



**2023  
SUSTAINABILITY REPORT**



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# Forward-Looking Statements Disclosure

This 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, as amended. 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,” “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.

Our forward-looking statements are based on the information currently available to us and speak only as of the date hereof. 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, including those related to government services, offshore wind, and advanced air mobility; our reliance on a limited number of customers and the reduction of our customer base as a result of consolidation and/or the energy transition; the potential for cyberattacks or security breaches that could disrupt operations, compromise confidential or sensitive information, damage our reputation, expose us to legal liability, or cause financial losses; the possibility that we may be unable to maintain compliance with covenants in our financing agreements; global and regional changes in the demand, supply, prices, or other market conditions affecting oil and gas, including changes resulting from a public health crisis or from the imposition or lifting of crude oil production quotas or other actions that might be imposed by the Organization of Petroleum Exporting Countries (OPEC) and other producing countries; fluctuations in the demand for our services; the possibility that we may impair our long-lived assets and other assets, including inventory, property and equipment, and investments in unconsolidated affiliates; the possibility of significant changes in foreign exchange rates and controls; potential effects of increased competition and the introduction of alternative modes of transportation and solutions; the possibility that we may be unable to redeploy 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 governments that impact oil and gas operations or favor renewable energy projects; the possibility that we may be unable to dispose of older aircraft through sales into the aftermarket; general economic conditions, including the capital and credit markets; the possibility that portions of our fleet may be grounded for extended periods of time or indefinitely (including due to severe weather events); 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 possibility that reductions in spending on aviation services by governmental agencies where we are

seeking contracts could adversely affect or lead to modifications of the procurement process or that such reductions in spending could adversely affect search-and-rescue contract terms or otherwise delay service or the receipt of payments under such contracts; the effectiveness of our environmental, social, and governance (ESG) 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 and the impact of a shortfall in availability of aircraft components and parts required for maintenance and repairs of our helicopters, including significant delays in the delivery of parts for our S92 fleet.

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. 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.

Certain goals, intentions, or expectations described herein, including any climate-related goals, are voluntary and should be viewed as aspirational. Further, certain information contained herein relating to any goals, intentions, or expectations, including with respect to climate-related goals and any related timelines, is subject to change, and no assurance can be given that such goals, intentions, or expectations will be met within the applicable time frames or at all. Similarly, there can be no assurance that our ESG-related policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine, in our discretion, that it is not feasible or practical to implement or complete certain of our ESG initiatives, policies, and procedures based on cost, timing, or other considerations.

The United Nations Sustainable Development Goals (SDGs) are also aspirational in nature. The analysis involved in determining whether and how certain initiatives may contribute to the SDGs is inherently subjective and dependent on a number of factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain projects, initiatives, investments, or other aspects of our business contribute to a particular SDG. Accordingly, investors should not place undue reliance on our application of the SDGs, as such application is subject to change at any time and in our sole discretion.

Certain information and data contained herein have been obtained from third parties and, in certain cases, have not been updated through the date hereof. We have not independently verified the data from these third-party sources. While these third-party sources are believed to be reliable, we make no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, or completeness of any of the information contained herein, and we expressly disclaim any responsibility or liability therefor.



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## A Message from Our CEO

### GLOBAL LEADER IN VERTICAL FLIGHT

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

As Bristow continues to chart our course toward a more sustainable future, we are excited to share the strides we are making.

This year, we proudly present our third Sustainability Report, which reaffirms our dedication to responsible growth with a commitment to our employees as well as the diverse people and communities we take great pride in serving. It is aligned with the Global Reporting Initiative standards to provide stakeholders with a clear, comprehensive view of our efforts, measured against globally recognized benchmarks for sustainability reporting.

In 2023, we also updated our materiality assessment to ensure our focus remains sharp and in harmony with our Core Values, targeting areas in which our impact is most profound and relevant to our business and our stakeholders.

Our overall goal remains consistent: we seek to minimize our environmental footprint while maintaining the resilience of our operations through an inclusive workforce and active employee outreach in the places we work and call home. We are committed to delivering exceptional service and ensuring the safety that our customers have relied on for over 75 years. Our successes are a direct result of our employees' dedication and their contributions to our mission.

### Progressing the industry

We are excited about the groundwork our Advanced Air Mobility (AAM) initiatives are laying for Bristow and the industry as a whole. Our decades of extensive knowledge put us at the forefront and allow us to contribute critical safety, operational, certification, and logistics expertise. We have forged strategic partnerships with multiple leading AAM manufacturers to help them develop and certify aircraft powered by electric and hybrid propulsion technologies. AAM is a natural extension of our core competencies of safe, reliable, and efficient vertical flight solutions.

### Carrying out our mission

The heart of our organization is our people and the communities we serve, and we remained laser focused on our top Core Value: Safety. We saw a 50% reduction in lost work cases and a 39% reduction in the total recordable incident rate compared to our 2022 performance.

We equally commit to supporting ethical and responsible business practices to uphold the highest human rights standards. In 2023, we created a Human Rights Framework that underpins our newly developed Human Rights Policy, as well as other key policies and documents. These actions lay a strong foundation for our approach to respecting human rights.

We are also proud to share that we achieved certification to the ISO 27001 standard for information security management systems at our UK search and rescue (SAR) and Houston headquarters. We are gradually working to expand that certification to every Bristow location.

Our sustainability journey reflects the pride we carry in our ongoing commitment to the Core Values that define us at Bristow. Being the global leader in innovative and sustainable vertical flight solutions carries a major responsibility, and it means we can never be complacent. We look forward to continuing full throttle in this direction as we build upon our achievements while reaching even higher in 2024. We encourage everyone to join us on this transformative path as we work to shape our future together.

Christopher Bradshaw  
President and Chief Executive Officer





# About Bristow

Bristow is the leading global provider of innovative and sustainable vertical flight solutions. Through our Offshore Energy Services business, Bristow provides aviation services to a broad base of offshore energy companies that charter our helicopters primarily to transport personnel to, from, and between onshore bases and offshore installations. Our Government Services business provides public SAR and other aviation services in the Dutch Caribbean region, the Falkland Islands, the Netherlands, the UK, and the U.S. Bristow also offers fixed-wing aircraft transportation and other aviation-related solutions.

## Global Leader in Vertical Flight



PRESENCE ON **6 CONTINENTS**  
CUSTOMERS IN **18 COUNTRIES**



HEADQUARTERS IN  
**HOUSTON, TX**



GLOBAL EMPLOYEES **3,298 TOTAL**  
**830 PILOTS, 843 MECHANICS**



PUBLICLY TRADED ON  
**NYSE (VTOL)**

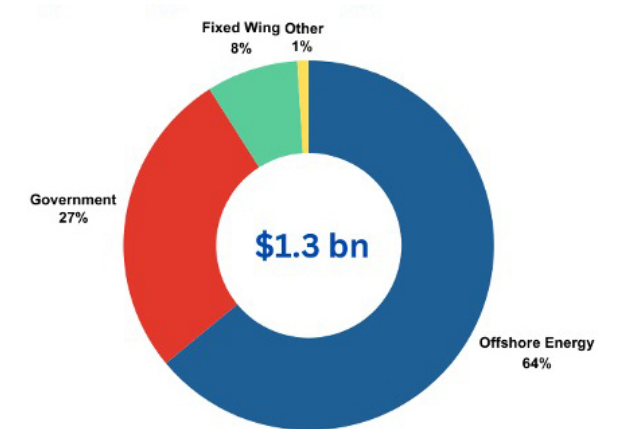


AIRCRAFT TYPES **ROTARY WING, FIXED WING, UNMANNED AIRCRAFT SYSTEMS**



DIVERSE FLEET OF  
**220 AIRCRAFT**

## Operating Revenues by End Market<sup>1</sup>



Our **VISION** is to lead the world in innovative and sustainable vertical flight solutions.

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 and Mission represent what we stand for and how we are known within our industry. They are supported by our Core Values.

Our **CORE VALUES** define how we expect every Bristow employee to think, to act, and to operate.

These Core Values further strengthen our reputation and push us to deliver on our promises.



### Passion

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



### Safety

We each own safety, every day.



### Teamwork

We prioritize teamwork, achieving our goals together.



### Integrity

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



### Progress

We pursue progress through continuous improvement and innovation.

<sup>1</sup> Reflects LTM operating revenues by end market as of 12/31/2023.



# Our Approach to Responsible Business Practices

Our strategy for responsible business practices is guided by a materiality assessment that we updated in 2023. “Materiality” as used throughout this report refers to the concept of likely material sustainability issues as defined in the Sustainability Accounting Standards Board (SASB) Standards, now part of the International Financial Reporting Standards Foundation. In this report, we are not using the terms “material” or “materiality” as they are used under the federal securities laws or other laws of the U.S. or any other jurisdiction or as they are used in the context of financial statements and financial reporting. Materiality for this document should not, therefore, be read as equating to any use of the word in other Bristow reporting or filings. In this exercise, we interviewed key internal and external stakeholders, including our customers, to identify the most relevant sustainability topics at that point in time and to assess their relative importance to the stakeholders and the perceived impact of each topic on the Company’s business. The analysis also examined the degree of alignment between internal and external stakeholder groups. All the key factors outlined below were found relevant and important to Bristow and its stakeholders. Some of the topics were deemed High Priority either given the industry we are in, the customers we support, or our potential impact on the community around us. These perspectives and results will serve as a key input to help us strategically deploy resources and refine our environmental, social, and governance (ESG) policies, programs, and disclosures.

**\*High-Priority Topic**

## Our Sustainability Priorities



**RESPONSIBLE BUSINESS PRACTICES**

We recognize strong governance practices — including rigorous risk management, cybersecurity, and compliance programs — serve as the foundation and backbone for building long-term shareholder value. This also includes building out the necessary governance structures to oversee our sustainability strategy and initiatives.

- Corporate Governance\***
- Business Ethics
- Data Security
- Risk Management
- Sustainability Oversight



**ENVIRONMENTAL IMPACT**

We seek to measure and reduce our environmental footprint, starting with a robust environmental management system that is certified to the ISO 14001 standard at the corporate level.

