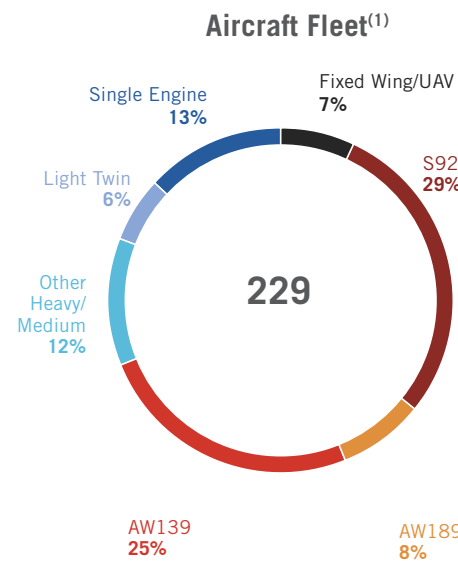
Bristow is the leading global provider of vertical flight solutions; primarily offshore energy personnel transportation, with significant end market diversification from government services

Diverse fleet of **229** aircraft; primarily owned (80%) with attractive lease rates on the balance of the fleet

LTM (Last Twelve Months) operating revenues of **\$1.1 billion**<sup>(2)(3)</sup>

**2,916** employees, including **757** pilots and **773** mechanics<sup>(1)</sup>

Headquartered in Houston, TX and publicly traded on the NYSE (Ticker: VTOL)



(1) As of 3/31/2022

(2) Reflects LTM operating revenues by region as of 3/31/2022

(3) Reflects LTM operating revenues by end market as of 3/31/2022



Bristow operates its U.K. SAR services from 10 bases strategically positioned across the country. In 2021, our U.K. SAR team flew a total of 2,637 missions that spanned 10,743 operating hours. From those missions, we proudly rescued 593 people.



## Strategic Priorities

Bristow recognizes that the success of our business is based on creating higher returns for our shareholders, driving results for our customers, and remaining a committed sustainability leader. The recent merger between Era Group Inc. and Bristow Group Inc. in June 2020 resulted in a larger, more diverse industry leader. This merger resulted in operational efficiencies, optimization of aircraft maintenance programs, and significantly enhanced fleet utilization.



**ACHIEVE HIGHEST SAFETY STANDARDS**



**BE EFFICIENT**



**FOCUS ON CASH FLOW GENERATION**



**PROTECT FINANCIAL STABILITY**



**VALUE CREATION (M&A, INTEGRATION, PORTFOLIO MANAGEMENT)**



**DIVERSIFICATION / NEW MARKETS**

As of March 31, 2022, merger-related synergy projects representing \$53 million of annualized savings had been completed, exceeding the target of \$50 million in synergies by the two-year anniversary of the merger.

## Vision, Mission, & Core Values

At Bristow, our **Mission** is to make every flight personal and to ensure safe, efficient, and reliable solutions to deliver superior outcomes for all stakeholders. Our **Vision** is to lead the world in innovative and sustainable vertical flight solutions.

Our **Vision** and **Mission** represent what we stand for and how we are known within our industry. They define how we expect each and every Bristow employee to think, to act, and to operate. This further strengthens our reputation and pushes us to deliver on our promises.



## Our Core Values



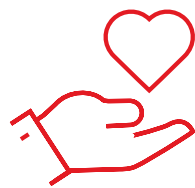
### **SAFETY**

We each own safety, every day.



### **INTEGRITY**

We demonstrate integrity in our actions, fostering trust in our relationships.



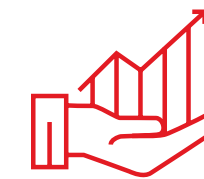
### **PASSION**

We have passion for our work and the impact we make on people's lives.



### **TEAMWORK**

We prioritize teamwork, achieving our goals together.



### **PROGRESS**

We pursue progress through continuous improvement and innovation.

## A Reliable Sustainability Partner

Sustainability is part of the fabric of our culture and fundamental to our business model. Our focus on sustainability continues to grow and is bolstered by our innovative spirit and driven by our new commitments.

We actively monitor for and implement sustainability opportunities to ensure we remain a sustainability leader within our industry and a best-in-class vertical take-off and landing company. To drive sustainable value, we prioritize integrating industry-aligned ESG initiatives and practices into our strategic business priorities.

Bristow's innovative culture allows us to pursue opportunities that leverage our core competencies, expand and diversify our business, and improve efficiency. While we grow and develop our operations around the world, we consider opportunities to propel the energy transition forward through strategic partnerships and innovative technologies.

The safety of our passengers and employees is the cornerstone of our social commitment and a key part of our mission and purpose. We also believe that being a responsible and sustainable Company is about making a positive difference in the communities where we live and work. As a global operator, we also understand that priorities for local communities and environments in which we operate may differ, and therefore we have the flexibility and agility to meet those needs.





Bristow created an internal Project Management Committee to guide our sustainability program and initiatives across our global footprint.

## Governance of Sustainability

At Bristow, we believe it is our responsibility as an industry leader to have a comprehensive and ambitious sustainability program. Our robust governance structure ensures our sustainability commitments are well-integrated into our business priorities.

### Board of Directors and Executive Management

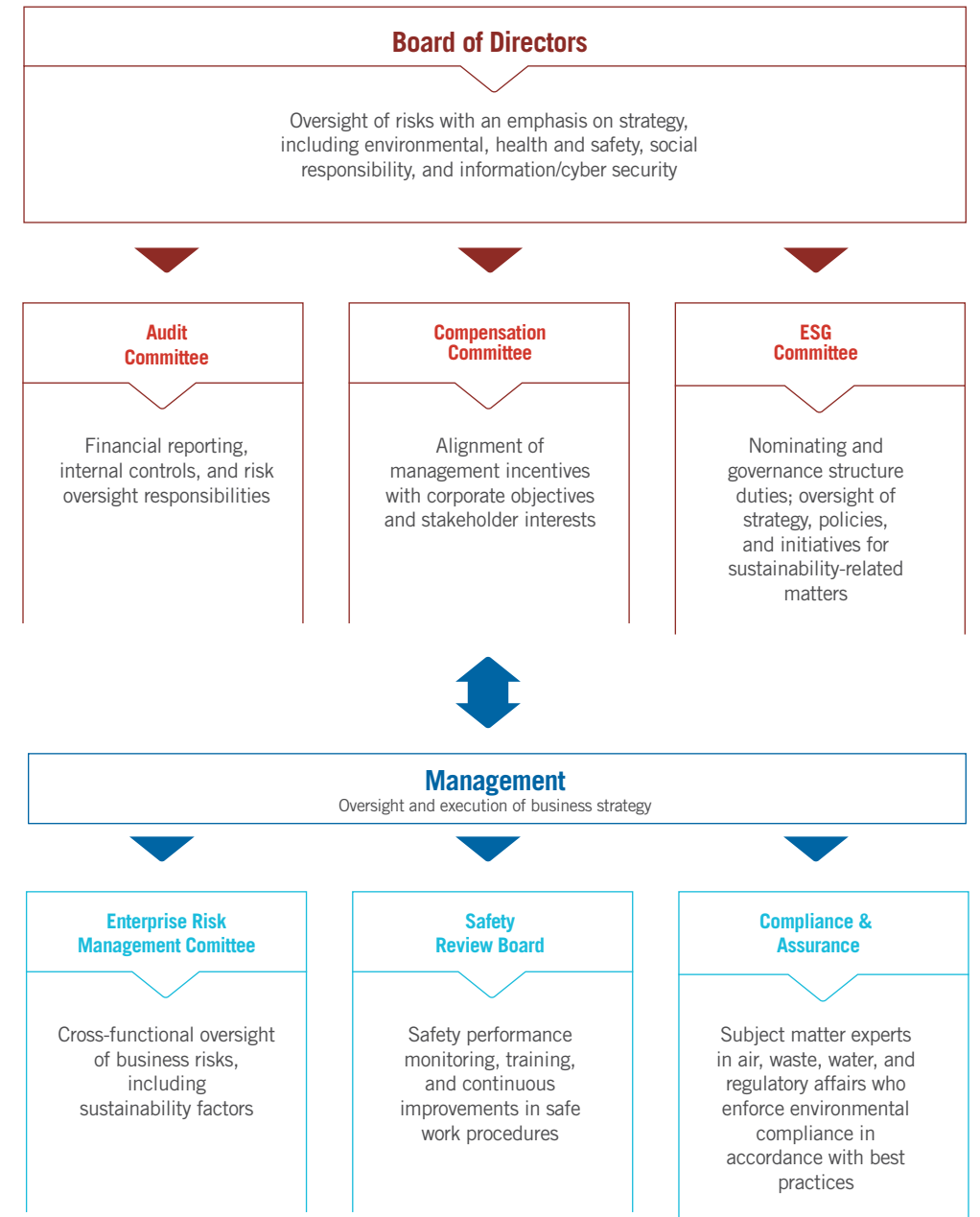
Oversight of sustainability issues and opportunities begins at the Board of Directors level with our ESG Committee. The ESG Committee meets quarterly and oversees Bristow’s sustainability strategy, programs, and policies. To support the ESG Committee, senior management attends ESG Committee meetings to provide expert, industry insight on our sustainability trends and risks.

Sustainability will continue to be a key element of our business and future goals. It is for this reason we formalized a leadership position, Director of Sustainability, to oversee our sustainability program at the executive level. The Director of Sustainability meets with the Board’s ESG Committee as needed, at

least annually, and presents sustainability updates to the full Board.

### Project Management Committee

In addition to the established Committees of the Board, as well as executive committee groups, Bristow created an internal Project Management Committee to guide our sustainability program and initiatives across our global footprint. This committee is composed of cross-functional leaders from around the world and is co-sponsored by our Chief Executive Officer, Chief Administrative Officer, General Counsel, and VP of Health, Safety, and Environment. The Project Management Committee works with the Director of Sustainability to integrate Bristow’s sustainability priorities into daily operations, identify gaps in sustainability initiatives, create improvement plans, and maintain consistent messaging regarding sustainability efforts across the organization.



# About this Report

Bristow is proud to publish our inaugural Sustainability Report. This report provides insight into our sustainability approach, commitments to goals and targets, and management of ESG risks and opportunities. We value fostering transparency into our programs and initiatives, which is why we believe it is important to proactively disclose the metrics and key performance indicators (KPIs) that drive our success and highlight our opportunities.

The role of this report is to inform our key stakeholders about our sustainability programs and offer insight into their evolution and progress. Throughout the report, we have established a baseline for our KPIs that will facilitate future performance tracking and goal setting.

This Sustainability Report is guided by best practices for ESG reporting, including alignment to critical market frameworks. Bristow’s operations are now aligned to the Sustainability Accounting Standards Board (SASB) standards, and our climate change disclosure is in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD). The Company’s SASB and TCFD matrixes are published in the Data Performance Table which can be found in the Governance section.

Innovation is key. It is the future of the industry.

Bristow has identified the following metrics as material\* to our Company



## ENVIRONMENTAL

- EMISSIONS AND AIR QUALITY
- ENERGY USES
- FUEL EFFICIENCY
- WASTE MINIMIZATION
- AIRCRAFT NOISE
- SPILL MANAGEMENT
- WATER MANAGEMENT
- BIODIVERSITY
- ENVIRONMENTAL MANAGEMENT SYSTEM



## SOCIAL

- HEALTH & SAFETY
- DIVERSITY, EQUITY, AND INCLUSION (DE&I)
- WORKFORCE ENGAGEMENT
- LABOR PRACTICES
- COMMUNITY ENGAGEMENT



## GOVERNANCE

- CODE OF CONDUCT/ETHICS
- CYBERSECURITY & DATA PRIVACY
- POLITICAL ACTIVITY
- WHISTLEBLOWER/NON-RETALIATION
- CRITICAL INCIDENT RISK MANAGEMENT
- BOARD OF DIRECTORS - ESG GOVERNANCE
- SUPPLY CHAIN
- EXECUTIVE COMPENSATION

\*"Materiality" as used throughout this Report refers to the way "materiality" is used and described in the TCFD and SASB (as defined herein). In this Report, we are not using the terms "material" or "materiality" as they are used under the securities or other laws of the United States or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for the purposes of this document should not, therefore, be read as equating to any use of the word in other Bristow reporting or filings.



## 2021 Report Highlights

Set forth below are the highlights of our sustainability program across all aspects of the Company and spanning calendar year 2021:

Donated  
\$500,000+  
toward  
community  
engagement  
programs  
in 2021.

### ENVIRONMENTAL

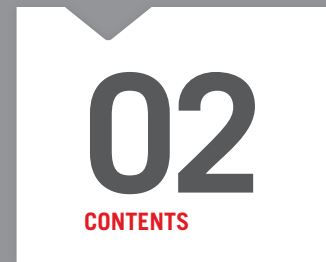
- Calculated our Scope 1 and 2 emissions baseline.
- Maintained ISO 14001 certification in Brazil and achieved ISO 14001 certification for the U.K.
- Published a streamlined Energy & Carbon Report for Bristow's U.K. O&G operations.
- Published Brazil's GHG Protocol emissions report, which was audited by an independent, third-party entity.
- Completed Sustainable Aviation Fuel (SAF) flights within the U.K.
- Reduced adverse noise impacts to our communities at individual operating locations.
- Initiated a transition to electric ground support vehicles in Norway, the U.K., and the U.S.
- Entered into innovative partnerships to operationalize electric vertical take-off and landing (eVTOL) and electric short take-off and landing (eSTOL) aircraft.