While we grow and develop our operations around the world, we also consider opportunities to propel the energy transition forward through strategic partnerships and innovative technologies, such as electric-powered aircraft and ground vehicles.

- Emissions & Energy\***
- Environmental Stewardship
- Biodiversity
- Waste Management
- Water Management



**PEOPLE AND COMMUNITIES**

The safety of our passengers and employees is the cornerstone of our social commitment and is central to our mission and purpose. Further, our ability to effectively serve our customers starts with a work environment based on a culture of inclusion and professional development.

We also believe being a responsible Company is about making a positive difference in the communities where we live and work.

- Human Capital Management\***
- Employee Health & Safety\*
- Customer Engagement\*
- Supply Chain Management\*
- Community Engagement



# Stakeholder Engagement

Bristow values our shareholders and is committed to delivering long-term financial success on their behalf. We proactively engage with our stakeholders, including our employees, customers, vendors, investors, and communities, through a variety of forums and strive to incorporate their input into our approach of integrating sustainability into our business practices.

Bristow organizes a quarterly global leadership call in which the Executive Leadership Team, operational teams, commercial teams, and human resources teams provide Companywide updates, as well as addressing safety concerns, employee well-being, and other key operational initiatives. This encourages cross-functional employee engagement, collaboration, and information sharing across Bristow’s leadership.

# Memberships and Associations

We are proud to be members of several organizations and initiatives that aim to help advance and promote safety, community compatibility, innovation, and environmental stewardship in our industry, including Vertical Aviation International; HeliOffshore; the National Ocean Industries Association (NOIA) Environmental, Social & Governance Network; the eVTOL Safety Leadership Group established by the UK Civil Aviation Authority; the Texas Urban Air Mobility Advisory Committee; and the Global Environmental Management Initiative.



# About This Report

Our third annual Sustainability Report is intended to provide insight into our approach to responsible business practices and progress related to the management of our key ESG risks and opportunities during our fiscal year 2023 (January 1 – December 31, 2023). In some instances, content, including metrics, may also cover updates and activities that occurred outside this period, which we endeavor to note as such.

We value transparency in our sustainability policies, programs, and initiatives and, throughout this report, disclose key metrics and performance indicators that we utilize to monitor our progress and facilitate goal setting. To inform our disclosure and maximize its value to our stakeholders, this report has been prepared in alignment with the Sustainability Accounting Standards Board (SASB) Standards — now housed under the International Sustainability Standards Board — for the Airlines industry and includes additional applicable SASB metrics for the Air Freight and Logistics and the Oil and Gas Services industries. We also utilize the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to detail our approach to managing climate-related risks and opportunities and report on corporate activities aimed to advance several United Nations Sustainability Development Goals (SDGs) that we believe are most relevant to our business. To further enhance our disclosure on our key sustainability topics, this year we also aligned the report content with reference to the Global Reporting Initiative (GRI) standards.

A summary of our GRI and TCFD alignment, key SASB metrics, and SDG-related activity is included in the Appendix of this report. Unless the context indicates otherwise, the terms “we,” “our,” “ours,” “us,” “Bristow,” and the “Company” refer to Bristow Group Inc. and its consolidated subsidiaries. Please reach out to [InvestorRelations@bristowgroup.com](mailto:InvestorRelations@bristowgroup.com) with any questions about this report.





# 2023 Sustainability Highlights

## RESPONSIBLE BUSINESS PRACTICES



Added additional industry expertise and improved Board diversity with the appointment of Shefali Shah as an independent director.

### FORWARD THINKING

Refreshed the materiality assessment used to identify and prioritize the sustainability factors most relevant to our business.



Bolstered our commitment to protecting human rights by implementing a new human rights framework and management system.

### CERTIFICATIONS

Achieved ISO 27001 certification at our UK SAR and Houston headquarters.

## ENVIRONMENTAL IMPACT

### PARTNERSHIPS

Established a new AAM partnership to further our commitment to reducing greenhouse gas (GHG) emissions intensity through the development of hybrid and/or electric propulsion aircraft.



Expanded on our greenhouse gas (GHG) strategy to include an initial review of the Scope 3 categories most important to our business.



Made aviation history with strategic partner BETA Technologies when they piloted the first electric aircraft flight in Louisiana in February 2024.

## PEOPLE AND COMMUNITIES

### 50%

Delivered another strong year of safety, including a 50% reduction in Lost Work Cases and a 39% reduction in Total Recordable Incident Rate over 2022.

### 523

Rescued 523 people during 2,596 missions completed by our UK SAR team.



Donated \$365,175 to support our local communities.



# Responsible Business Practices

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## SDGs Reflected in this Section





# Governance of Sustainability-Related Matters

## Board of Directors and Executive Management

Our Board works closely with management to oversee our approach to sustainable business practices, both directly and through its three standing committees: Audit, Compensation, and ESG. Management and the Board work together to evaluate the effectiveness of our efforts to align sustainability practices with the Company’s business strategy and goals for operational excellence.

The ESG Committee, comprising four independent directors, generally meets quarterly and oversees Bristow’s sustainability strategy, including its approach to emerging ESG risks and related opportunities, programs, initiatives, and policies. In collaboration with the Audit Committee, the ESG Committee also oversees our sustainability disclosures. Please see our most recent [Proxy Statement](#) for additional information on the role of the Board and its committees.

Senior management attends ESG Committee meetings to provide expert industry insight on relevant sustainability trends and risks. Our Director of Sustainability oversees our sustainability program at the executive level and provides regular updates to the Executive Leadership Team. The Director of Sustainability also meets with the Board’s ESG Committee as needed, but at least annually.

## Enterprise Risk Management

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





The Enterprise Risk Management (ERM) Committee is the management committee that oversees Bristow's ERM process, verifies that 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 ERM 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 certain issues highlighted in the risk profile. The full Board receives an update and in-depth review of the robustness of the ERM process at least once a year.

Please see our latest [☞ Proxy Statement](#) for more information on our approach to risk management.

## Compliance, Business Ethics, and Professional Conduct

Bristow's Compliance Committee is chaired by the Chief Compliance Officer and consists of members of the Executive Leadership Team, the Chief Information Officer, and the Director of Internal Audit. The Compliance 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 is creating, driving, and

promulgating business integrity and compliance initiatives. Reports from the Chief Compliance Officer, with input from this Committee, are presented to the Board's Audit Committee every quarter.

### Code of Business Integrity

We maintain the highest ethical standards when conducting Company business. Our [☞ Code of Business Integrity](#) (COBI) governs the behavior and conduct of all directors, officers, employees, and contractors. Bristow employees are expected to immediately report any violations of the COBI to their managers or through Bristow's Ethics and Compliance Hotline. Any employee or supplier found in violation of the standards outlined in the COBI is subject to adverse action, up to and including termination.

All employees must complete COBI training and certify compliance with it upon hire and every year thereafter. Managers are required to ensure employees understand and comply with COBI and all other Company policies applicable to each role. Other annual employee trainings tracked by Bristow include:

- Diversity, Equity, and Inclusion
- Discrimination and Anti-harassment
- Anti-bribery and Anti-corruption
- Data Privacy and Information Security/Cybersecurity
- International Traffic in Arms Regulation and Export Controls

### Whistleblower Program

Bristow offers a variety of channels through which employees may report concerns, including supervisors, human resource representatives, our BeSAFE safety

reporting system (for safety concerns), and the Compliance Office/Legal Department. Bristow also offers a whistleblower hotline, accessible via the web or telephone, that employees can use to submit concerns anonymously and confidentially. The hotline, run by a third party, is overseen by our Chief Compliance Officer who engages other subject-matter experts as needed to respond to submitted concerns. The Chief Compliance Officer tracks and reports on investigations to help ensure all matters are resolved. These metrics are reported to the Audit Committee every quarter. 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 have been subject to retaliation, they are expected to notify our Chief Compliance Officer or Legal Department immediately. 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.

### Anti-bribery and Anti-corruption

All forms of bribery and corruption are strictly prohibited at Bristow. We value and require ethical conduct, business integrity, and fairness and expect the same from our third-party business partners. Applicable laws in the countries where we operate prohibit bribery and corruption. Our [☞ Insider Trading Policy](#) is another established policy that guides ethical behavior.

### Management of Third Parties and 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 the standards included in our COBI as well

as the terms and conditions included in our contracts. Any supplier found in violation of the standards outlined in the COBI is subject to termination of services and, if warranted, legal proceedings. At a minimum, Bristow runs red-flag due diligence screenings on all new third-party partners, which may include screening against restricted party lists, interviews, or questionnaires. Certain partners in high-risk jurisdictions or industries may be subject to a deeper level of due diligence. Finally, Bristow surveys its suppliers on environmental, human rights, or other ESG compliance factors as required by our customer contracts.

### Political Activity

Bristow 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.

Bristow has a corporate political action committee (PAC) that was established in 2022. During 2023, this PAC had minimal activity.

We maintain the highest ethical standards when conducting Company business.



## Human Rights

Our Chief Compliance Officer and Director of Sustainability coordinate our overall strategy for human rights and are responsible for our human rights risk management program, which is operationalized by our regions, business lines, and functions. To further our commitment to human rights, in 2023, we partnered with a third party to (1) conduct a corporate-wide human rights saliency assessment to identify potential human rights issues in our value chain, and (2) develop our Human Rights Framework that codifies our approach to five enablers we identified to help us proactively address our human rights impacts.

### Bristow’s Human Rights Framework

	<b>Embedding respect</b>	Integrating human rights considerations at all levels of the business
	<b>Prioritizing issues</b>	Identifying salient issues to help us prioritize our efforts
	<b>Conducting due diligence</b>	Proactively managing potential negative human rights impacts
	<b>Engaging with stakeholders</b>	Engaging with stakeholders to inform our approach
	<b>Providing effective grievance mechanisms</b>	Enabling individuals to raise concerns and seek remedies

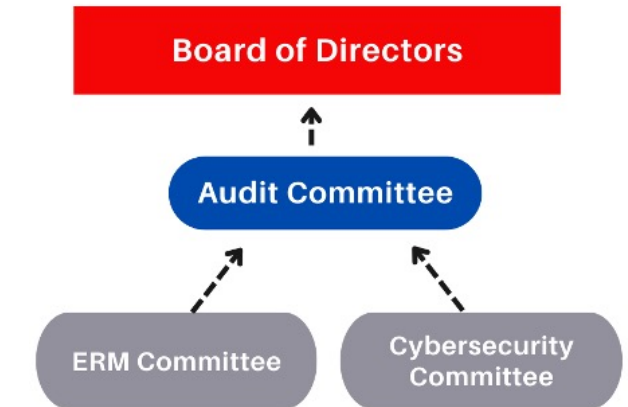
Our **Human Rights Commitment** outlines our promise to uphold the highest standards and principles of human rights, building on Bristow’s existing Modern Slavery Act statement. In 2023, Bristow also established and adopted an internal Human Rights Policy, which stipulates our human rights expectations of employees, contractors, business partners, suppliers, and other related third parties. This policy was developed in alignment with international human rights standards and principles, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. In addition, we developed a new Supplier Commitment on Human Rights, which requires certain suppliers, including original equipment manufacturers (OEM) of aircraft and parts and other suppliers that operate in higher-risk jurisdictions or industries, to adopt similar commitments and extend them to their supply chains.

Though the risk of human trafficking and slavery within our business is low given the nature of our operations and customers, we utilize ongoing due diligence programs and training to identify, assess, and manage any potential issues. Bristow employees are expected to immediately report violations of law, Company policies, or the COBI to their managers or anonymously through Bristow’s Ethics and Compliance Hotline. Any employee or supplier found in violation of the standards outlined above is subject to discipline, up to and including termination and, if warranted, legal proceedings.

## Cybersecurity and Data Privacy

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.

The Board has oversight of our cybersecurity program through the Audit Committee, which receives updates from the management-level Cybersecurity and ERM Committees. Our Data Privacy Officer is responsible for leadership, compliance, and oversight of applicable cyber and privacy laws and regulations to protect the Company’s information security. Bristow’s IT Steering Committee reviews, approves, and funds IT projects, including cybersecurity initiatives.



Our Cybersecurity Risk Management Model provides for four levels of industry-standard response activities to protect Bristow against cyber threats. We have implemented critical preventive measures, such as monthly phishing simulations, email and endpoint security and monitoring, database encryption, continuous patching, and network firewall security. In 2023, Bristow’s UK SAR and Houston headquarters achieved certification to the ISO 27001 standard, globally recognized as one of the highest standards of compliance and control for information security management systems.

We have an Incident Response Model, Business Continuity Plan, and Disaster Recovery Plan to help solidify Bristow’s resilience against potential cyberattacks. The IT Cyber Incident Team oversees Bristow’s response to cyber threats and is responsible for capturing details of incidents and updating the Executive Leadership Team and the Board throughout and after an incident.

All employees complete mandatory annual training and receive periodic communications regarding the cybersecurity environment. Employees and contractors are required to comply with our Information Security Policy and our Electronic Communication Policy, which outlines the responsibilities of those using the Company’s network and IT equipment.

For additional information on Bristow’s cybersecurity strategy and governance, please see our latest **Annual Report on Form 10-K**.



# Environmental

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**SDGs Reflected in this Section**

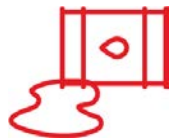
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## Environmental Impact

Bristow is committed to driving meaningful change; many of our sustainability endeavors are driven by innovative solutions that deliver excellent environmental performance. These solutions extend beyond our immediate operations as we strive to advance sustainability for the entire vertical flight industry through strategic partnerships and projects.

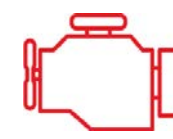
We aim to deliver on our environmental commitments by:



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 communities to  
**ESTABLISH EFFICIENT FLIGHT ROUTES** around our airports to minimize fuel consumption and noise



## Environmental Management Systems

The Bristow Environmental Management System (EMS) for our corporate (Houston), UK, and Brazil operations are ISO 14001 certified and are audited every three years to maintain the certification. We do not consider full ISO 14001 certification necessary for all sites; however, we conduct regular internal audits to help ensure compliance with the Bristow EMS globally. Furthermore, each region develops environmental initiatives and training in accordance with local customer demands and regulatory requirements.

### BRISTOW FOCUSES ON THE FOLLOWING INITIATIVES EACH YEAR TO SUPPORT OUR EMS REQUIREMENTS:

#### POLICY AND METRIC ALIGNMENT:

- Reviewing, updating, and sharing our global Environmental Policy with all Bristow locations
- Reporting updates of established environmental targets and metrics to leadership to track progress and opportunities

#### RISK MANAGEMENT:

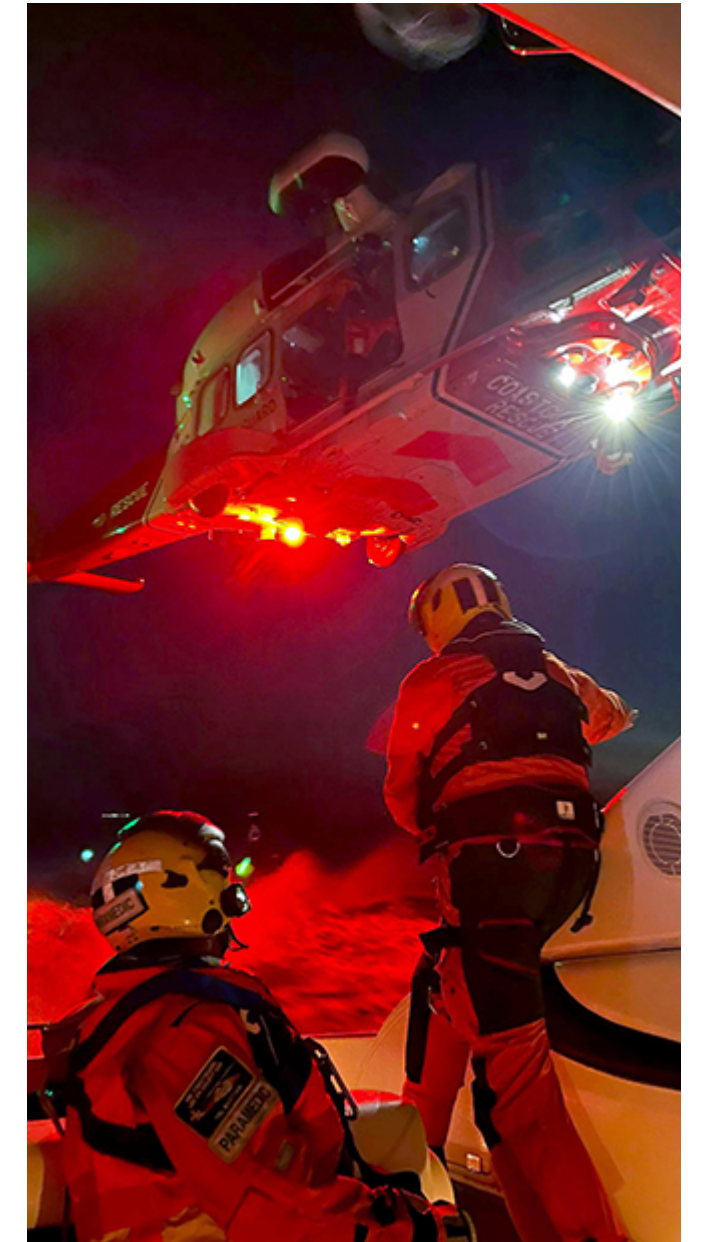
- Recording operational activities with the most significant environmental impact by region for localized measurement and management
- Reporting environmental hazards and incidents to our global safety reporting system and investigating incidents to mitigate or prevent recurrence

#### TRAINING AND 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

#### ASSURANCE:

- Performing ongoing audits of all EMS-certified locations
- Conducting ongoing ISO 14001 Lead Auditor Training for the health, safety, and environment teams at a regional level







## Greenhouse Gas Emissions

Our Scope 1<sup>2</sup> and Scope 2<sup>3</sup> GHG emissions were calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. More information on the calculation methodology, including data available and assumptions made, is included in the footnotes of the SASB Index. In 2023, Bristow's GHG emissions decreased by approximately 8% as a result of less jet fuel consumption due to fewer flight hours.

Emissions (in MT CO2e)	2023	2022
Scope 1	212,976	232,530
Scope 2	4,548	4,506
Flight Hours	123,823	128,804
Scope 1 MT CO2e per Flight Hour	1.8	1.8

In 2023, Bristow conducted an initial assessment to identify and analyze which categories of Scope 3 emissions are most important to the Company. Based on the results, we are working to standardize our processes to enhance data availability and minimize reliance on estimations.

As part of our climate change strategy, Bristow has developed a climate risk management approach that aligns with TCFD recommendations. The approach can be found in the [TCFD Index](#) in the Appendix.

## Fleet and Fuel Efficiency

Bristow continues to evaluate feasible options and solutions to reduce our environmental impact and improve our safety performance. Since our fleet accounts for most of our Scope 1 emissions, the Company leverages technology, systems, and data management tools to track the fuel consumption of all our flights across Bristow locations and operations.

The Health and Usage Monitoring System (HUMS) uses sensors linked to a centralized computer to measure the health and performance of mission-critical components in the aircraft, which provides actionable information so technical personnel can make data-informed decisions. The HUMS monitors and analyzes the flight performance data to identify potential aircraft faults or risks. This process helps ensure our engines operate within permissible specifications and results in a more well-maintained and fuel-efficient fleet.



We use our flight technologies to realize additional efficiencies and meet regional operational and regulatory requirements. For example, our eFlight software establishes air corridors and predefined paths in the sky, which ensures the safety of pilots and passengers by properly distancing helicopter flights both vertically and laterally. Importantly, the platform also identifies efficient routes to minimize fuel consumption and maximize the aircraft's utilization. Similarly, NAVBLUE flight planning software allows our Australian operations team to evaluate, plan, and complete flights at efficient altitudes, speeds, and fuel flows to reduce the amount of fuel used.