### SOCIAL

- Rescued 593 people in 2021 through our U.K. SAR service.
- Donated \$511,251 toward community engagement programs in 2021.
- Completed 4,648+ training hours throughout the year.
- Women represent 50% of the executive management team.
- Developed DE&I trainings, resources, and professional development engagements.
- Established formal career pathways for military veterans, who comprise ~25% of our U.S. employee base.
- Recertified our Trinidad operations for Safe to Work (STOW), a local environmental and safety certification in which Bristow remains the only helicopter operator certified within the country.

### GOVERNANCE

- Board of Directors comprised of majority independent Directors appointed over the last 2 years, and led by a non-executive Chairman.
- Completed internal annual enterprise risk assessments.
- Maintained annual employee certification of Code of Business Ethics and Integrity.
- Maintained a non-retaliatory whistleblower program.



# Environmental



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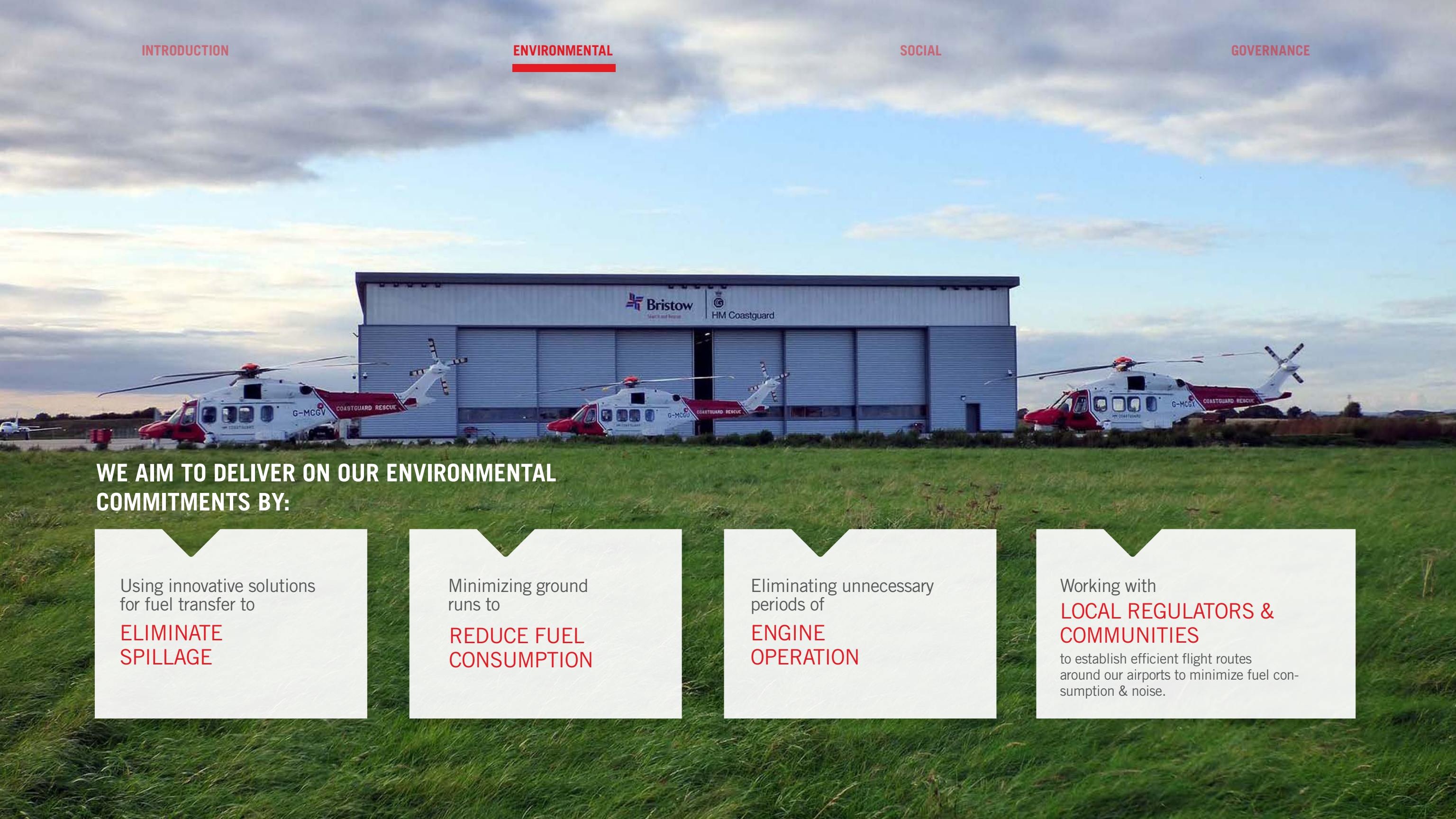
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EMISSIONS & AIR QUALITY

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REGIONAL SNAPSHOTS





**WE AIM TO DELIVER ON OUR ENVIRONMENTAL COMMITMENTS BY:**

Using innovative solutions for fuel transfer to

**ELIMINATE SPILLAGE**

Minimizing ground runs to

**REDUCE FUEL CONSUMPTION**

Eliminating unnecessary periods of

**ENGINE OPERATION**

Working with **LOCAL REGULATORS & COMMUNITIES**

to establish efficient flight routes around our airports to minimize fuel consumption & noise.



## Approach to Environmental Management

Our sustainability program places environmental responsibility at the forefront of our day-to-day work, with the goal of minimizing environmental impacts from our operations.

Bristow is committed to driving meaningful and sustainable change.

In addition to our ongoing commitment to providing customers with safe and reliable vertical flight solutions, many of our forward-looking sustainability endeavors are driven by innovative solutions that create and sustain excellent environmental performance. These solutions extend beyond our immediate operations and strive to advance sustainability for the entire vertical flight industry through strategic partnerships and projects.

In the last year, the Board of Directors approved the formation of the ESG Committee. This decision was a significant step in increasing our commitment to furthering our environmental sustainability focus.

We take pride in our proactive, innovative projects with respect to our environmental performance.

These include:

- Using innovative solutions for fuel transfer to eliminate spillage.
- Minimizing ground runs to reduce fuel consumption.
- Eliminating unnecessary periods of engine operation.
- Working with local regulators and communities to establish efficient flight routes around our airports to minimize fuel consumption and noise.

We developed an enterprise-wide Environmental Management System (EMS). This EMS is ISO 14001 aligned, and the Company is strategically implementing this framework across our global operations.



We recognize the value that is created by continually harmonizing our environmental efforts across our global business segments. Beyond this global alignment, Bristow has worked to obtain formal ISO 14001 certifications with Bristow Brazil and the U.K. operations being the first to be certified. Furthermore, each of our regions has developed environmental initiatives and related training in accordance with local customer demands and regulatory requirements.

Bristow focuses on the following initiatives each year to support our EMS requirements:

### POLICY & METRIC ALIGNMENT:

- Supplying our global Environmental Policy to all Bristow locations.
- Reporting updates of established environmental targets and metrics to leadership to track progress or opportunity.

### TRAINING & COMMUNICATION:

- Providing annual, comprehensive environmental training courses and competency assessments for Bristow employees.
- Highlighting environmental initiatives and accomplishments as part of our global communications strategy.

### RISK MANAGEMENT:

- Recording operational activities with the most significant environmental impact by region for localized measurement and management.
- Reporting environmental hazards and incidents to our global safety reporting system and investigating incidents to mitigate or prevent reoccurrence.

### ASSURANCE:

- Ongoing audits of all EMS-certified locations.
- Completed ISO 14001 Lead Auditor Training for AOC HSE teams.



## Emissions & Air Quality

Bristow has an important role to play in mitigating and managing the threat of climate change. We are working to reduce our environmental footprint by implementing regional and global initiatives that support the energy transition. To augment our climate-related goals, we developed a climate risk management strategy aligned with TCFD recommendations. These are outlined at the end of this section.

### Operational Emissions Management

Scope 1 and Scope 2\* emissions are a substantial element of our environmental metrics and KPIs, with our helicopter fleet accounting for the majority of our Scope 1 emissions footprint. In an effort to manage our Scope 1 emissions, the Company has implemented technology, systems, and data management tools to track and report the fuel consumption of each helicopter trip across all Bristow locations and operations. We have standardized fuel-reduction processes and operational methodologies where possible. Our aircraft monitoring system, Health and Usage Monitoring System (HUMS), uses sensors linked to a centralized computer to actively monitor the aircraft and ensure performance aligns to design specifications. We analyze and trend the aircraft performance data and monitor such data to identify potential aircraft faults or risks. This process ensures our engines are operating within permissible specifications and results in a better-maintained, more fuel-efficient fleet.

### HELICOPTER FLEET

Even the smallest operational efficiencies can help us reduce our emissions footprint, and Bristow continues to evaluate all feasible options and solutions to reduce our environmental impact and improve our safety performance. For example, Bristow is intentional to minimize maintenance ground runs – when we run engines with no intention of taking flight – or complete ground runs with one engine, when possible. Together these actions can save anywhere from 600 to 900 pounds of fuel per hour as well as avoid emissions.

We also use our global core platforms, such as eFlight, to realize additional efficiencies and meet regional operational and regulatory requirements. For example, the software establishes air corridors and pre-defined paths in the sky, which preserves the safety of pilots and passengers by properly distancing helicopter flights both vertically and laterally. Importantly, the platform also identifies the most efficient route to



minimize fuel consumption and maximize the aircraft's utilization.

Additionally, the Company sold over 70 aircraft in the past 24 months and is actively developing a forward-looking strategy to ensure we have the most efficient fleet that is aligned with customer contract terms. On the ground, we initiated the process of replacing inefficient, older support vehicles with electric vehicles (EVs) where available. We are particularly proud of the success of this program in our Norway and U.K. locations, as detailed in case studies later in this report.

### OPERATIONAL AND OFFICE EFFICIENCIES

Where available, our teams have evaluated and implemented energy-saving solutions at many of our operational and office locations. The Company reduced fuel use by hosting various flight training through simulations rather than in the physical aircraft. In select administrative areas, the Company deployed an energy efficiency project to install new, more efficient LED lighting accompanied by motion sensor systems that automatically turn off the lights during non-business hours.

These efforts are just some of the initial programs and projects Bristow has committed to. We intend to continue seeking new and innovative ways to manage our GHG emissions footprint, both in the air and on the ground.

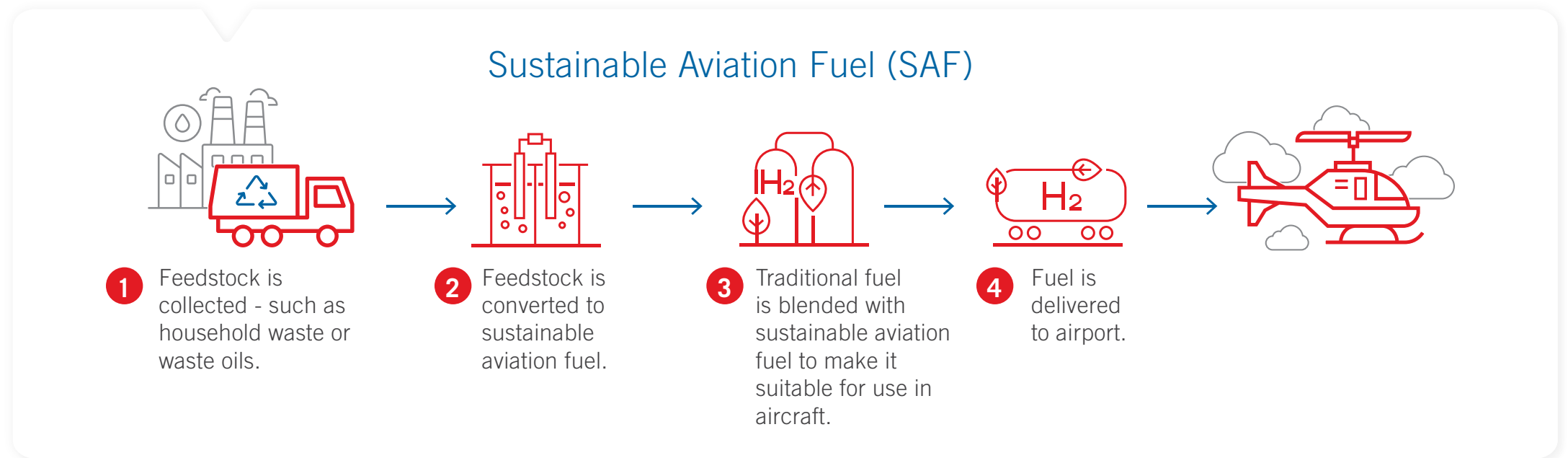
\* As defined by the GHG Protocol Corporate Standard. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.

## New Technology & Markets

We continue to explore using Sustainable Aviation Fuels (SAF) to reduce our GHG emissions. This initiative represents one of the upcoming solutions that may be utilized to support the energy transition for transportation companies.

SAF is an alternative biofuel made from various sustainable feedstocks such as corn, cooking oils, and municipal solid waste. SAF has similar properties to conventional jet fuel but with lower lifecycle emissions. SAF is a unique and powerful environmental opportunity for the industry; however, it can be challenging to produce at the needed scale given limited supply and higher costs. Despite these market challenges, we continue to identify opportunities to integrate SAF within our operations as much as possible. Our large and diverse fleet uniquely positions us to test SAF solutions in partnership with our customers.