Some operational practices we have implemented to reduce our fuel consumption and GHG emissions include:

- Hosting various flight training through simulations rather than in the physical aircraft.
- Implementing “cold boarding” or “cold loading” when possible. This practice involves turning off engines during passenger or equipment loading, which also minimizes noise exposure for passengers.
- Minimizing maintenance ground runs or completing ground runs with one engine, when possible. Ground runs are conducted to check aircraft systems after maintenance; minimizing ground runs can save anywhere from 600 to 900 pounds of fuel per hour, based on the burn rate of fuel in a standard S-92 helicopter on the ground.

Bristow's fleet management strategy aims to reduce GHG emissions and operating costs by phasing out older, less fuel-efficient aircraft over time. In 2023, we sold seven legacy airframes, bringing the number of retired aircraft to 90 in the past 3.5 years. In addition, we regularly reorganize aircraft across our operations to optimize our fleet for customer demand and maximum efficiency. This year, we completed 25 aircraft movements between business units in 10 countries. We also continue to evaluate the transition of inefficient, older ground support vehicles to electric vehicles when feasible.

### Bristow Nigeria Utilizes Intelligent Systems to Optimize Fuel Consumption

Since 2014, Bristow's two bases in Nigeria have deployed SmartFlow technology using sensors attached to fuel bungs/totes that track fuel transfer operations. Leveraging SmartFlow's monthly reports, Bristow Nigeria can better analyze fuel consumption data across several categories, including fuel type, customer, and aircraft.

<sup>2</sup> Scope 1 emissions are direct emissions from owned or controlled sources. Emission volumes were calculated by taking the fuel consumed by Bristow's operations and multiplying each fuel type by an emissions factor to derive the CO2e emitted. In certain circumstances, we estimated fuel consumption by using the fuel purchased. Fuel emissions factors were sourced from the U.S. Environmental Protection Agency's GHG Emission Factors Hub (February 2024).

<sup>3</sup> Scope 2 emissions are indirect emissions associated with purchased energy. These were calculated by multiplying the total electricity consumed by the respective emissions factor for each country. For non-U.S. countries, we used the most recent electricity-related emissions factors available for each country, sourced from Our World in Data's "Carbon intensity of electricity generation" dataset.



## Sustainable Aviation Fuel (SAF)

We continue to explore using sustainable aviation fuel (SAF) as a replacement for conventional jet fuel. SAF-powered flights represent an opportunity to reduce our carbon emissions as well as our customers' Scope 3 emissions.<sup>4</sup> However, further implementation of SAF is currently hindered by limited availability and high production costs.

Despite these market challenges, Bristow actively seeks opportunities to integrate SAF into our operations as much as possible. Leveraging our large and diverse fleet, Bristow has successfully demonstrated the feasibility of SAF as a low-carbon alternative to conventional jet fuel. We incorporate SAF into contract considerations with our major energy customers and are active participants in industry discussions on SAF's feasibility and price. Bristow remains committed to integrating this solution into our global operations when viable and as technology and market conditions advance.

**Bristow has successfully demonstrated the feasibility of SAF as a low-carbon alternative to conventional jet fuel.**



### SPOTLIGHT:



#### Electric Skies over Houma

Bristow, in collaboration with its strategic partner BETA Technologies, made aviation history in February 2024 when BETA piloted the first electric aircraft into Louisiana and introduced AAM to Houma, one of Bristow's key bases. BETA's "ALIA" is an electric Conventional Takeoff and Landing (eCTOL) aircraft.

"We view AAM as a natural extension of Bristow's core competencies of safe and reliable vertical flight solutions."

– Chris Bradshaw  
Bristow President and CEO

## Advanced Air Mobility

Advanced Air Mobility (AAM) is the emergence of an expanded aviation system that is primarily powered by hybrid and/or electric propulsion systems. We believe it represents a powerful solution for aviation companies to help facilitate the energy transition. In addition to supporting Bristow's sustainability goals, AAM offerings can help our customers meet their own emissions reduction targets.

**Early Bristow analysis indicates that, in certain cases, AAM may reduce direct operating costs by 70% when compared to like-sized traditional helicopters.**

### Bristow's AAM Advantage

- 75 years of helicopter operations, with mature safety management systems and a trusted track record
- Established relationships with regulatory authorities and operating licenses worldwide
- Experienced in complex and harsh environments
- Diversified partnerships that allow us to be technology agnostic in fleet selection
- 800+ pilots in the workforce, providing a strong talent and career pipeline for implementing new AAM advancements

Bristow intends to diversify our operations and service offerings by utilizing multiple AAM aircraft. As of 2023, Bristow has forged eight publicly announced partnerships with leading AAM manufacturers and has secured early delivery positions via deposit for 14 aircraft: two Elroy aircraft, five BETA Technologies aircraft, five Electra aircraft, and two Volocopter aircraft.

The diversity of our partnerships reflects our commitment to strengthening our fleet selection and operational capabilities, and we anticipate additional collaborative efforts to be announced in the future.

We aim to leverage our industry expertise and strong safety culture to pave the way for the manufacturing and operation of new-generation AAM aircraft. Bristow participates in the Texas Urban Air Mobility Advisory Committee, the UK Department for Transport's Future of Flight Industry Group, and the eVTOL Safety Leadership Group established by the UK Civil Aviation Authority.

### Bristow Mandy Nelson Recognized for Leadership in AAM

Mandy Nelson was honored in eVTOL Insights' 2024 Powerbook, a prestigious list that highlights the achievements of AAM's top thought leaders, influencers, and innovators. Mandy's inclusion marks the first time that Bristow has been represented in the Powerbook.

Mandy serves as the Director of Strategic Relationships, Advanced Air Mobility, and works closely with Bristow's strategic original equipment manufacturer partners. In addition, she regularly provides an operator's perspective on emerging aviation technologies to public officials and entities such as the Texas Department of Transportation's AAM Advisory Committee and 47G in her home state of Utah and industry associations like Helicopter Association International.

<sup>4</sup> 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.



# Environmental Stewardship in Operations

## Facilities Management

Bristow’s corporate office in Houston, Texas, is LEED certified—a designation for buildings meeting superior environmental efficiency criteria, including energy, carbon, waste, and water management. In addition, seven of our UK SAR bases achieved “Very Good” Building Research Establishment Environmental Assessment Method (BREEAM) ratings in addition to having high-efficiency Energy Performance Certificate ratings. These bases have installed building management systems to monitor energy usage from major building systems, and some also utilize LED lighting with sensors and/or solar panels and have innovative rainwater harvesting mechanisms and automatic tap shutoffs.

Across our sites, Bristow encourages employees to reduce the environmental impact of their commutes to work. In Nigeria, Bristow arranges for discounted bikes from a local store and provides shuttle buses between the office and major city hubs. In the UK, Bristow partners with Tusker, a car benefit provider, to make it more affordable for employees to lease a hybrid vehicle, electric vehicle, or road bike through employee subsidies. Owing to its popularity, the Tusker partnership was expanded in 2023 to accommodate more employees, and Bristow continues to explore options to grow the offering further.



Achieved “Very Good” BREEAM ratings in addition to having high-efficiency Energy Performance Certificate ratings.



**SPOTLIGHT:**

### Harnessing Solar Energy in Scotland

In 2023, 30 solar panels were installed on the roof of Bristow’s Kintore facility in Aberdeenshire, Scotland. By year-end, the solar panels had lowered the site’s purchased electricity use by 19% and associated Scope 2 GHG emissions by 24% compared to 2022.



## Waste Management

Bristow's management and disposal of hazardous and nonhazardous waste aligns with regionally defined regulatory requirements. Our EMS requires all operations to follow the waste hierarchy principles of "prevention, reuse, recycle, recovery, and disposal" when evaluating waste streams. At some of our operating locations, we track waste management key performance indicators monthly and have waste reduction targets. For example, Bristow's Trinidad site has implemented a recycling program in which a third-party service collects and sorts recyclable material from the waste stream.

**The Company 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
- 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 at other locations in the future.



## 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 significant environmental issue for our operations, releases of any kind into the environment are not acceptable under our Environmental Policy and are inconsistent with our environmental standards. All spills, even if they do not meet regulatory disclosure limits, are tracked and reported internally.

Based on BeSAFE reports, there were no incidental or accidental spill events that met reportable thresholds in 2023.

## Aircraft Noise

We have established processes and procedures to minimize our potential impact on the surrounding community, particularly regarding noise pollution, and we adhere to all requirements set by the airports where we operate. Actions taken include establishing hush houses for engine runs, installing noise walls around our bases, limiting engine runs, establishing quiet hours for aircraft operation, and cold loading passengers with the engines off when approved by our customers.

## Biodiversity and Land Use

Our EMS outlines Bristow's strategy to identify 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 prioritize risk mitigation activities. Our corporate EMS also includes a Biodiversity Policy. Although most of our operations do not cause significant biodiversity disturbances, we remain committed to minimizing any harmful impacts on habitats and environmentally sensitive ecosystems. If any such disturbance occurs in the future, we are committed to working to restore and rehabilitate the impacted areas.



# People and Communities

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## SDGs Reflected in this Section





# Health and Safety

Safety is our number one core value and highest operational priority. We are continuously focused on ensuring the safety of employees, passengers, contractors, and the public. We pride ourselves on our industry-leading safety culture and management framework, which is supported by our investments in safety systems, personnel training, and a fleet of efficient and well-maintained aircraft equipped with current technologies.

## Governance and Risk Management

The Safety Review Board (SRB) reviews the ongoing safety performance of the global organization and individual Air Operator Certificate (AOC) performance. The SRB ensures strategic allocation of resources to achieve safety performance goals.

Every week, our regional executives review low-, medium-, and high-potential risk safety reports to proactively mitigate risks; this information is also shared with our Executive Leadership Team for visibility.



## Target Zero and Safety Management System

Our Target Zero Safety Culture is the foundation of how we do business. Target Zero is an expression of our belief that all accidents and injuries are preventable and that success is achieved when we deliver our target of zero accidents and zero harm. We aim to have people start, work through, and finish every day with safety in mind. Not only does Target Zero drive Bristow to be our best — but it can also positively influence our partners, customers, and other industry operators.

In 2023, Bristow delivered a strong year of safety, including a 50% reduction in Lost Work Cases and a 39% reduction in Total Recordable Incident Rate compared to 2022.

	2023
Number of Aviation Accidents	0
Total Recordable Incident Rate	0.43
Lost Time Incident Severity Rate	3.83
Lost Workdays	133
Lost Work Cases	3
Fatalities (including contractors)	0

We aim to continuously refine our Safety Performance Indicators using reactive, proactive, and predictive measures within our Safety Management System (SMS) and Business Insight analytical tools. 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. Additionally, our UK Health, Safety, and Environmental Management System Manual achieved certification to the ISO 45001 standard in 2022.





### Fleet Safety Technology and Tools

For more than seven decades, we have led the helicopter transportation industry in safety improvements that have benefited the offshore transportation industry. As one of the largest companies in our industry, we understand our role and responsibility in setting industry-leading safety standards. Examples of the advanced technology used to support the integrity of our helicopters and the safety of our customers and employees are included in our most recent [Annual Report on Form 10-K](#) and [Proxy Statement](#).

A core element of our business includes contracts with governments to perform SAR 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 and implemented it under our contract with the UK's Maritime and Coastguard Agency.

In 2023, our UK SAR team flew 2,596 missions that spanned 10,600 operating hours. From those missions, we proudly rescued 523 people.



### Safety Reporting and Assurance

Bristow's BeSAFE program integrates safety management capabilities in one centralized system and is available to Company employees to promote transparency around our safety performance. BeSAFE supports confidential, anonymous safety reporting capabilities to improve accuracy and transparency. Our industry-leading safety effectiveness assessment called the Bristow Safety Oversight Assessment Program, creates both global and region-specific safety improvement plans.

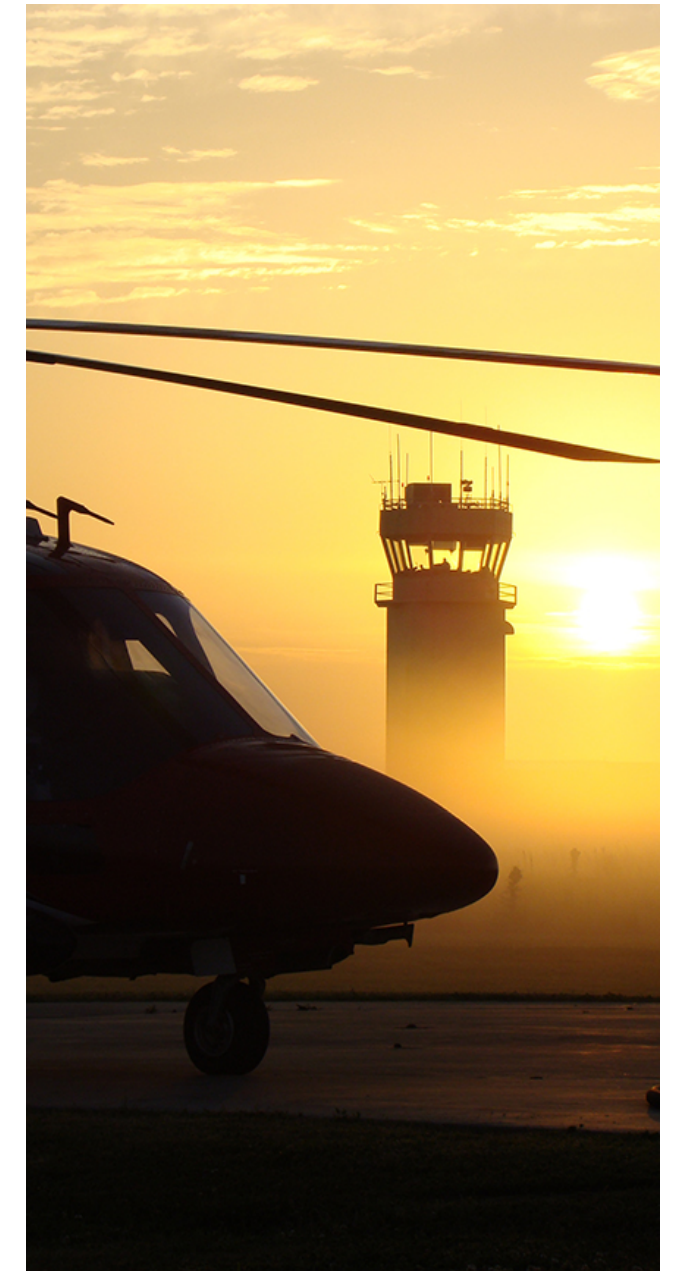
BeSAFE captures several types of safety reports, sorting them into categories for aviation safety and HSE to help ensure the reports receive appropriate oversight, management, and visibility. BeSAFE allows reports to be filed via multiple platforms, and reports and concerns related to Company safety improvements can be filed confidentially.

#### Bristow's Strong Safety Culture: BeSAFE Reports in 2023

988 Hazard Reports\*  
203 Behavioral Observations\*\*

\* Hazard Reports aim to raise awareness of identified or rectified hazards across the business, encompassing risks to personal safety, the environment, or property.

\*\* Behavioral Observations are reports intended for employees to document interventions regarding observed unsafe practices, including instances where personal intervention was not possible, or when reinforcing good safety behavior.





### Employee Health and Safety Training

Our strong safety record starts with our highly qualified, experienced, and well-trained employees. Bristow maintains a rigorous recruitment process, vetting candidates for industry-specific competencies and certifications. Bristow expects all contractors to be equally safety focused and appropriately certified.

Our industry-leading training programs and safety infrastructure 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 annually. All Bristow employees must complete Target Zero training, and we track employee completion rates of all mandatory training.<sup>5</sup> Additionally, we have Institution of Occupational Safety and Health (IOSH) instructors located in Trinidad and Tobago, the U.K., and Nigeria.

Employees are required to complete role-specific training, including annual refresher courses. Pilots and mechanics are required to complete more extensive, region-specific training to comply with local government regulations and Bristow’s standards. Training courses for certain aircraft types utilize full-motion flight simulators, which minimize safety risks and have the added value of lowering our GHG emissions because the simulators displace actual flights.

### Safety Training Hours in CY 2023<sup>6</sup>

Training Type	Audience	Total Hours
Advanced Safety Training (Externally Provided)	Managers and Safety Department Employees	2,200+
Environmental and Occupational Safety Training (Externally Provided)	All	5,000+
Safety-Related E-learning (Digital)	Frontline Employees	4,000+
IOSH Certificate Hazard Awareness Training	Employees in the UK and Nigeria	350+

### Incident Management and Emergency Preparedness

Bristow works hard to manage our risks proactively. While we are confident in our ability to conduct our operations safely, we are also prepared to respond to and minimize the impact of incidents and emergencies that may arise.

<sup>5</sup> Health, safety, and environmental 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.

<sup>6</sup> Does not account for region-specific training.

<sup>7</sup> Management is defined as employees with direct reports and/or manage a function or professional area of responsibility.

We maintain a globally aligned emergency response plan that includes all employees. We conduct annual drills, including various scenarios derived from aviation, occupational, and environmental emergencies. Emergency response training is conducted both internally and externally, and 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. Alternate activation methods are available within each operating region. Our incident management solution enables emergency mass notifications and tracks the use of emergency response checklists, creating an automatic audit trail for any incident so we can better evaluate our processes and responses.

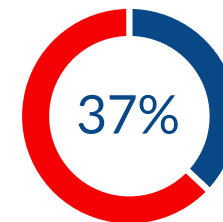
We maintain a contracted service that provides real-time medical and security assessments for our traveling employees and country-specific medical and security data for our ERM process. This service includes telemedicine consultation, recommendations for approved local medical support centers, and emergency employee evacuation services.

## Human Capital Management

As one of the largest and longest-serving helicopter operators in the world, Bristow has a reputation for operational excellence. Our employees are among the most highly regarded vertical flight solutions experts in the world. We attract and retain top talent by investing in our employees through training and career development.

### Diversity, Equity, and Inclusion

Bristow is dedicated to maintaining a Company culture in which all employees, customers, and suppliers feel welcomed, included, and valued. Diversity, equity, and inclusion (DE&I) are key to promoting collaboration and innovation across the global Bristow team. Our zero-tolerance nondiscrimination policy is included in the COBI, and all employees complete DE&I training annually. In 2023, global training focused on unconscious bias and inclusivity.



Women hold 37% of management-level roles<sup>7</sup>





**Diversity in Recruitment**

Bristow strives to implement strategies that diversify our hiring practices and foster a workforce that is reflective of a variety of backgrounds and perspectives. In the U.S., we have a program that promotes the inclusion of candidates from underrepresented communities in the recruitment process. Bristow collaborates with outreach organizations and participates in career fairs to boost the visibility of our employment opportunities to diverse talent pools, including women, veterans, minorities, and individuals with disabilities. In 2024, we plan to continue to build additional partnerships with independent flight schools to identify potential candidates.

Approximately 22% of our U.S. employees are former servicemen and servicewomen. In 2023, Bristow was the sole helicopter operator in the UK to offer a Managed Pathway route for military pilots, a program that we established in 2013 and has been active since its inception. The partnership enables us to collaborate with the military to recruit pilots transitioning from the armed forces.

**Promoting Diversity in Aviation**

Bristow acknowledges the historical disparity in diversity within the aviation industry — particularly in pilot and technical roles — and is committed to fostering positive change to create a more representative workforce.

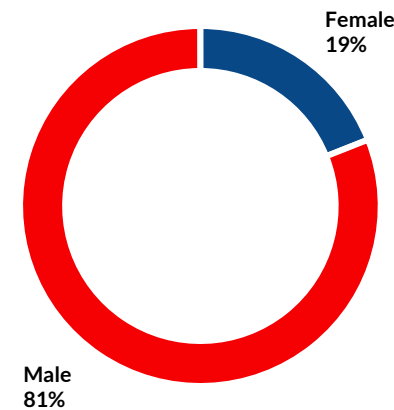
In the UK, our Pilot Cadet, Engineering Apprenticeship, and Technical Crew Apprenticeship programs support greater industry opportunities for young talent, including women. In 2023, approximately 14% of the 43 participants in these programs were female, up from 11% in 2022. In addition, we established a partnership with the Royal Air Force Air Cadets organization to run regular Cadet Days at Bristow bases. During these events, cadets have individual time in the simulators with Bristow trainers, receive classroom training on maintenance, and participate in base tours. Female cadets attend all our Cadet Days, and we ensure they have time to engage with female role models from our pilot, engineering, and operational teams.