In December 2021, we completed one of the first SAF-powered revenue flights to an offshore operation on the U.K. Continental Shelf. Later that month, we flew an additional twelve SAF



demonstration flights to showcase the feasibility of incorporating SAF into regular operations. These SAF-powered flights represent an opportunity to reduce our carbon emissions as well as our customers' Scope 3 emissions.\* We also advocate for the benefits of SAF in conversations with customers and suppliers to support adoption as it becomes increasingly available and affordable. SAF will no doubt play a significant role in achieving the industry's net zero ambitions, and where viable Bristow remains committed to integrating this solution into our global operations as technology and market conditions advance.

\*As defined by the GHG Protocol Corporate Standard. Scope 3 emissions are all indirect emissions (not included in Scope 2) that occur in the value chain including both upstream and downstream emissions.

### 2021 AAM Partnerships

Advanced Air Mobility (AAM) is the foundation of a new aviation system that is primarily powered by hybrid and/or electric propulsion systems. It represents a powerful solution for aviation companies to lead the energy transition. Bristow recognizes AAM as a natural extension of our core competencies, which we have developed over our 70+ year history in vertical flight operations.

We intend to diversify our operations and service offerings by utilizing multiple AAM aircraft. This will allow the Company to build robust network capabilities and support various end markets. In addition to augmenting Bristow's sustainability goals, AAM offerings can help our existing customers meet their own emissions reductions targets.



To advance our strategic partnerships and develop early adoption use cases, Bristow has actively partnered with multiple leading manufacturers of AAM aircraft. These partnerships allow our Company to leverage the expertise of other leaders, fostering a confident integration and launch of these new solutions into our operations. In 2021, Bristow announced joint collaborations with four leading AAM manufacturers.

### Electra.aero

Electra.aero is developing a hybrid-electric short take-off and landing (eSTOL) aircraft capable of operating from runways as small as 300x100 feet. It uses a proprietary lift technology where eight engines provide additional wing lift and hybrid-electric power supports internal recharging capabilities for aircraft batteries. This quieter, lower emitting aircraft is currently designed to transport up to 1,800 pounds of cargo or move 5 to 7 passengers up to 500

miles. Bristow is working with Electra.aero to develop future operations of Electra's eSTOL aircraft. With a potential purchase of 50 aircraft in the coming years, Bristow intends to utilize the aircraft within "middle mile" logistics networks for cargo distribution. This could offer a service to our existing customer base and also expand to new, specialized passenger markets.

### Eve Holding, Inc.

Eve (NYSE: EVEX) is developing a fully electric Urban Air Mobility (UAM) eVTOL aircraft and a comprehensive suite of services to support global UAM development. Bristow and Eve are currently exploring the development of an Air Operator's Certificate (AOC) for Eve's eVTOL aircraft. Bristow intends to leverage this technology in partnership with our expertise and experience in safely transporting passengers and cargo worldwide. We have placed a pre-order for up to 100 eVTOLs with deliveries potentially beginning in 2026.

### Overair

Overair is developing Butterfly, a piloted, electric, low-noise eVTOL aircraft with zero carbon operating emissions. It is designed to carry five passengers with cargo up to 100 miles in all weather conditions. Bristow is helping to bring Butterfly safely and efficiently to market. We will advise Overair in developing the aircraft's design considerations, key performance parameters, FAA certification plans, flight planning best practices, and other areas. Overair expects to deliver 20 to 50 eVTOL aircraft to Bristow.

### Vertical Aerospace

Vertical (NYSE: EVTLL) is developing the VA-X4, a piloted, electric, zero carbon operating emissions eVTOL UAM aircraft. We plan to support Vertical in identifying efforts toward regulatory certification, infrastructure, and environmental requirements for the VA-X4. A joint working group has been created between Bristow and Vertical to collaborate on the development and marketing of VA-X4 to accelerate the transition to zero emissions flights. Bristow may purchase up to 50 VA-X4 from Vertical.

The diversity of our partnerships underscores our commitment to strengthen our fleet selection and operational capabilities. We anticipate additional collaborative efforts to be announced in the near future, and we look forward to continuing to lead the vertical flight community in delivering safe and reliable aviation solutions with increased accessibility and a lower environmental impact.



## Regional Snapshots

### United States

- Bristow’s Houston, Texas corporate office is LEED certified – a designation for buildings meeting superior environmental efficiency criteria, including energy, carbon, waste and water management.
- Bristow has a long-standing contract with the Bureau of Safety and Environmental Enforcement (BSEE) to transport their inspectors to offshore platforms. BSEE is an entity dedicated to “promoting safety, protecting the environment, and conserving offshore resources.”



### United Kingdom & Norway

- We continue to monitor our Scope 1 and Scope 2 emissions and report these annually in both countries.
- Our U.K. operations have committed to reducing our GHG emissions. To ensure our progress toward these goals, we execute annual audits through the independent and accredited certifying body Verifavia. These audits verify our annual emissions data to a reasonable level of assurance for our Annual Emissions Report and confirm our compliance with monitoring requirements. This process is part of the E.U. and U.K. Emissions Trading Scheme and is executed for our Norway and U.K. operations.
- All U.K. sites have an Environmental Management System (EMS) that is ISO 14001 certified, making Bristow one of the first vertical lift operators in the country to achieve this global standard. Additionally, our U.K. Health, Safety, and Environmental Management System Manual (HSEMS) aligns with ISO 14001 and ISO 45001.
- The Company purchases carbon offsets in accordance with our regional carbon output.
- As part of an effort to make our infrastructure more sustainable, eight of our current U.K. SAR bases recently achieved “Very Good” Building Research Establishment Environmental Assessment Method ratings, in addition to

having high Energy Performance Certificate ratings. These buildings have installed Building Management Systems to monitor energy usage from major building systems. These buildings also utilize LED lighting with sensors and/or solar panels and also have innovative rainwater harvesting mechanisms and automatic tab shut-offs.

- In partnership with Tusker, we implemented a program to make it more financially feasible for employees to lease a hybrid vehicle, electric vehicle (EV), or a road bike through employee subsidies.
- In Norway, we transitioned from gas to wood pellets to heat our Stavanger facilities. We also switched to LED lighting in our hangars at Sola and Bergen, which results in energy savings over traditional lighting solutions.
- For the past few years, our Norway operations have implemented “cold boarding” or “cold loading.” This practice, turning off engines during loading, saves fuel, reduces emissions, and minimizes noise exposure for passengers.
- Norway operations transitioned to the use of EVs for ground support activities, which eliminated the use of emission-producing ground support vehicles onsite. All forklifts, luggage trolleys, and buses used to transport passengers are now electric. Our future ambitions include electrifying our helicopter towing truck, and we continue to explore additional operational improvements.

United Kingdom and Norway (continued)

### Case Study: Partnership with Schiebel

In the U.K., Schiebel Group provided Bristow with several unmanned air systems for use in our SAR operations. These Unmanned Aerial Systems (UAS) have a cutting-edge technology that uses infrared light to identify those in danger and pinpoint the exact rescue mission flight path for our helicopters. By conducting SAR missions via UAS and then deploying helicopters once the targets are found, we save a significant amount of fuel without sacrificing the safety or effectiveness of our SAR operations. We also use these UAS, among other technology, to support a broad set of Maritime and Coastguard Agency activities in the U.K.

### Offshore Wind

Our extensive experience in operating flights in offshore weather conditions positions Bristow to assist with the commercial development, operation, and maintenance of offshore windfarms. In the U.K., we currently support crew transport to construction vessels for two offshore wind projects. Bristow's engagement with the offshore wind industry not only allows us to diversify our operations into renewable energy, but it is also an opportunity to create additional value for our shareholders.

As the industry continues to develop, Bristow is evaluating relevant business opportunities, such as crew change support during offshore wind project construction or the heli-hoist portion of the market. We have increased our services to the offshore wind market in the past two years.



### Nigeria

- Nigeria is consolidating our heavy maintenance facilities to ensure we are maximizing the use of our facilities while limiting resource consumption and direct environmental impact.
- Facilities are replacing fluorescent lights with more efficient lighting solutions. We are also monitoring waste management practices, including those of our contractors, to ensure proper disposal of waste and recyclables.
- At the end of 2021, we launched the Bristow “Bike to Work” initiative, which promotes commuting by bicycle. The program established an arrangement with a local bike store so employees could buy discounted bikes.
- To further support the ambition to reduce employee use of motor vehicles, the Company provided shuttle buses between the office and major city hubs.

### Brazil

- Bristow became the first helicopter operator in the country to voluntarily report our CO<sub>2</sub>e emissions using the GHG Protocol standard. All data was verified by an independent company in accordance with ISO 14064 and Brazil's GHG Protocol Program.
- Brazil operations have been certified to ISO 14001 since 2018, and our operations have reported their regional Scope 1 and 2 emissions annually since then. This emissions report received the Gold Seal of the Brazilian GHG Protocol Program, an award that indicates a location has accurately mapped and collected complete information on Scope 1 and 2 emissions.

## Regional Snapshots



### Australia

- The use of NAVBLUE flight planning software allows our Australian operations team to optimize aircraft efficiency and performance in real time. The software helps mitigate our emissions footprint by evaluating, planning, and then completing flights at the most efficient altitude, speed, and fuel flow to ensure the lowest feasible amount of fuel is used.
- The implementation of the mobile, electronic JeppFD for navigation and flight charts has decreased paper usage for all our pilots.
- On the ground, our Australia offices have deployed low-energy LED lighting for enhanced energy efficiency.



### Trinidad

- Bristow Caribbean Limited (BCL) has recertified our Trinidad operations for Safe to Work (STOW), a local environmental and safety certification heavily pinned to OSHA, the local OSH Act of Trinidad and Tobago, and IOSH. Furthermore, we remain the only helicopter operator STOW-certified within the country. In our most recent annual review, we scored a 99% in 2021.
- BCL was awarded the American Chamber of Commerce Trinidad & Tobago, National Excellence in HSE award for the second consecutive year in 2021. We were the first recipient of the premier award in 2010.

## Climate Change & The Task Force on Climate-Related Financial Disclosures

Our climate change approach is guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

### Governance

In cooperation with management, the Board oversees Bristow's climate-related initiatives, programs, and strategies. The Board routinely evaluates Bristow's risk management strategy, including risks and opportunities related to climate change. The Board meets with management quarterly to discuss sustainability initiatives, and the Board's ESG Committee is specifically designated to provide oversight of sustainability issues facing the business.

At the executive management level, the Director of Sustainability oversees our sustainability strategy in partnership with our Project Management Committee. Together, they support the development and implementation of climate-related risk management strategies. This reporting structure is further detailed in the Governance of Sustainability section of this report.

### Strategy

Below are examples of climate-related risks and opportunities that could potentially impact our business operations. For additional information on risks related to our business and industry, including climate-related risks, please see our Annual Report on Form 10-K filed with the Securities and Exchange Commission on May 31, 2022.

#### TRANSITION RISKS

##### Policy and Legal

Environmental regulations and liabilities may increase our costs and adversely affect our business.

Changes in environmental laws or regulations, including laws relating to the emission of carbon dioxide and other GHGs, or other climate change concerns, could require Bristow to devote capital or other resources to comply with those laws and regulations. Such changes could also subject us to additional costs and restrictions, including increased fuel costs. In addition, changes in laws



or regulations could increase costs of compliance and doing business for our customers, thereby decreasing the demand for our services.

Because our business depends on the level of activity in the offshore oil and gas industry, existing or future laws, regulations, treaties or international agreements related to GHGs and climate change, including incentives to conserve energy or use alternative energy sources, could have a negative impact on our business if they ultimately reduce the worldwide demand for oil and gas or limit drilling opportunities and activity.

#### TRANSITION RISKS

##### Market

Our business may be financially impacted by sustainability trends influencing the market. For example, demands for action related to climate change, promoting the use of substitutes to high carbon products, and encouraging the diversification of our customers in the energy industry could reduce revenue.

We are highly dependent upon the level of activity in the North Sea and the U.S. Gulf of Mexico, which are mature exploration and production regions. Decreased demand for exploration and production activity in these regions could have a negative impact on our business if market forces reduce global demand for oil and gas or limit drilling opportunities.

##### Reputation

Increasing attention to environmental, social and governance matters may impact our business, financial results or stock price should businesses associated with petroleum exploration and production activities suffer reputationally due to increasing opposition to the use of fossil fuels.

#### PHYSICAL RISKS

##### Acute

Our operations are subject to weather-related and seasonal fluctuations.

In particular, our operations in the Gulf of Mexico have experienced an increase in the frequency and severity of hurricanes, which may continue to adversely affect our costs, the wellbeing of our employees, and our ability to operate. Some of our operations are subject to harsh weather conditions and seasonal factors. Poor visibility, high wind, heavy precipitation, sandstorms, hurricanes, and volcanic ash can affect the operation of helicopters and fixed wing aircraft and lead to a reduction in flight hours.

A significant portion of our operating revenues and profits related to oil and gas exploration, development, and production activity is dependent on actual flight hours, and a substantial portion of our operating expenses are fixed. Accordingly, prolonged periods of harsh weather can have a material adverse impact on our business, financial condition, and operational results.