Beyond these programs, Bristow promotes interest in science, technology, engineering, and mathematics (STEM) careers by hosting base visits and participating in local school STEM events and challenges year-round. In 2023, Bristow participated in outreach events at South Louisiana Community College and SOWELA Technical Community College, where we advised interested students on pathways to becoming aviation maintenance technicians (AMT). We also offered two scholarships per semester at South Louisiana Community College for students pursuing AMT careers.

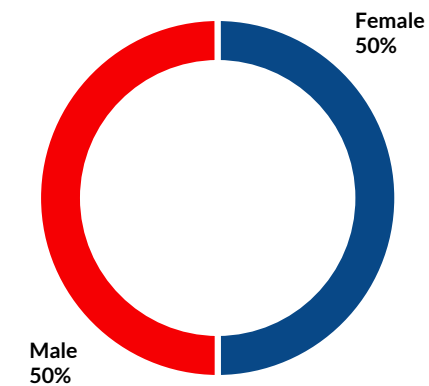
For more information on how we promote careers in STEM and aviation, please see the Education Pillar of the Bristow Uplift program described in the [Community Engagement](#) section.

Our human resources team works to consolidate our employees' demographic information into actionable reports, including our UK Gender Pay Gap Report, Global Gender Reports, U.S. EEO-1 Diversity Report, and U.S. Veterans Report. We aggregate these metrics and review them at least quarterly to identify areas of risk and opportunity, such as compensation gaps and/or turnover data for employees. See the [ESG Data Table](#) in the Appendix for additional details on our employee diversity.

Total Workforce by Gender



Executive Leadership Team



Women make up 50% of executive leadership team<sup>8</sup>

<sup>8</sup> The executive leadership team refers to a group of managers who report directly to the Chief Executive Officer.



## Employee Engagement, Training, and Development

Bristow 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 various opportunities, including training, professional education, and mentorship programs.

### *Employee Engagement*

Bristow believes that our leadership team should be visible, approachable, and engaged in the Company's day-to-day operations. Our leadership team strives to visit our global operational bases annually, and quarterly town hall meetings are held to relay information about Bristow's strategic priorities and progress to the entire workforce. After the town halls, leadership members solicit feedback from their teams and gather suggestions for future meeting topics.

Our multiyear employee engagement strategy leverages employee surveys to collect feedback for our executives and make improvements to our work environment when needed. We believe it is critical for our employees to feel confident and safe in voicing their opinions and observations, and it is our responsibility to continue to improve our culture, operations, and engagement programs. We make this possible through anonymous survey feedback accompanied by timely, meaningful action.

### *Other employee engagement forums include:*

- An employee Intranet portal, which serves as a centralized repository for information and updates
- The Bristow Brief, a weekly newsletter distributed to all employees
- Employee recognition programs, with awards for significant acts that demonstrate good health and safety practices

### *Training and Development Programs*

We are proud to have a culture of continuous learning and development. We offer comprehensive training for 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 courses to be applicable across our global operations. We also have a multistage leadership development training course that for 2023 was focused on effective change management. For professional development outside of Bristow, we offer tuition reimbursement benefits for qualified employees.

To create a pool of talent for entry-level positions, Bristow has sponsored the training of new pilots and mechanics for decades in the UK, supporting their education before they begin working for Bristow. In Nigeria, our Cadet Engineer program organizes courses on avionics, airframes, and power plants. This forward-thinking recruiting strategy enables us to attract top industry talent in the early stages of their careers.

Bristow facilitates programs and opportunities for employees to develop their abilities for future leadership roles. For example, Bristow sponsors participation in professional organizations, encourages mentorship programs offered through those organizations, and offers career guidance to high-potential employees during a yearlong sponsorship designed to foster the skill sets needed for the next level of leadership. Bristow also focuses on succession planning and maintains a contingency plan to backfill key roles, ensuring the continuity of business across our functional, regional, and executive levels.

Annual performance reviews are used to help management and employees 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 Human Resources to create and track personal development actions. Pilot and mechanic performance is evaluated based on a combination of regulatory requirements and Bristow standards, and we foster development opportunities for our interested and proven technical talent that will facilitate a transition to 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 employees who are just beginning their careers.

## Compensation and Benefits

We understand offering competitive, market-based compensation and top-tier benefits programs is critical to the well-being of our employees and their families as well as to business continuity. Beyond base salaries, employees are offered a benefits package based on the employee's location, which includes:

- Comprehensive medical and welfare benefits
- Market-competitive paid time off programs
- Company-sponsored retirement plans
- An Employee Assistance Program for access to mental health resources

Each year, Bristow evaluates compensation during our pay review cycle, striving to ensure pay is equitable across our workforce and competitive in the market. Our compensation dashboard, which utilizes third-party market trends, supports management's assessment of pay gaps and trends.



## Community Engagement

Bristow seeks to make positive impacts in the areas in which we operate, fostering strong community relationships and strengthening our social license to operate. Bristow Uplift is the framework for our corporate social responsibility program and enables us to select charitable initiatives aligned with our Core Values.

**Bristow Group employees volunteered more than 1,335 hours of their time in 2023.**

Our Uplift Committee provides strategic direction and oversight of our global community engagement programs, processes, and protocols. It is composed of employee representatives from Bristow's various business functions and regions. The Uplift Committee also manages a discretionary crisis response fund, which is distributed in times of local crisis, such as natural disasters. In addition, every region has a Regional Community Contributions Committee, which provides creative and locally relevant direct giving.

Bristow provides Company matching for employee personal charitable donations, up to \$2,500 per year. Employees can also make special requests outside the scope of the Uplift program.

**As part of our Uplift program, Bristow donated \$365,175 toward community engagement causes.** Bristow Uplift's charitable pillars are organized into five categories: diversity, education, health and wellness, sustainability, and aid for the underserved. Highlights of our 2023 philanthropic efforts are described on the next page.

**Bristow Group employees volunteered more than 1,335 hours of their time in 2023.**





### Diversity Pillar

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

**U.S.:** Bristow’s corporate headquarters are in Houston, so Bristow has extensive outreach efforts throughout the city. We partner with the [Houston Area Women’s Center](#) and [The Women’s Resource of Greater Houston](#), organizations that help connect women in need to critical resources. Other local initiatives we support include [Big Brothers Big Sisters](#), the [Houston Food Bank](#), and the [Easter Seals](#).



### Education Pillar

- STEM
- The arts
- Aviation programs
- Scholarships
- Internships

**U.S.:** Bristow continues to partner with [Whirly-Girls International](#), a nonprofit organization dedicated to advancing women in helicopter aviation. Since 2021, Bristow has offered an annual \$5,000 scholarship to assist a female member in the completion of her initial helicopter pilot license.

**BRAZIL:** Children from PROMIR (Rescue Mission Project), a local organization dedicated to aiding children with disabilities, visited Bristow’s Cabo Frio base for the holidays. They interacted with AW139 helicopters and received Christmas gifts through generous donations from employees from bases across Brazil.

**UK:** The prestigious Bristow Engineering Apprenticeship program selected eight young men and women from a pool of nearly 700 applicants from all over the UK. These individuals undertake a rigorous two-year training program that could pave the way for an aviation career.



### Health/Wellness Pillar

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

**WORLDWIDE:** Bristow employees participated in the “PINKTOBER” photo contest in support of Breast Cancer Awareness Month. Winning employees or teams received funding to give to a breast cancer charity in their region.

**UK:** In April, employees took part in [Run Balmoral](#), a Bristow-sponsored annual running event held on the grounds of Balmoral Castle in Aberdeenshire, Scotland. The Bristow team raised funds for the Archie Foundation, a charity supporting sick children and their families in the North of Scotland.

**NORWAY:** In October, the Hammerfest team participated in an anti-bullying campaign alongside the local police, paramedics, hospital, and fire department.

**BRAZIL:** Bristow employees at the Cabo Frio base donated \$1,250 to Projeto Moça Bonita (Pretty Girl Project), a local charity that makes wigs and lends hypothermic caps that prevent hair loss for chemotherapy patients.



### Sustainability Pillar

- Environmental causes
- Habitat rebuilds
- Tree planting

**U.S.:** Bristow participated in the seventh annual Hess Houston Corporate Run/Walk 5K in October 2023, benefiting the [Memorial Park Conservancy](#).

**U.S.:** In December, Bristow’s Houston legal team volunteered for the Buffalo Bayou Partnership, coming together to tend to native vegetation, pick up trash, and beautify the area along Buffalo Bayou, the city’s most significant natural waterway.



### Underserved Pillar

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

**WORLDWIDE:** To support humanitarian efforts in Ukraine, Bristow offered an increased 2-to-1 employee donation match — up to 2,500 per employee — for Save the Children, GlobalGiving, and Doctors Without Borders. In addition, Bristow’s UK SAR team collected medical supplies and equipment for the [Prehospital Care and Aid Worldwide](#) charity. The medical kits will be used to support the ongoing war and humanitarian crisis in Ukraine.

**NIGERIA:** Since 2017, Bristow Nigeria has volunteered with the [Lagos Food Bank Initiative](#), a nonprofit committed to fighting hunger and promoting nutrition. Employees came together in April to distribute over 250 meals to five-person families in poor communities in Lagos.

**BRAZIL:** We maintain an initiative linked to our Safety Award Program in which a donation is made to a local food charity for every BeSAFE report submitted. In 2023, the program donated \$1,668.





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## SASB Index

The following table incorporates the relevant accounting standards from SASB related to the Airlines, Air Freight and Logistics, and Oil and Gas Services industries. It includes the relevant topic metric(s) when available and/or references to sections within this report in which additional content related to the metric can be found.