#### OPPORTUNITIES

##### Emerging Technology

We are committed to increasing operational efficiency and improving our technology. This commitment increases fuel efficiency and ultimately lowers fuel expense and GHG emissions. While emerging technology like eVTOL aircraft is capital intensive, we are evaluating the costs and benefits of implementing such innovations into our business.

We also intend to be an early and leading adopter of sustainable aviation fuel. Increasing the use of SAF in our operations will not only diversify our fuel supply sources, but it will reduce Bristow's cost exposure to carbon intensive energy and potential carbon pricing mechanisms in the long term.

##### Market

Deploying low- and zero-emitting aircraft increases our competitive position as consumers increasingly prioritize sustainability. Investment in zero emission aircraft will not only strengthen our relationships with the communities where we operate; it will also position Bristow for exposure to new end markets.

#### Risk Management

Risk management is central to Bristow's success. Our risk management approach requires the involvement of the Board, executive management, and employees, all of whom are entrusted to develop a balanced and prudent approach to managing risks, including those related to climate and other environmental risks.

We have several processes in place to identify, evaluate, monitor, and mitigate the potential impacts of risks on our operations.

The Board routinely reviews and evaluates Bristow's risk profile to ensure that the measures implemented by the executive Enterprise Risk Management (ERM) Committee can be executed and align with Bristow's strategic objectives. Executive leadership also makes a formal presentation to the Board regarding risk management issues, including those that are climate-related, at least once per year. For more information on our approach to ERM and the make-up of the ERM Committee, please see our Risk Management Section.

### Metrics & Targets

We understand the need for measurable targets to help us achieve our climate goals. In 2021, Bristow prioritized calculating our global Scope 1 and 2 emissions, beyond the data captured and reported annually to relevant authorities by our operations in Brazil, Norway, and U.K. With our global baseline established, we are committed to educating our employees and leaders about their role in future emissions reduction efforts, so that we can achieve smart, meaningful, and realistic emissions reductions in the coming years.

	2021
Scope 1*: (in MT)	230,161
Scope 2: (in MT)	4,510

\* Emission volumes were calculated by taking the fuel consumed in our operations and multiplying each individual fuel type by an emissions factor to derive the CO2e emitted. In certain circumstances we estimated the fuel consumed in our operations using the fuel purchased.

## Environmental Stewardship

### Spill Management

As stewards of the environment and the communities in which we operate, we understand the importance of preventing and responsibly managing spills and releases. Although spills do not typically represent a material environmental issue for our operations, releases of any kind to the environment are not acceptable under our Environmental Policy and are inconsistent with our environmental standards. All spills, even if they are within regulatory disclosure limits, are tracked and reported internally.

Bristow has implemented several initiatives and management procedures to proactively prevent and/or mitigate spills. For example, our advanced fuel transfer technology helps eliminate the risk of spillage at our operating locations. Additionally, spill prevention and response is included as a part of our employees' mandatory environmental safety training.

If a spill occurs, the event is captured in Bristow's safety information system, BeSAFE. On a quarterly basis, each region conducts a review of their safety performance, including any spills that have occurred. Additionally, Bristow

actively includes spill management data in our client reports to show our commitment to safety and environmental excellence.

Based on the BeSAFE reports, there were no incidental or accidental spill events that met reportable thresholds in 2021.

### Aircraft Noise

A material element of our community engagement includes noise management. We have implemented processes and procedures to minimize our noise impact on the surrounding community. Actions taken include establishing hush houses for engine runs, installing noise walls around our bases, limiting engine runs, establishing aircraft operations quiet hours, and loading passengers with the engines off, when approved by our customers. This loading technique, called "cold loading," reduces noise exposure for our passengers.

### Biodiversity & Land Use

We aim to minimize any disturbance to our surrounding environments that may be caused by our operations. Although the majority of our operations do not generate material biodiversity disturbances, we remain committed to minimizing any harmful impacts to habitats and environmentally sensitive ecosystems. If any such disturbance occurs in the future, we are committed to restoring and rehabilitating the impacted areas.

Our EMS outlines Bristow's strategy to identify all environmental hazards associated with our operations that present a risk to the environment, define how those hazards could adversely impact the environment, classify the level of associated risk, and to prioritize risk mitigation activities. The Company also enables our employees to apply their Stop Work Obligation to challenge unsafe acts and conditions and alert management of hazards that pose an imminent danger to the environment. Each and every one of us holds the responsibility and authority to pause or stop a task when it is unsafe to continue. All employees agree to a "Stop Work Obligation," as described in our safety manual.

### Case Study: Collecting Rainwater

In Brazil, we installed a water reuse system which collects rainwater at our hangar in Jacarepaguá for use at the facility. The reservoir has a capacity of 5,700 liters and provides water for use in restrooms and for washing aircraft. We continue to explore ways to develop sustainable projects and solutions at this site.

## Waste Management

Bristow's management and disposal of hazardous and non-hazardous waste aligns to regionally defined regulatory requirements. Our EMS requires all operations to use the waste hierarchy principles of "Prevention, Reuse, Recycle, Recovery, and Disposal" when evaluating their waste streams. In 2021, we began to track and trend our waste management KPIs on a monthly basis and accordingly have been able to set waste reduction targets at some of our operating locations. For example, Bristow exceeded our 3% waste reduction target and increased dry material recycling by 18.6% at our U.K. sites in 2021.

The Company has also implemented several innovative solutions across various regions that support our waste management processes, including:

- Repurposing solutions for certain waste streams, including the reuse of packaging materials at all sites when shipping items.
- Transitioning to reusable coffee mugs and utensils in our dining areas at the corporate office.
- Offering compostable food containers in cafeterias.
- Collecting and recycling aluminum food trays used by pilots during offshore flights.
- Capturing fuel in a Mobile Product Recovery Tank, piloted at our Aberdeen location, to reduce our sample fuel that would otherwise go to waste. We aim to implement this in other locations in the coming years.

## Norway Fuel Recycling

Starting in 2019, our Norway operations explored a piece of equipment that would recycle fuel leftovers from offshore rigs. During the initial trial period, extensive tests were completed in partnership with one of our major clients. Today, almost all the returned offshore fuel has been recycled, culminating in a savings of approximately 117,000 liters of fuel that would otherwise have been discarded over the last 3 years; this is the equivalent of about 300 tons of CO<sub>2</sub>e.



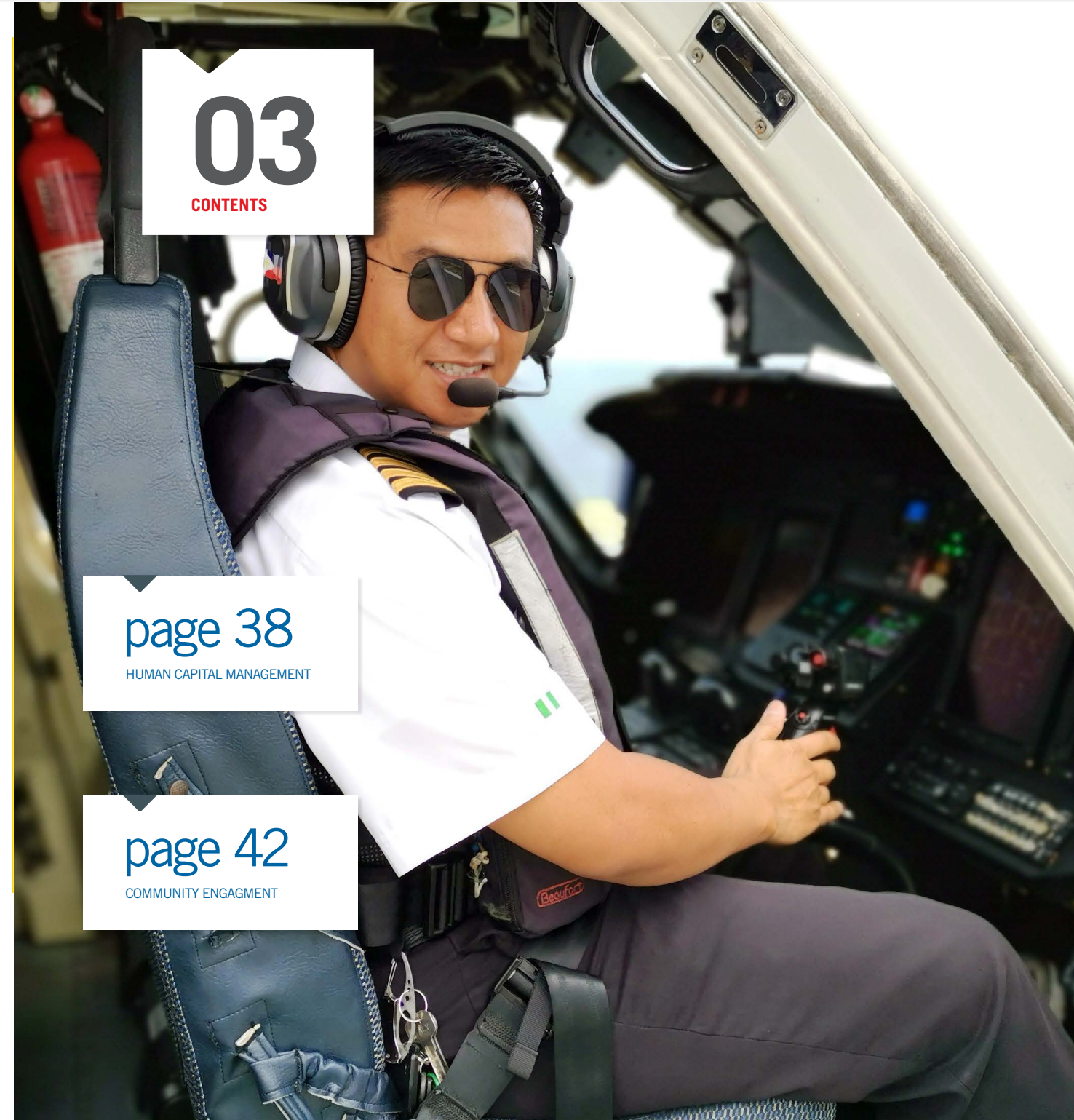




# Social

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\$500K+

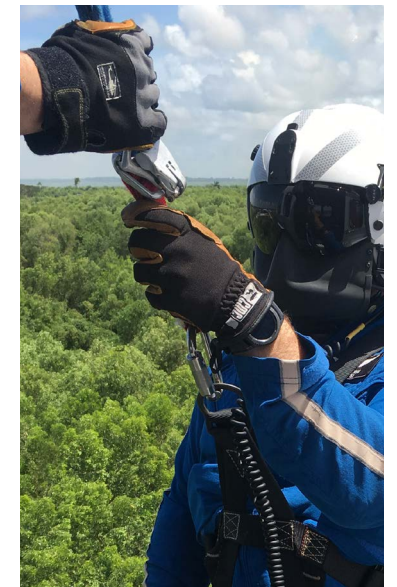
DONATED

IN 2021 BRISTOW DONATED TOWARDS COMMUNITY ENGAGEMENT CAUSES THROUGH OUR UPLIFT PROGRAM



# Health & Safety

At Bristow, we live safety every single day. It is our number one core value and highest operational priority. We are continuously focused on ensuring the safety of employees, passengers, contractors, and the general public. We promote industry-leading safety practices and maintain a proactive safety management framework.



Our strong safety record starts with our employees, all of whom are highly qualified, experienced, and well-trained. Bristow maintains a stringent recruitment process, through which employees are thoroughly vetted for specific job-related competencies and certifications. Bristow expects that all contractors are equally safety-focused and appropriately certified. We also strive to continuously improve our use of our safety management system, working to predictively manage risk and support the physical and mental wellness of our team.

We pride ourselves on our safety culture, which is supported by our investments in the newest safety systems, personnel training, robust operating processes, and fleet.

**GOVERNANCE AND RISK MANAGEMENT**

Bristow’s Safety Advisory Committee is comprised of our Chief Compliance Officer; Vice President of Health, Safety, and Environment; and other senior directors across the organization. Certain members of Bristow’s Board of Directors also sit on the Safety Advisory Committee and report to the Board as needed. The Safety Advisory

Committee meets quarterly to discuss Bristow’s Safety Review Framework, a protocol that guides the monitoring and management of the Company’s safety events and risks. This information is collected on a weekly basis across regions. Our regional executives review every low-, medium-, and high-potential risk safety report to proactively mitigate any of these risks from occurring. This information is also shared with our Executive Leadership Team for transparency and awareness.



### Target Zero

Our *Target Zero* Safety Culture, formally established in 2008, permeates the organization in everything we say and do. *Target Zero* is the belief that all accidents and injuries can be prevented. It underscores our conviction that our people start, work through, and finish every day with safety in mind. Success is achieved when we deliver on our target of **zero accidents** and **zero harm**. While we achieve this daily, we measure this quarterly and celebrate this annually. *Target Zero* not only drives Bristow to be our best – it has positively influenced a wide range of partners, customers, and other industry players.

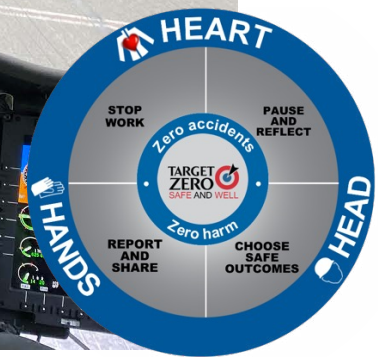


This focus on safety and wellness supports our ultimate goal of ensuring our employees, customers, staff, partners, family, and friends return home safely — in good physical and mental health — every single day.

*Target Zero* begins with our “Heart,” or why we do what we do. It means using our “Head” to think clearly and deliberately about the actions we take to give ourselves and our colleagues the best chance at a successful outcome. *Target Zero* means using our “Hands” to take actions that deliver on our *Target Zero* commitment. And the true mark of our *Target Zero* safety culture is using our Heart, Head, and Hands together — inside and outside of our work. Wherever we are, whatever we are doing, our reason for being safe does not change, and our actions reflect these beliefs.

In order to deliver on *Target Zero*, we ask employees to take the following steps with each action:

- 1) Pause and Reflect: Take time to think about what you are about to do.
- 2) Choose Safe Outcomes: Decide how to act, consider each alternative, and focus on a predictable, safe result.



3) Report and Share Lessons: Share mistakes and errors through our safety reporting system.

4) Stop Work Obligation: Each and every one of us holds the responsibility and authority to pause or stop a task when it is unsafe to continue. All employees agree to a “Stop Work Obligation,” as described in our safety manual.

### Target Zero Performance

For fiscal year 2022, we

showed a 25% year-over-year reduction in lost work days and an 18% reduction in the total recordable injury rate (TRIR). We did experience one aviation accident in 2021 as a result of a personal injury event that occurred within our SAR business.

Our energy industry passenger transport business has now achieved eleven consecutive quarters of Target Zero Air Accidents. Despite this level of safety success, we are

continuously refining the Safety Performance Indicators (SPIs) we have set using reactive, proactive, and predictive measures within our Safety Management System (SMS) and Business Insight analytical tools. Doing so drives awareness, thoughtful decision-making, and meaningful action.

### Safety Management System

Bristow’s robust SMS is critical to Target Zero’s success.



	2021*
Number of Aviation Accidents	1
Total Recordable Injury Rate	0.7
Lost Time Incident Severity Rate	4.35
Fatalities (including contractors)	0

\*Reflects fiscal year 2022 to align with our Annual Report

The SMS uses an integrated methodology to manage all types of risk, giving equal weight to both aviation occupational and environmental safety. Our SMS includes incident management, investigation management, audit and compliance management, risk management, flight data monitoring, emergency response, safety data analysis, and safety training. Our SMS is accredited by a third-party and has undergone numerous external audits and certifications.

### Incident Management and Emergency Training & Preparedness

Bristow works hard to proactively and predictively manage our risks. While we are confident in our ability to conduct our operations safely, we must be prepared to respond to a variety of incidents and emergency situations that may arise to minimize significant business and safety impacts.

In 2021, the Company implemented a new digital incident management tool that will

be fully integrated into our global operations in 2023. We also maintain a globally aligned emergency response plan – from front-line roles to our Board of Directors. Emergency response training is conducted both internally and externally, depending on the level of technical knowledge required for the individual employee to complete their assigned role during an emergency. We conduct drills on an annual basis and include various scenarios derived from aviation occupational and environmental emergencies.

We also maintain a contracted service that provides real-time medical and security assessments for our traveling employees as well as country-specific medical and security data for use in our Enterprise Risk Management process. This service can also provide telemedicine consultation, recommend approved local medical support centers, and conduct emergency employee evacuation services.

Any employee or contractor can activate the Company emergency response plan by calling a centralized toll-free number 24/7 and speaking to one of our trained Emergency Dispatchers, also used for our SAR operations. Alternate activation methods are also available within each operating region.

### Fleet Management Safety Measures

Since the early 1950s, we have led the helicopter transportation industry in safety improvements that have benefited the entire offshore transportation industry. As the largest company in our industry, we understand our role and responsibility in setting industry-leading safety standards.

Our fleet maintenance program utilizes Health and Usage Monitoring Systems (HUMS) to detect early stages of asset integrity degradation. Bristow has also obtained FAA approval for a Flight Operational Quality Assurance (FOQA) program, which routinely collects and analyzes data recorded in-flight to better enhance and standardize daily flight operations.

Bristow was the first to develop and field HUMS for helicopters in the North Sea. We partnered with GEC-Marconi to develop the technology, and HUMS became an industry standard for military, commercial, and civil aviation. It is now required by the U.K. Civil Aviation Authority (CAA) for many applications in passenger transport helicopters. We also partnered with Smiths Aerospace to develop the first advanced analytical techniques, increasing the value of data derived from HUMS. Additionally, our collaboration with another strategic partner allowed us to develop and certify a Traffic-alert Collision Avoidance System (TCAS II) for large helicopters, creating a new standard for collision avoidance safety in large helicopters.

A core element of our business in the U.K. includes contracts with the government to perform search and rescue missions, helping to save the lives of many people in high-risk situations. We were the first global SAR operator to introduce dual-hoist winching systems to reduce the potential for failure during lifesaving missions. We implemented our dual-hoist system under the Bristow SAR contract with the U.K.'s Maritime and Coastguard Agency.





## Tools & Technology

Bristow has a world class safety program that extends to all areas of our business. Examples of the advanced technology used to support the integrity of our helicopters and safety of our customers and employees are shown below.

- FAA approved flight data monitoring (FDM) program
- Health and Usage Monitoring Systems (HUMS), which automatically monitor and report on vibrations and other anomalies on key components of certain helicopters in our fleet
- Traffic-alert Collision Avoidance System (TCAS II)
- Enhanced Ground Proximity Warning Systems
- Helicopter Terrain Awareness and Warning Systems
- Flight data recorder
- Carbon monoxide monitoring sensors
- Fire sensors to monitor for engine fires
- ADSB for collision avoidance
- Radar for severe weather avoidance
- Warning and Caution System, which include sensors to inform when systems fail
- Satellite communication and flight following systems

## BeSAFE & BSOAP

Bristow's BeSAFE program integrates safety management capabilities for aviation, occupational, and environmental safety in one centralized system. BeSAFE integrates into the Company Business Insight (BI) function and is available to Company employees to promote transparency around our safety performance. In addition, BeSAFE supports confidential, anonymous safety reporting capabilities to improve reporting accuracy and transparency. Bristow

recently completed the integration of BeSAFE in Brazil, Suriname, and the Gulf of Mexico, aligning them with the rest of our rotary-wing business.

Our industry-leading safety effectiveness assessment, called the Bristow Safety Oversight Assessment Program (BSOAP), creates both global and region-specific safety improvement plans. BSOAP assesses and validates Bristow's safety protocols.

## Health & Safety Training

Our safety training program arms our employees with the knowledge they need to operate in an effective and safe manner.

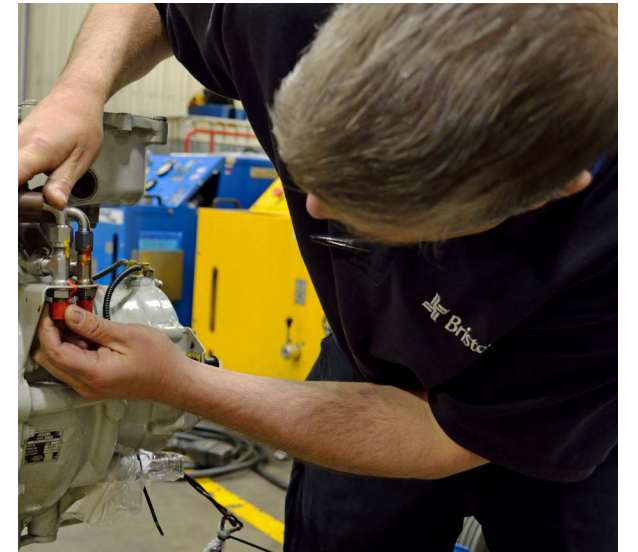
### GENERAL SAFETY TRAINING:

Our powerful and unwavering safety culture is a direct result of our industry-leading training programs and safety infrastructure. These include in-house training teams that support our pilots, mechanics, and flight crews across the globe, and contracted safety training in specific regions. Certain HSE courses are mandatory for all employees and must be completed on an annual basis. HSE training requirements vary between regions and are based on local regulatory requirements and regional HSE manuals. These include detailed safety training covering aviation, occupational and environmental safety protocols. Additionally, we have IOSH (Institution of Occupational Safety and Health) instructors located in Trinidad & Tobago, the U.K., and Nigeria.

All Bristow employees must complete *Target Zero* training.

### ROLE-SPECIFIC TRAINING:

Bristow prioritizes training all employees in their respective technical functions to ensure employees are prepared to perform their specific roles. For example, all new aircraft employees are required to complete intensive safety training before operating or engaging with an aircraft. The Company also mandates that these training courses be refreshed on an annual basis.





Pilots and mechanics are required to complete more extensive, region-specific training to comply with local government regulations and Bristow’s standards. These training courses equip our team to operate aircraft safely and in line with industry standards. We now complete these training courses using full-motion flight simulators, which eliminate safety risks and have the added value of minimizing our emissions footprint.

**LOCATION-SPECIFIC TRAINING:**

Training requirements vary among Bristow’s sites. It is important that our employees understand local laws, security assessments, and how to remain safe within certain operating environments. Location-specific training focuses on operational requirements for areas of

assignment. Bristow tracks employee completion rates of all mandatory training.

Our training efforts also go beyond our organization. Bristow is one of the founding members of HeliOffshore, an organization dedicated to improving safety across the offshore helicopter industry through collaboration. HeliOffshore now has more than 110 members. We are also a founding member of the Helicopter Association International (HAI), an organization committed to advancing the safety of helicopter operators around the world.

	2021
Number of externally-provided Training Hours*	4,648+

\* Does not account for regional-specific training.

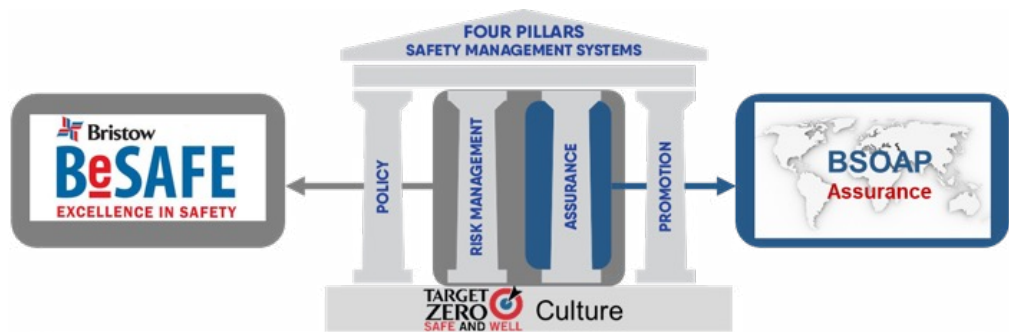
## Human Capital Management

As one of the largest and longest-serving helicopter operators in the world, Bristow has a reputation for operational excellence. Our reputation is a credit to our employees, who are among the most highly regarded vertical flight solutions experts in the world. We prepare employees for success through training and career development and believe the best way to attract and retain top talent is to invest in the future of our people.

### Diversity, Equity, & Inclusion

Bristow is dedicated to supporting a Company culture in which all employees feel welcomed, included, and valued. Diversity, equity, and inclusion remain key factors in uniting the global Bristow team and encouraging collaboration and innovation.

We place the utmost importance on treating all employees, customers, suppliers, and business partners with respect and integrity. We understand the value diversity brings to our workplace, and we ardently promote an environment that is inclusive of all people and their unique backgrounds, skillsets, and beliefs. It is our policy to provide equal opportunity for everyone regardless of race, religion, gender, sexual orientation, age, ethnic or national origin,



**BeSAFE** hosts aviation, occupational, and environmental reporting and integrates incident management, investigation management, audit and compliance management, risk management, and data analytics into one globally aligned system.

**Bristow Safety Oversight Assessment Program (BSOAP):** designed in-house utilizes a Safety Culture Maturity-based assessment and validation process to (i) measure the effective management of safety and (ii) identify continuous improvement opportunities at AOC level.



## INTRODUCTION

social origin, citizenship, disability, family status, or any other protected status and personal characteristics. We adhere to this policy in all aspects of employment, including recruiting, hiring, developing, promoting, and compensating our workforce. Our Code of Business Integrity codifies our zero-tolerance approach to any discrimination in the workplace, and our Electronic Communication Policy requires all electronic communications to be non-discriminatory, free of harassment, and non-offensive to any individual or group.

Bristow requires all employees to undertake annual unconscious bias and inclusivity training to educate and foster an environment in which each person feels engaged and comfortable. We do not tolerate harassment in any form. If an employee experiences, witnesses, or hears of incidents of unequal treatment or harassment in violation of our policies, they are required to notify a supervisor, HR representative or anonymously through Bristow's Safety and Ethics Hotline. The Company investigates

## ENVIRONMENTAL

all complaints and takes corrective action, if appropriate, to address any misconduct in a timely manner. Anyone making such a complaint or participating in an investigation is protected against retaliation as outlined in our Whistleblower Policy.

Bristow is taking the following steps to expand the Company's diverse talent pool:

- In the U.S., Bristow partners with outreach programs to advertise employment opportunities to diverse candidate pools including female-, veteran-, minority-, and disability-focused groups.
- Bristow runs scholarship programs for maintenance-focused job candidates in the U.S. and Guyana.
- Bristow's U.K. Cadet program supports greater industry opportunities for women.
- Bristow is currently working to identify opportunities to increase our supplier diversity partnerships.
- Bristow has established a U.S. affirmative action program in our hiring initiatives, prioritizing the recruiting of candidates

of historically marginalized communities to increase diverse hires.