Topic	Accounting Metric	Code	CY 2023 Response
Business Ethics & Payments Transparency	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.	EM-SV-510a.1	We do not have operations in any of the 20 lowest-ranking countries in Transparency International's Index
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	See the <a href="#">Compliance, Business Ethics, and Professional Conduct</a> section of this report
Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TR-AL-520a.1	\$0
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-AL-110a.1	212,976 MTCO <sub>2</sub> e <sup>9</sup>
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AL-110a.2	<a href="#">Greenhouse Gas (GHG) Emissions</a>
	(1) Total fuel consumed, (2) percentage alternative, and (3) percentage sustainable	TR-AL-110a.3	<a href="#">Greenhouse Gas (GHG) Emissions</a>
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	TR-AL-310a.1	60%
	(1) Number of work stoppages, and (2) total days idle	TR-AL-310a.2	Work Stoppages: 0 Days Idle: 0

<sup>9</sup> For all locations, incomplete 2023 data was extrapolated or omitted. GHG emissions calculations exclude the Falkland Islands, where data was unavailable.






Topic	Accounting Metric	Code	CY 2023 Response
Employee Health & Safety	(1) Total recordable incident rate (TRIR), and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF-320a.1	TRIR: 0.43 Fatalities: 0
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	⌘ Health and Safety
	Number of aviation accidents	TR-AL-540a.2	0
	Number of governmental enforcement actions of aviation safety regulations	TR-AL-540a.3	0



## ESG Data Table

For ease of reference, the following table summarizes additional ESG metrics related to our operations that are referenced throughout this report. All gender and ethnicity data reflected in this table is self-reported by employees.


Report Chapter	Metric	2023 Response
 <b>Responsible Business Practices</b>	<b>Board Composition</b>	
	Total Directors	9
	Independent Directors	8
	Female Directors	2
	Minority Directors	1
 <b>Environment Impact</b>	<b>Greenhouse Gas Emissions<sup>10</sup></b>	
	Scope 1 (MTCO <sub>2</sub> e)	212,976
	Scope 2 (MTCO <sub>2</sub> e)	4,548
	Scope 1 Intensity (MTCO <sub>2</sub> e/flight hour)	1.8
	Flight Hours	123,823
 <b>People and Communities</b>	<b>Number of Reportable Spills</b>	0
	<b>Total Workforce Composition<sup>11</sup></b>	
	<b>Total Employees</b>	3,298
	<b>By Geographical Region (incl. contingent workers)</b>	
	Africa	358
	Americas	885
	Asia Pacific	244
Europe Caspian Region	1,537	
Corporate	274	

<sup>10</sup> GHG emissions calculations exclude the Falkland Islands, where data was unavailable.

<sup>11</sup> Workforce composition metrics exclude contingent workers unless otherwise specified.






Report Chapter	Metric	2023 Response
 People and Communities (continued)	<b>By Age Group</b>	
	Under 30	334
	30-50	1,837
	Over 50	1,034
	<b>By Role (incl. contingent workers)</b>	
	Pilots	830
	Mechanics	843
	Other	1,625
	<b>Executive Leadership Team Gender Diversity (% Female)</b>	50%
	<b>Management Gender Diversity (% Female)<sup>12</sup></b>	37%
	<b>Total Full-Time Employees</b>	3,041
	<b>By Gender</b>	
	Female	547
	Male	2494
	<b>By Geographical Region</b>	
	Africa	250
	Americas	888
	Asia Pacific	208
	Europe Caspian Region	1427
	Corporate	268
<b>Total Part-Time Employees</b>	164	
<b>By Gender</b>		
Female	103	
Male	61	

<sup>12</sup> Management is defined as employees with direct reports and/or manage a professional area of responsibility.



Report Chapter	Metric	2023 Response
 People and Communities (continued)	<b>By Geographical Region</b>	
	Africa	0
	Americas	0
	Asia Pacific	32
	Europe Caspian Region	129
	Corporate	3
	<b>Total New Hires</b>	787
	<b>By Gender</b>	
	Female	200
	Male	587
	<b>By Geographical Region</b>	
	Africa	47
	Americas	257
	Asia Pacific	136
	Europe Caspian Region	247
	Corporate	60
	<b>Total Employee Turnover</b>	18.6%
	Voluntary	13.6%
	Involuntary	5.0%
	<b>Employees Covered by Collective Bargaining Agreements</b>	60.0%
	<b>U.S. Workforce Composition</b>	
	<b>By Race</b>	
	White	79.5%
All Minorities	20.5%	
Hispanic/Latino	6.7%	
Black or African American	6.6%	



Report Chapter	Metric	2023 Response
 <b>People and Communities</b> (continued)	Asian	3.7%
	American Indian or Alaska Native	1.8%
	2+ Races	1.8%
	<b>U.S. Veteran Status</b>	22%
	<b>U.S. Management Racial Diversity (% Minority)</b>	18%
	<b>Safety</b>	
	Aviation Accidents	0
	Total Recordable Incident Rate	0.43
	Lost Workdays	133
	Lost Work Cases	3
	Lost Time Incident Severity Rate	3.83
	Fatalities	0
	Annual Safety Training Hours (External)	5,000+ <sup>13</sup>
	Annual Safety Training Hours (Internal)	2,200+ <sup>14</sup>
	<b>Community Engagement</b>	
	Monetary Donations (U.S. Dollar) <sup>15</sup>	\$365,175
Employee Volunteer Hours	1,335	

<sup>13</sup> Total hours of externally provided environmental and occupational safety training.





<sup>14</sup> Total hours of externally provided advanced safety training for managers and Safety Department employees.

<sup>15</sup> Number does not include in-kind donations or volunteer hours.






## United Nations Sustainable Development Goals (UN SDGs)

The UN SDGs are a collaborative, global effort to achieve a better and more sustainable future for all. Bristow seeks to support all 17 SDGs and has pinpointed seven SDGs for which we aim to make the most significant contributions through our business strategy and services.

Goal	Description	Relevant Targets	Bristow's Contribution
 <b>4</b> QUALITY EDUCATION	Ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all	4.3, 4.4	<ul style="list-style-type: none"> <li>Education is a key pillar of our Bristow Uplift program, and we aim to promote interest in STEM and the arts by sponsoring scholarships and internship opportunities.</li> <li>In addition to offering continuing education, Bristow has several professional development, training, and mentorship programs to build the next generation of Bristow leadership.</li> </ul>
 <b>7</b> AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable, and modern energy for all	7.3	<ul style="list-style-type: none"> <li>We continue to evaluate and implement energy-saving solutions in our offices and facilities, including certification to leading building standards, such as LEED and BREEAM, at many locations</li> </ul>
 <b>8</b> DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive, and sustainable economic growth; full and productive employment; and decent work for all	8.5, 8.7	<ul style="list-style-type: none"> <li>Bristow employs nearly 3,300 employees worldwide and provides competitive benefits and compensation that is indexed to market data. We are a key driver of economic growth in many developing countries.</li> <li>We are committed to combating human trafficking and have detailed our efforts to do so through our Human Rights Commitment and compliance with applicable anti-slavery laws.</li> </ul>
 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	9.1	<ul style="list-style-type: none"> <li>Through our SAR business, Bristow provides a vital, lifesaving service to governments across the world.</li> <li>Bristow continues to enhance the sustainability of our operations, as described in our Environmental Policy and exemplified through our pursuit of sustainability technology like SAF and AAM.</li> </ul>



Goal	Description	Relevant Targets	Bristow's Contribution
	Reduce inequality within and among countries	10.2, 10.3, 10.4	<ul style="list-style-type: none"> <li>• Bristow aims to foster a diverse and inclusive workplace and has a zero-tolerance approach to discrimination.</li> <li>• We continue to build a pipeline of diverse talent and are particularly focused on boosting female and minority representation in aviation and other STEM fields.</li> <li>• We have taken steps to address compensation gaps between male and female employees and publish a Gender Pay Gap Report in the UK.</li> </ul>
	Ensure sustainable consumption and production patterns	12.5, 12.6	<ul style="list-style-type: none"> <li>• We aim to reduce and recycle waste generated by our operations.</li> <li>• We annually publish a sustainability report with transparent disclosure of our performance on our significant ESG issues.</li> </ul>
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	<ul style="list-style-type: none"> <li>• We collaborate through industry partnerships to promote safety reporting and technologies, foster the development of AAM and SAF, increase diversity in aviation, stop human trafficking, and more.</li> </ul>



# TCFD Index

We continue to build our climate change strategy in alignment with TCFD's recommendations.

TCFD Pillar	TCFD Recommended Disclosure	Response
 <p>GOVERNANCE</p>	<ul style="list-style-type: none"> <li>a. Describe the Board’s oversight of climate-related risks and opportunities.</li> <li>b. Describe management’s role in assessing and managing climate-related risks and opportunities.</li> </ul>	<p>In cooperation with management, the Board oversees Bristow’s climate-related initiatives, programs, and strategies. The Board routinely evaluates Bristow’s risk management strategy. The Board meets with management quarterly to discuss sustainability initiatives, and the Board’s ESG Committee is specifically charged with providing oversight of sustainability issues facing the business.</p> <p>The management of this topic and reporting structure is further detailed in the <a href="#">☞ Governance of Sustainability-Related Matters</a> section of this report.</p>
 <p>STRATEGY</p>	<ul style="list-style-type: none"> <li>a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</li> <li>b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.</li> <li>c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</li> </ul>	<p><b>Index A and Index B below</b> contain 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 latest <a href="#">☞ Annual Report on Form 10-K</a></p>



RISK MANAGEMENT

- a. Describe the organization’s processes for identifying and assessing climate-related risks.
- b. Describe the organization’s processes for managing climate-related risks.
- c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.

Bristow’s 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.

In 2023, we updated our annual corporate ERM exercise to further integrate climate risks and identify responsibilities for associated mitigation actions.

For additional information on our risk management process, please see the [🌀 Enterprise Risk Management](#) section of this report.



METRICS AND TARGETS

- a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
- b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.
- c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

In 2023, we continued to measure our global Scope 1 and 2 emissions. Further discussion on our Scope 1 and 2 emissions is in the [🌀 Greenhouse Gas Emissions](#) section of this report.

Bristow has not currently set any Company-level GHG emissions targets.

Index A: Climate-Related Risks

Risk Type	Risk	Description
TRANSITION	Policy and Legal	See “Risk Factors—Risks Related to Legal, Tax and Regulatory Matters—Environmental regulations and liabilities may increase our costs and adversely affect our business” in our <a href="#">🌀 Annual Report on Form 10-K</a> .
	Market	See “Risk Factors—General Risks—Increasing attention to sustainability matters may impact our business, financial results or stock price,” “Risk Factors—Risks Related to Our Business—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,” and “Risk Factors—Risks Related to Our Customers and Contracts—Consumer preferences for alternative fuels, as part of the global energy transition, may lead to reduced demand for our services” in our <a href="#">🌀 Annual Report on Form 10-K</a> .
	Reputation	See “Risk Factors—General Risks—Increasing attention to sustainability matters may impact our business, financial results or stock price” in our <a href="#">Annual Report on Form 10-K</a> .
PHYSICAL	Acute	See “Risk Factors—Risks Related to Our Business—Our operations are subject to weather-related and seasonal fluctuations. In particular, our operations in the Gulf of Mexico have experienced an increase in frequency and severity of hurricanes, which may continue to adversely affect our costs, the well-being of our employees and ability to operate” in our <a href="#">🌀 Annual Report on Form 10-K</a> .



## Index B: Climate-Related Opportunities

Opportunity Type	Opportunity	Description
EMERGING TECHNOLOGY	Fuel-Efficient 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 per flight hour. While emerging technology like eVTOL aircraft is capital intensive, we are evaluating the costs and benefits of implementing such innovations in our business.
	SAF	Increasing the use of SAF in our operations not only will diversify our fuel supply sources but will also reduce Bristow's cost exposure to carbon-intensive energy and potential carbon pricing mechanisms in the long term.
	Offshore Wind Industry	Our extensive experience in operating offshore flights also positions us to potentially assist with the commercial development, operation, and maintenance of offshore wind farms. The offshore wind industry is an opportunity for Bristow to diversify our operations into renewable energy and create additional value for our shareholders. As the offshore wind industry (as well as other fossil fuel alternatives) develops, we will continue to evaluate relevant business opportunities.
MARKET	Sustainability-Focused Customers	Deploying low- and zero-emitting aircraft increases our competitive position, as consumers increasingly prioritize sustainability. Investment in zero-emission aircraft not only will strengthen our relationships with the communities where we operate but will also position Bristow for exposure to new end markets.





## GRI Index

**Statement of Use:** Bristow Group has reported the information cited in this GRI content index for the period from January 1, 2023, to December 31, 2023, with reference to the GRI Standards. In some instances, content, including metrics, may also cover updates and activities that occurred outside this period, which we endeavor to note as such.

**GRI Used:** GRI 1: Foundation 2021

GRI Standard Number	GRI Standard Description	Location/Response
<b>GRI 2: General Disclosures</b>		
2-1	Organizational details	⌘ <a href="#">About Bristow</a> Please also see our latest ⌘ <a href="#">Annual Report on Form 10-K</a> for a full list of our operating bases.
2-2	Entities included in the organization's sustainability reporting	⌘ <a href="#">About This Report</a>
2-3	Reporting period, frequency and contact point	⌘ <a href="#">About This Report</a>
2-4	Restatements of information	There are no restatements of previously reported information.
2-5	External assurance	This report has not been externally assured.
2-6	Activities, value chain and other business relationships	⌘ <a href="#">About Bristow</a> Please also see our latest ⌘ <a href="#">Annual Report on Form 10-K</a> for more on our business activities and key business relationships.
2-7	Employees	⌘ <a href="#">ESG Data Table</a>
2-8	Workers who are not employees	As of the end of 2023, we employed 93 contingent workers.
2-9	Governance structure and composition	⌘ <a href="#">Governance of Sustainability-Related Matters</a> ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a> . Please also see our latest ⌘ <a href="#">Proxy Statement</a> for more on our Board committees and Board members.
2-10	Nomination and selection of the highest governance body	Please see our latest ⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a> .
2-11	Chair of the highest governance body	Please see our latest ⌘ <a href="#">Proxy Statement</a> .
2-12	Role of the highest governance body in overseeing the management of impacts	⌘ <a href="#">Governance of Sustainability-Related Matters</a> Please also see our latest ⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a> .
2-13	Delegation of responsibility for managing impacts	Please see our latest ⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a> .



GRI Standard Number	GRI Standard Description	Location/Response
2-14	Role of the highest governance body in sustainability reporting	⌘ <a href="#">Governance of Sustainability-Related Matters</a> Please also see our latest ⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a> .
2-15	Conflicts of interest	⌘ <a href="#">Compliance, Ethics, and Professional Conduct</a> . Please also see our ⌘ <a href="#">Code of Business Integrity</a> .
2-16	Communication of critical concerns	⌘ <a href="#">Compliance, Ethics, and Professional Conduct</a> . Please also see our ⌘ <a href="#">Code of Business Integrity</a> .
2-17	Collective knowledge of the highest governance body	⌘ <a href="#">Governance of Sustainability-Related Matters</a>
2-18	Evaluation of the performance of the highest governance body	Under the guidance of our ⌘ <a href="#">Environmental, Social, and Governance Committee</a> , the Board and its committees conduct an annual self-evaluation to assess their effectiveness.
2-19	Remuneration policies	Please see our latest ⌘ <a href="#">Proxy Statement</a>
2-20	Process to determine remuneration	Please see our latest ⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Compensation Committee Charter</a>
2-21	Annual total compensation ratio	Please see our latest ⌘ <a href="#">Proxy Statement</a>
2-22	Statement on sustainable development strategy	⌘ <a href="#">A Message from Our CEO</a>
2-23	Policy commitments	⌘ <a href="#">Compliance, Business Ethics, and Professional Conduct</a> ⌘ <a href="#">Human Rights</a> Please also see our website for additional key policy documents, including our ⌘ <a href="#">Code of Business Integrity</a> , <a href="#">Modern Slavery Act Statement</a> , and ⌘ <a href="#">Human Rights Commitment</a>
2-24	Embedding policy commitments	⌘ <a href="#">Compliance, Business Ethics, and Professional Conduct</a> ⌘ <a href="#">Human Rights</a> Please also see our ⌘ <a href="#">Code of Business Integrity</a> and ⌘ <a href="#">Terms and Conditions of Purchase</a> .
2-25	Processes to remediate negative impacts	⌘ <a href="#">Compliance, Business Ethics, and Professional Conduct</a> ⌘ <a href="#">Human Rights</a> Please also see our ⌘ <a href="#">Code of Business Integrity</a> .
2-26	Mechanisms for seeking advice and raising concerns	⌘ <a href="#">Compliance, Ethics, and Professional Conduct</a> . Please also see our ⌘ <a href="#">Code of Business Integrity</a> .
2-27	Compliance with laws and regulations	⌘ <a href="#">ESG Data Table</a> . Please also see our latest ⌘ <a href="#">Annual Report on Form 10-K</a> .
2-28	Membership associations	⌘ <a href="#">Memberships and Associations</a>
2-29	Approach to stakeholder engagement	⌘ <a href="#">Stakeholder Engagement</a>



GRI Standard Number	GRI Standard Description	Location/Response
2-30	Collective bargaining agreements	⌘ <a href="#">ESG Data Table</a>
<b>GRI 3: Material Topics</b>		
3-1	Process to determine material topics	⌘ <a href="#">Our Approach to Sustainable Business Practices</a>
3-2	List of material topics	⌘ <a href="#">Our Approach to Sustainable Business Practices</a>
<b>GRI 302: Energy 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Fleet and Fuel Efficiency</a> ⌘ <a href="#">Facilities Management</a>
302-1	Energy consumption within the organization	Bristow consumed approximately 3,148,287 GJ of energy in 2023. This energy consumption included approximately 3,120,922 GJ of non-renewable energy and 27,364 GJ of renewable energy. Bristow consumed approximately 57,637 GJ of electricity in 2023. <sup>16</sup> The company did not track energy consumption by end use or sell/resell electricity, heating, cooling, or steam in 2023. Also see ⌘ <a href="#">Fleet and Fuel Efficiency</a>
302-3	Energy intensity	⌘ <a href="#">Fleet and Fuel Efficiency</a>
302-4	Reduction of energy consumption	⌘ <a href="#">Fleet and Fuel Efficiency</a> ⌘ <a href="#">Facilities Management</a>
<b>GRI 305: Emissions 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Greenhouse Gas Emissions</a> ⌘ <a href="#">Fleet and Fuel Efficiency</a>
305-1	Direct (Scope 1) GHG emissions	⌘ <a href="#">Greenhouse Gas Emissions</a>
305-2	Energy indirect (Scope 2) GHG emissions	⌘ <a href="#">Greenhouse Gas Emissions</a>

<sup>16</sup> The scope and boundary of our energy assessment follow that of our GHG assessment. See Greenhouse Gas Emissions and the SASB Index for additional notes on our GHG calculations.

- Non-renewable energy includes purchases of aviation gasoline, diesel, gasoline, jet fuel, natural gas, and propane, as well as purchased electricity from non-renewable sources. Renewable energy includes purchased electricity from bioenergy, hydroelectric, solar, wind, and other non-bioenergy renewable sources as well as ethanol and biodiesel contained in purchased fuels.
- Where activity data was provided in volumetric units, volumes were converted into energy units using the Heat Content (HHV) values from the U.S. EPA's GHG Emission factor hub. Where activity data was provided in energy units, these units were converted to joules using the conversion factors from the US Energy Information Administration.
- 2022 activity data was used as a proxy when 2023 activity data was unavailable for certain locations in the UK, U.S., and Suriname. Only aircraft fuel consumption was provided for Curacao for 2023. Non-aircraft fuel and electricity consumption at this site are not reported in these figures.
- For the UK and U.S., it is assumed that 10% of gasoline purchased, by volume, is comprised of ethanol. In Australia, it is assumed that 9% of gasoline purchased, by volume, is comprised of ethanol. For Australia, the UK, and the U.S. it is assumed that 5% of on-road diesel, by volume, is comprised of biodiesel.
- The portion of purchased electricity generated by non-renewable and renewable sources was calculated using country-level data from Hannah Ritchie and Pablo Rosado (2020) - "Electricity Mix", published at OurWorldInData.org.



GRI Standard Number	GRI Standard Description	Location/Response
305-3	Other indirect (Scope 3) GHG emissions	⌘ <a href="#">Greenhouse