- Bristow is committed to creating career pathways for those with military experience. Approximately 25% of our U.S. employees are former servicemen and servicewomen.

In addition to these programs, Bristow's offices recognize cultural diversity months by planning various events throughout the year aligned to global, regional, and local diversity celebrations. The Company also runs special employee diversity spotlight features internally on our employee portal and externally via our Company website and across our social media channels.

Our HR team works to consolidate our employees' demographic information into actionable reports, including our U.K. Gender Pay Gap Report, Global Gender Reports, U.S. EEO-1 Diversity Report, and U.S. Veterans Report. We

Women comprise half of our executive management team.

## SOCIAL

aggregate these metrics to identify areas of risk and opportunity, such as compensation gaps and/or turnover data for diverse employees.

Each year, Bristow evaluates compensation during our pay review cycle, ensuring pay is fair and equitable. Our compensation dashboard supports the assessment of pay gaps and trends.

### Employee Engagement & Development

Bristow's workforce is a talent-rich, highly-engaged, collaborative team. Our employees are our most valuable resource, and it is our responsibility to foster an environment that supports and develops our people. We promote career advancement and professional development through a variety of opportunities including training, professional education, and mentorship programs.

## GOVERNANCE

### TRAINING PROGRAMS

Bristow offers comprehensive training on job-specific skills, employee engagement, team motivation, and leadership development. These training courses are conducted in-person, virtually, or through our global learning management system. We design our training courses to be universally understood and applicable across our global locations. For professional development outside of Bristow, we offer tuition reimbursement benefits for qualified employees.

For the Company's high-potential employees, Bristow facilitates programs and opportunities to develop this talent for future leadership roles. For example, our Sponsor Program assigns high potential employees to a member of the executive leadership team (ELT) to engage in a year-long sponsorship focused on addressing skill gaps needed to prepare for the next level of leadership.

Developing top talent can start at entry-level positions. In the U.K., Bristow has been sponsoring the



training of new pilots and mechanics for decades, supporting their education before they begin working for Bristow. This forward-thinking recruiting strategy has enabled us to retain top industry talent in the early stages of their careers. To support our operations in the U.K., we have recruited four Tech Crew cadets scheduled to start in July 2022 and ten engineering apprentices scheduled to start by September 2022. We also launched our third fully funded pilot sponsorship program with four new pilot cadets beginning their training in September 2022 with Helicentre. In addition, we are engaging with local Air Training Corps cadet squadrons to promote STEM and aviation interest within our areas of operation.

**SUCCESSION PLANNING AND PERFORMANCE MANAGEMENT**

For our existing workforce, we focus on succession planning and career development to provide a path to the next professional level for all employees. Bristow also maintains a contingency plan to backfill key roles, ensuring the continuity of business across our functional, regional, and executive levels.

Annual performance reviews are a tool used to help management and employees both assess performance and evaluate potential career paths. Personal development plans are encouraged as part of the annual performance review process. Employees work with their managers and HR to create and track personal development actions. Pilot and mechanic performance are assessed based on

a combination of regulatory requirements and Bristow standards; however, we foster development opportunities for our interested and proven technical talent that will allow them to move into management roles.

We also offer numerous mentorship opportunities, supporting professional growth and development through a personalized engagement structure. All employees are guided by a manager, and we specially design our cadet and apprenticeship programs for those employees just beginning their careers.

Other employee engagement forums include:

- An employee Intranet portal, serving as a centralized repository for information
- Global leadership town halls
- Regional town halls
- Employee town halls (in the company of the Executive Leadership Team)
- *The Bristow Brief*, a weekly newsletter distributed to all employees
- Employee recognition programs with awards for significant acts demonstrating good health and safety practices
- Annual employee surveys to evaluate opportunities for future focus areas

**EMPLOYEE SURVEYS**

We routinely conduct employee surveys to provide authentic feedback to our executives and improve our work environment where needed. We believe it is critical that our workforce feels confident and safe in voicing their opinions and observations, and it is our job at Bristow to continue to improve our culture, operations, and workforce engagement programs. We seek to make this possible through anonymous survey feedback accompanied by timely, meaningful action.



Throughout our six decades of operation in Nigeria, we have significantly contributed to the professional development of Nigerian locals, including the training of over 100 pilots and over 150 engineers.

## Collective Bargaining

Regions where we operate with a portion of the employee populations under collective bargaining agreements include Australia, Brazil, Nigeria, Norway, Trinidad, and the U.K. Bristow tracks its unionized employees by job title and location. 60% of our employees are covered by collective bargaining agreements.

## Compensation and Benefits

We understand competitive, market-based compensation and top-tier benefits programs are critical to the wellbeing of our employees and their families, as well as to business continuity. We actively monitor market compensation trends to remain competitive in the markets in which we operate.

Beyond base salaries, employees are offered a benefits package based on the employee's location, which includes:

- Market-competitive and comprehensive medical and welfare benefits
- Above-market paid time off (PTO) programs
- Company-sponsored retirement plans
- Employee Assistance Program (EAP) for access to mental health resources



Bristow believes the key to a successful business is a healthy workforce. We ardently support safeguarding the physical and mental wellbeing of our employees, and we offer all employees access to employee assistance programs (EAPs) focused on mental health management. Our employee wellbeing portal provides employees critical information and anonymous support channels for navigating stress. It also gives employees access to counseling and mental health professionals.

Furthermore, we promote a culture in which mental health is recognized and discussed with managers and through a variety of avenues as works best for the employee. For rescue workers, we have a unique mental health program designed for employees working in situations of crisis. In support of wellness, Bristow also promotes workplace flexibility that can be adapted for the type of work performed. For example, in the U.K., part-time roles are available for new parents, and in the U.K. and U.S., we have a remote working practice that allows flexibility for hybrid work.

## COVID-19 Response

Bristow's commitments to health and wellbeing have naturally expanded over the course of the COVID-19 pandemic. We implemented flexible work schedules, added incremental paid time off for employees experiencing symptoms, and augmented safety operational procedures to prevent workplace and passenger exposure. In some of our regional operations, we helped connect our employees to access for vaccines where they were not readily available.



# Community Engagement

## Charitable Giving & Volunteering

Through the Bristow Uplift program, we continually seek to make positive impacts in our local communities. This program fosters strong community relationships and strengthens our social license to operate. Through Bristow Uplift, we invest resources and partner with local communities, charities, and non-profit organizations to develop, support, and implement targeted and sustainable social responsibility initiatives. Our Uplift Committee provides strategic direction and oversight of our global community engagement programs, processes, and protocols. It is comprised of employee representatives from Bristow's various business functions and regions.

In 2021, Bristow donated over \$500,000 toward community engagement causes.

All Uplift donations are in accordance with the following guiding principles:

- We promote employee and regional charitable giving and active participation in local communities.
- We give preference to well-planned initiatives that directly support those in need, are



supported by engaged employees, and are aligned with our Uplift pillars.

- We encourage initiatives that have a significant effect on the community, are coordinated in partnership with the community, and strengthen our reputation and community involvement.
- We support charitable giving for issues that align with our Uplift pillars and matter most to our employees, customers, and other stakeholders.
- We value our grantees as equal partners, and we treat them – and our program beneficiaries – with respect.

- We demand of ourselves and our partners the highest levels of safety, integrity, and ethical behavior.
- We apply the highest business standards to ensure we act responsibly as a public company, employer, neighbor, and partner.
- We can provide assistance through employee involvement, in-kind resources, and financial support.





## Bristow Uplift's charitable pillars are organized into five categories:

### Diversity:

- Women in leadership
- Diversity, equity, and inclusion organizations
- Cultural awareness activities

### Education:

- STEM
- The Arts
- Aviation programs
- Scholarships
- Internships

### Health and Wellness:

- Heart walks
- Bike rides
- Cancer organizations
- Mental health

### Sustainability:

- Environmental causes
- Habitat rebuilds
- Tree planting

### The Underserved:

- Food and clothing accessibility
- Holiday gift drives
- Back to school drives



Bristow also supports corporate gift matching and in-kind donations. We provide Company matching for employee personal charitable giving up to \$2,500 per year. Employees are also able to make special requests outside the scope of the Uplift program. For example, the Company provided donations to support the people of Ukraine in early 2022.

Every region has a Regional Community Contributions Committee (RCCC), which provides creative and geographically locally-relevant direct giving. With the

support of the RCCCs, charitable giving funds are approved locally and tracked globally. As a global organization, it is our goal to meaningfully engage and contribute to our local communities.

The Uplift Committee also manages a discretionary crisis response fund, which is distributed in times of local crisis, such as natural disasters.



### Case Study: Guyana

To elevate STEM education and diversity in the aviation industry, we developed a rich partnership with the Art Williams Harry Wendt Aeronautical Engineering School, a local school in Guyana. This year, we established a scholarship program that awards two recipients each year. Bristow and the school interview the candidates annually, which allows Bristow senior management to meet and engage with school students. Furthermore, we established an apprenticeship program with the school. The program is a hands-on apprenticeship training to become full-time Bristow employees for the school's recent graduates. Two graduates are currently apprentices. Additionally, our team volunteered their time by serving as judges at the university's Aeronautical Engineering competition to provide professional feedback and mentorship.

### Case Study: Australia

In Australia, Bristow provided rapid response for its people throughout a year of crisis. In the wake of the global COVID-19 pandemic, Bristow responded by deploying 'Carenorth' flights. This program provided transportation for COVID-19 patients from remote communities into Darwin for the Northern Territory Government. Also in 2021, Queensland experienced unprecedented flooding. To ensure the safety of the community, we reduced airfares to increase accessible evacuation routes for flood victims. This program serviced air travel to and from the Gold Coast and the Wellcamp airport. We also introduced flexible fare terms to permit seamless rebooking for impacted postponed trips.

### Case Study: U.K.

In 2021, we partnered with five organizations in three communities – Aberdeen, Norwich, and Shetland. The five organizations align with our charitable pillars of elevating education, health & wellness, and aid for the underserved.

In Aberdeen, we partnered with AberNecessities, an organization providing the underserved with essentials to raise a child, and BDP, an active support group for people with borderline personality disorder. In Norwich, we partnered with Aylsham District Trust, an organization focused on enabling independent and fulfilling lives for those it serves, and Future Projects, a robust organization that makes unique education and development opportunities accessible for the community. In Shetland, we supported a critical fundraising campaign, Shetland MRI Scanner Appeal. Our donation contributed to the Shetland Health Board Endowment Fund to purchase an MRI machine to increase healthcare accessibility for Shetland residents.



### Case Study: U.K. (Continued)

We also celebrated the holiday season by making 16 charitable donations to organizations proposed by our frontline teams. Each organization has a personal connection to or has benefited a member of our frontline team. We supported: AberNecessities SCIO; Ability Shetland; The Ayrshire Hospice; Eilean Siar Foodbank; EMIH Ltd; Family Food Bank; Friends of the Homeless; Hull Foodbank; The Lifehouse; Mikeysline; Shepway Food Bank; St Petrocs; Supporting Wounded Veterans; Swan Trust; Ty Hafan; Ty Gobaith/Hope House. We also spread holiday cheer by participating in a holiday gift drive in which we dressed up our fleet and delivered presents to children.

### Case Study: Brazil

In Brazil, we strive to make the aviation industry a more accessible career opportunity for underrepresented communities. In 2021, we sponsored Women in Maintenance, a professional group of future women mechanics, to elevate their educational experience and encourage diversity in the industry. We also hosted Children's Day at the Hangar, which hosted a group of children at our base of operations for a hands-on STEM experience to learn about helicopters.

We also focused on giving back to the underserved community. This year we launched a new initiative tied to our Safety Award program where for each submitted BeSafe report, a donation is made to a local food charity. This program has already donated close to \$3,000 since its inception. Our Brazil team also participates in our holiday giving drives by donating gifts to underserved children in our holiday-dressed fleet.



### Case Study: U.S.

In the United States, we are committed to elevating education opportunities for diverse and underrepresented populations. Our partnership with Whirly Girls, an international organization dedicated to advancing women in helicopter aviation, provides STEM scholarship funding for its members.

Our Houston office is active in its community. In 2021, we supported Houston organizations aligned to our commitment to diversity, education, and supporting the underserved. These organizations include The Houston Ballet Foundation, Hermann Park Conservancy, the Houston Foodbank, Houston Area Women's Center, and several others. Additionally, Bristow has an extensive partnership with Dress for Success Houston, an organization that empowers Houston women to achieve economic independence. Our CEO commits his time and is an active board member of the organization. This holiday season, we sponsored 10 Houston families providing gifts, food, and more through our ongoing partnership with Small Steps Nurturing Center.

## Human Rights

Bristow promotes a culture of ethical and lawful behavior consistent with our Code of Business Integrity, our Core Values, and our governance policies. Bristow has a zero-tolerance approach to all forms of modern slavery and human trafficking within our business and within our supply chain. We are committed to acting ethically in all business dealings and relationships. This applies to all employees, suppliers, and third-party contractors. As a global company, we understand our responsibility to uphold the highest standards and principles of human rights, and we manifest this commitment through our alignment to the United Nations Declaration of Human Rights.

Bristow is committed to principles that include:

- Providing fair and equitable wages, benefits, and other employment conditions in accordance with applicable laws
- Recognizing employees' right to freedom of association and movement
- Providing safe working conditions that are free of danger and exploitation
- Prohibiting forced or child labor
- Promoting a workplace free of discrimination and harassment

Bristow employees are expected to immediately report any violations of law, Company policies, or the Code of Business

Integrity to their manager, HR, the Chief Compliance Officer or anonymously through Bristow's Safety and Ethics Hotline. Any employee or supplier found in violation of the standards outlined above is subject to discipline, up to and including termination of their services and, if warranted, legal proceedings brought against them. Bristow is committed to ensuring no one suffers retaliation as a result of reporting in good faith their suspicion of any ethical or legal violation.

It is also important to note that these standards extend to our suppliers. As a condition of doing business with Bristow, we require that all suppliers comply with our Code of Business Integrity.

### Ethics & Human Rights Issues

Though the risk of human trafficking and slavery within our business is low given the nature of our operations and customers, we will continue to evaluate this risk on a periodic basis. Bristow is dedicated to abiding by antislavery and human trafficking initiatives and laws, including the Modern Slavery Acts of the U.K. and Australia. We encourage our business partners and suppliers to do the same. Bristow has established and adopted an internal Antislavery and Human Trafficking Policy to codify our efforts and expectations. This document specifically prohibits any illegal slavery or human trafficking acts by our employers and by any suppliers within our value chain.

Code of Conduct, Business Ethics, Anti-Harassment Compliance, and Diversity and Inclusion training is required for every Bristow employee during onboarding and then refreshed annually.



04

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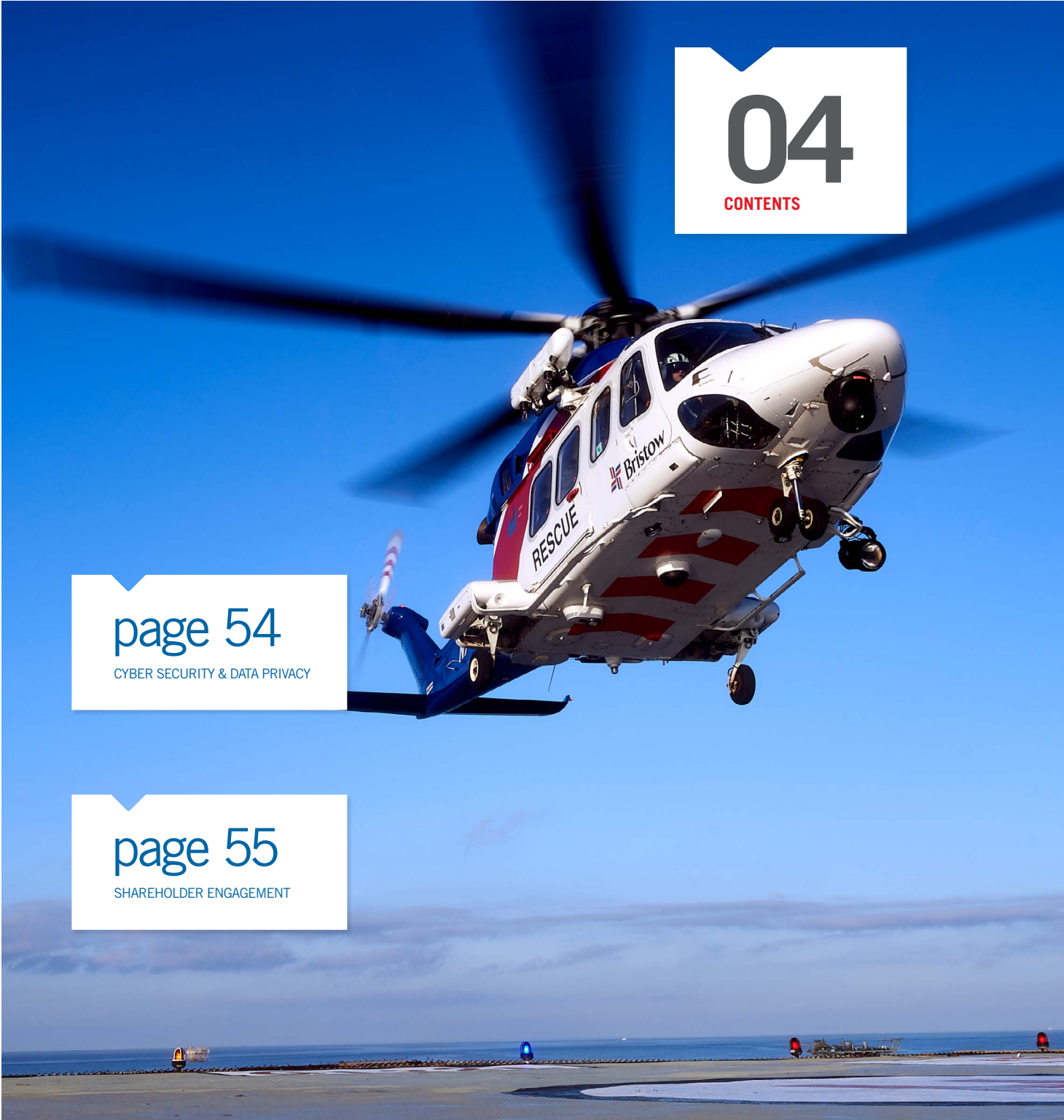
# Governance

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**GOVERNANCE**

**7** INDEPENDENT DIRECTORS

APPOINTED OVER THE LAST 2 YEARS



# Corporate Governance

## Board Oversight

At Bristow, our Board of Directors oversees the Company’s sustainability matters, including initiatives and programs related to sustainability, diversity, equity, and inclusion, and corporate social responsibility. The Board is responsible for overseeing executives’ efforts to align sustainability initiatives and practices with Bristow’s strategic priorities. The Board is led by an independent chairman and includes the Audit Committee, the Compensation Committee, and the ESG Committee.

The Board conducts an annual self-evaluation of its performance and the performance of each Committee. Board meetings occur at least four times a year and on an as-needed basis. The Board, together with management, routinely reviews and evaluates the Company’s risk profile to ensure measures implemented by management are adequate to execute and implement the Company’s strategic objectives. Management makes a formal presentation to the Board regarding risk management issues at least once per year.












The Board welcomes senior Bristow management to attend regular meetings, providing expert insight and facilitating

operational transparency. On a quarterly basis, the Board discusses current and emerging sustainability trends and risks with management, identifying likely impacts and how the Company should proactively manage and mitigate these risks or opportunities. Management and the Board work together to evaluate the effectiveness of the Company’s strategy and efforts to align sustainability practices with Bristow’s business strategy and goals for operational excellence.

## Compliance Committee

In addition, Bristow has established a Compliance Committee, which is chaired by the Chief Ethics and Compliance Officer. This Committee consists of members of the Executive Leadership Team, the Chief Information Security Officer, and the Director of Internal Audit. The Committee meets at least quarterly and has oversight responsibility of Bristow’s compliance and ethics programs. The Committee is tasked with ensuring the Company is identifying, prioritizing, and mitigating key compliance risks, and creating, driving, and promulgating business integrity and compliance initiatives. Reports from the Chief Ethics and Compliance Officer, with input from this Committee, are presented to the Board’s Audit Committee on a quarterly basis. All employees are required to adhere to Bristow’s Code of Business Integrity and complete related training on an annual basis.

 **Chair**    **Member**

Board Member	Audit	Compensation	Environmental, Social, and Governance
G. Mark Mickelson			
Christopher Bradshaw			
Lorin L. Brass			
Wesley E. Kern			
Robert J. Manzo			
Maryanne Miller			
Christopher Pucillo			
Brian D. Truelove			



## Enterprise Risk Management (ERM)

Our risk assessment frameworks and protocols allow leadership to proactively identify, evaluate, monitor, and mitigate risks that could significantly impact our business. Our CEO, with the support of other executive management, monitors and implements operational controls designed to identify and mitigate risk associated with Bristow's financial decisions, operations, legal, compliance, business development, and information technology systems. Issues related to risk are regularly discussed by the CEO and the executive management team with members of the Board at both informal and formal Board meetings.

Our Enterprise Risk Management Committee is an executive committee that oversees Bristow's ERM process, verifies

the Company responds accordingly to potential or identified threats and issues, and is responsible for bringing issues to the attention of senior management. These include risks associated with sustainability and any of the topics identified in our materiality assessment. On an annual basis, both the Enterprise Risk Committee and the Compliance Committee assist with the preparation of reports to the Audit Committee regarding the Company's cybersecurity and data privacy risks and the technologies, policies, processes, controls, and practices for managing and mitigating such risks.

The Audit Committee conducts quarterly reviews on the issues highlighted in the risk profile that comes out of the ERM process, and once a year the committee conducts an in-depth review of the robustness of the ERM process. This is also reported out to the full board once a year.

Bristow organizes a Quarterly Global Leadership Call in which the executive leadership team, operational team, commercial team, and HR team address Company-wide updates, safety concerns, employee wellbeing, and other key operational initiatives. This encourages cross-functional employee engagement, collaboration, and information sharing across Bristow's leadership.

The following outlines the ERM Committee's risk management process:

1. Identify and assess internal and external risks (determine likelihood and impact)
2. Determine appropriate risk response (understand residual risk)
3. Establish policies and procedures, controls, systems, and accountability to support response
4. Communicate risks and mitigation plans (assign risk owners and approve risk response action plans)
5. Monitor effectiveness of mitigation efforts

## Compliance, Business Ethics, & Professional Conduct

### Code of Business Integrity

We maintain the highest ethical standards when conducting Company business. Our Code of Business Integrity governs all employee behavior and conduct for directors, officers, and employees. This policy is posted on our website for all individuals to easily access. In the event of an incident, Bristow employees are expected to immediately report any violations of the Code to their manager or to Bristow's Safety and Ethics Hotline at (888) 840-4147. Any employee or supplier found in violation of the standards outlined in the Code is subject to adverse action, up to and including termination of their services.

We have annual mandatory in-person and web-based training relating to ethical business conduct and legal compliance risk areas. Managers are required to ensure that employees understand and comply with the Code of Business Integrity and all other Company policies applicable to each role. Other annual trainings tracked by Bristow include:

**Code of Business Integrity**

**Diversity Equity and Inclusion**

**Discrimination and Anti-Harassment**

**Anti-Bribery and Anti-Trust in  
the Workplace**

**Anti-Competitive Behavior**

**Anti-Corruption**

**Data Privacy and Cybersecurity**

**International Traffic in Arms  
Regulation (ITAR) Export Control**





**NON-RETALIATION**

Bristow offers a variety of channels through which employees may report concerns including supervisors, Human Resource representatives, BeSAFE (for safety concerns), and the Compliance Office/Legal Department. We also have an anonymous whistleblower program, run by a third-party, Ethics Point, through which any ethics or compliance concerns can be initiated. All hotline reports go to our Chief Compliance Officer and the General Counsel. Other subject matter experts are engaged as well, such as Human Resources and Safety. The Chief Compliance Officer tracks and reports on investigations to ensure they are resolved. The metrics are reported to the Audit Committee quarterly. *Our Reporting Misconduct and Nonretaliation Policy* codifies that we do not tolerate any form of retaliation against employees who utilize the hotline and/or participate in ethical or legal misconduct investigations. If an employee feels they are a subject of retaliation, they are expected to notify our Chief Compliance Officer or Legal Department. Anyone who is involved in any act of retaliation or retribution against an employee who has reported suspected misconduct in good faith will be subject to disciplinary action, up to and including termination of employment.

**Management of Third Parties & Suppliers**

Supply chain management practices at Bristow are global, efficient, and well-established. As a condition of doing business with Bristow, we require all suppliers to comply with our Code of Business Integrity. Any supplier found in violation of the standards outlined in the Code is subject to termination

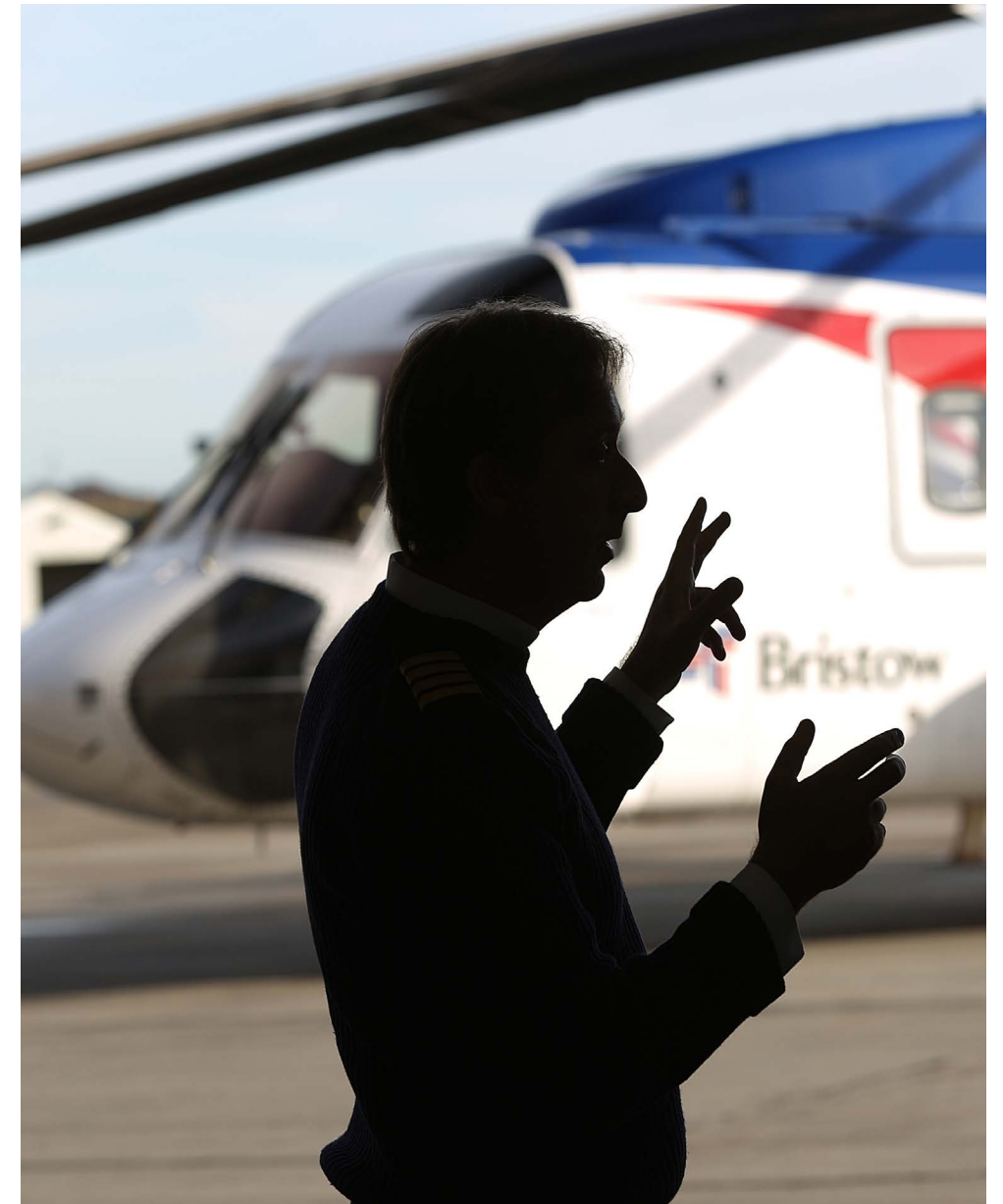
of services. Bristow also runs red flag due diligence screenings on all new third-party partners. Partners are also required to sign a certification relative to antibribery.

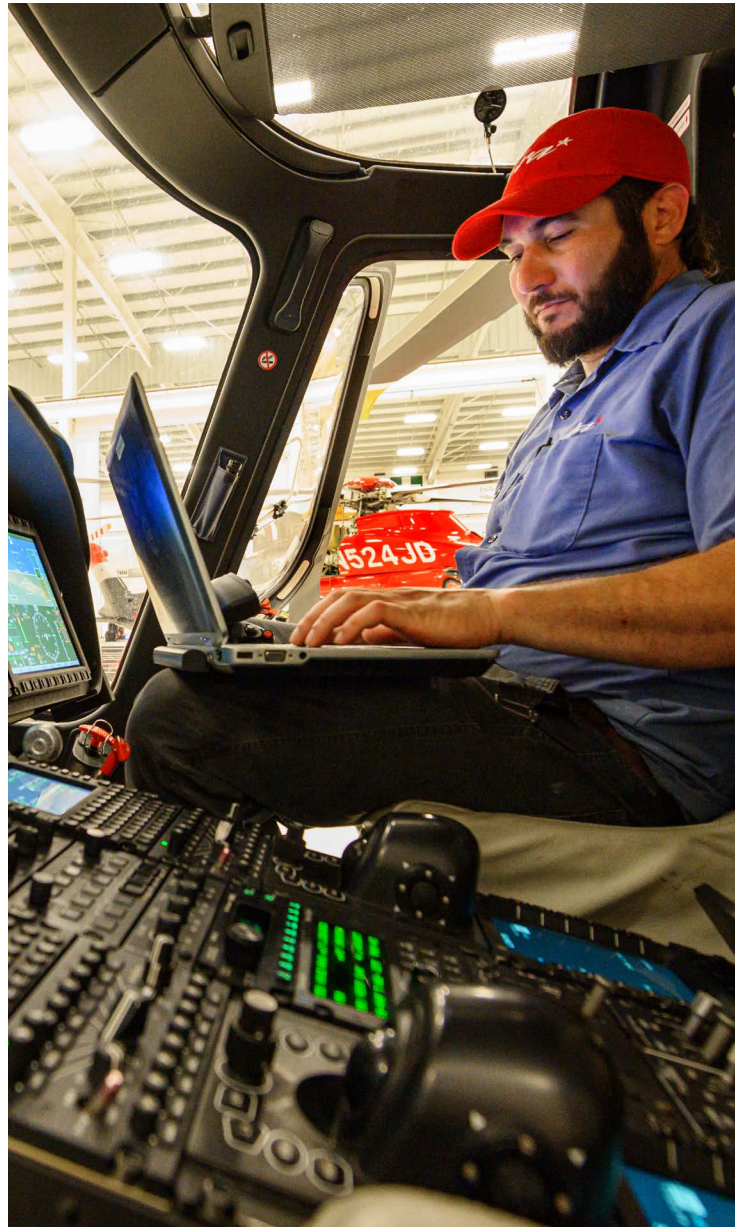
**Anti-Bribery & Anti-Corruption**

Bribery and corruption are strictly prohibited at Bristow. We value and require ethical conduct, business integrity, and fairness. We expect the same of our third-party business partners. Relevant national laws to prohibit bribery and corruption exist in the countries in which we operate. Additionally, the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act apply to Bristow even when conducting business outside of these two countries. The Brazilian Clean Companies Act, an anti-bribery law similar to the U.S. FCPA and the U.K. Bribery Act, applies to our operations in Brazil. Our Insider Trading Policy is another established policy that guides ethical behavior.

**Political Activity**

Bristow is politically neutral and has not made any political contributions. Employees may not make political contributions on behalf of the Company or use Company resources for political purposes. Company policy requires that the CEO give prior written approval for a political contribution, or any related activities or services provided to government officials, officeholders, or political candidates, should the need for any such contribution, activity, or service arise.





## Cyber Security & Data Privacy

Our Data Privacy Officer is responsible for leadership, governance, and oversight of all applicable cyber and privacy laws and regulations to protect the Company's information security. It is our policy that we tenaciously protect confidential information, whether it belongs to Bristow or to others who have entrusted it to us such as employees, suppliers, and third parties.

Employees and contractors are required to comply with our Information Security Policy and an Electronic Communication Policy, which outline responsibilities of those using the Company's network and IT equipment. Employees are trained and well-informed about managing and protecting confidential information.

Our Cyber Security Risk Management Model includes four levels of industry standard response activities to protect Bristow against cyber threats. In partnership with third party cyber security solutions experts, we implemented critical preventive measures such as phishing simulations, cyber security awareness and training, email and endpoint security and monitoring, continuous patching, and network firewall security. We have an Incident Response Model, Business Continuity Plan, and Disaster Recovery Plan to solidify Bristow's resilience against potential cyber-attacks. Our IT Cyber Incident team oversees Bristow's cyber incident response and remains in close contact with the Executive Leadership Team and the Board of Directors throughout the process.

We monitor cyber security metrics including monthly security patch completion rate for computers and servers, response and resolution time for security-related incident tickets and service requests, and number of users with privileged access. We are also in the process of completing a number of cyber security related initiatives including ISO27001 Certification (expected to be completed in early 2023), Multi-Factor Authentication (expected to be completed by the end of 2022), and a Transition of IT Incident Management process on Crises Control solution (expected to be completed in the Fall of 2022).



## Shareholder Engagement

Bristow values our shareholders and is committed to drive long-term financial and economic success on their behalf. The independent directors have established procedures for handling communications from shareholders of the Company. These procedures include proper forwarding of relevant matters to the chairperson of the appropriate committee and forwarding business matters, which are outside the scope of the Board's responsibilities, sent to the appropriate executive.

Bristow has established an active ESG Committee, which is made up of four independent directors. This committee oversees our sustainability initiatives, which include, but are not limited to, evaluating efforts to better monitor and reduce our environmental footprint, increasing transparency for our stakeholders, and ensuring our social responsibility program continues to provide value for our employees and the community. This committee is responsible for oversight of all communications on ESG matters within the scope of the responsibilities for evaluation and further action. The ESG Committee is one of three established committees of the Board, along with the Audit Committee and Compensation Committee.

## Memberships & Associations

As a founding member of the Helicopter Association International, Bristow supports HAI's mission to internationally represent all aspects of the Vertical Take-off & Landing (VTOL) industry. Bristow is one of the leading voices in promoting safety, community compatibility, professionalism, innovation, and the economic visibility of the industry. We are also one of three founding members of HeliOffshore, an organization dedicated to improving safety across the offshore helicopter industry. It has grown to include more than 110 members.

Because of our widely known technical expertise, Bristow participates in the eVTOL Safety Leadership Group established by the U.K. Civil Aviation Authority and the Texas Urban Air Mobility Advisory Committee.

Bristow is proud to be part of the National Ocean Industries Association's (NOIA) Environmental, Social & Governance Network, a programmatic effort to share and develop best practices across the offshore energy industry. NOIA represents the entire offshore energy industry's supply chain. Our membership in NOIA not only supports the broader goal of uniting and advancing the industry but also provides Bristow with resources to support communities and protect our workers, the public, and the environment.



**HeliOffshore**  
*Safety Through Collaboration*



**Helicopter  
Association  
International**

# Data Performance Table

Key Performance Indicator	Unit	2021	SASB	GRI
<b>CLIMATE AND ENVIRONMENT</b>				
Scope 1 Emissions <sup>1</sup>	MT CO2e	230,161	-	●
Scope 2 Emissions <sup>2</sup>	MT CO2e	4,510	-	●
Number of Reportable Spills <sup>3</sup>	Number	0	●	-
<b>WORKFORCE HEALTH AND SAFETY</b>				
Days Away, Restricted, or Transfer (DART) <sup>4</sup>	Number	9*	-	●
Aviation Accidents <sup>5</sup>	Number	1*	●	●
Total Recordable Incident Rate (TRIR) <sup>6</sup>	Rate	0.7*	●	●
Lost Time Incident Severity Rate (LTISR) <sup>7</sup>	Rate	4.35*	-	●
Fatalities <sup>8</sup>	Rate	0	●	●
Number of Governmental Enforcement Actions of Aviation Safety Regulations	Number	0	●	-

Key Performance Indicator	Unit	2021	SASB	GRI
<b>EMPLOYEE ENGAGEMENT AND COMMUNITY</b>				
Workforce Breakdown by Gender <sup>9</sup>	Percentage Women	18*	-	●
Workforce Breakdown by Ethnicity <sup>10</sup>	Percentage Minority (U.S. Only)	16	-	●
Management Breakdown by Gender	Percentage Women	38*	-	●
Executive Management Breakdown by Gender	Percentage Women	50*	-	●
Annual Training Hours (External) <sup>11</sup>	Hours	4,648+	-	●
Annual Training Hours (Internal) <sup>12</sup>	Hours	*Approx. 1 (per existing employee) Approx. 2 (new employees)*	-	●
Percentage of Active Workforce Covered Under Collective Bargaining Agreements	Percentage	60*	●	-
Number of Work Stoppages	Number	0	●	-
Total Days Idle	Days	0	●	-
Community Engagement Dollars Donated <sup>13</sup>	US Dollars	511,251	-	●

Key Performance Indicator	Unit	2021	SASB	GRI
<b>GOVERNANCE</b>				
Gender Diversity on the Board of Directors	Percentage	12.5*	-	●
Independent Directors	Percentage	87.5	-	●
Total Amount of Monetary Losses as a Result of Legal Proceedings Associated with Anticompetitive Behavior Regulations	USD	0	●	-

<sup>1</sup> Includes mobile sources of emissions only. Excludes non-aircraft fuel used in Guyana. Excludes non-aircraft fuel use in Nigeria for the months of January - June 2021. Excludes stationary combustion and fugitive emissions. Does not include the effects of any green or renewable fuels used.

<sup>2</sup> Excludes electricity used in Guyana for the months of January - March 2021. Does not account for any electricity consumption that may come from renewable energy sources.

<sup>3</sup> Bristow has an internal reporting process for all spills regardless if they are under reportable thresholds.

<sup>4</sup> Bristow is reporting number of restricted work cases as submitted to the Safety Advisory Committee.

\* Reflects fiscal year ended March 31, 2022, ("Fiscal Year 2022") in alignment with our financial reporting.

<sup>5</sup> Air Accident: Norway Ekofisk-L S92A Rescueman Injured during SAR Training 31OCT21.

<sup>6</sup> Does not include contractors.

<sup>7</sup> Does not include contractors.

<sup>8</sup> Does not include contractors.

<sup>9</sup> Gender is self-reported.

<sup>10</sup> Ethnicity is self-reported; No data on ethnicity is collected outside of the U.S.

<sup>11</sup> The hours reported here are a subsection of the total trainings hours provided by Bristow and they do not include trainings completed by pilots, maintenance personnel, and other technical employees.

<sup>12</sup> The hours reported here are related to the minimum mandatory trainings all employees must complete as a condition of employment; these hours do not include regional or function-specific training.

<sup>13</sup> Number does not include in-kind donations or volunteer hours.



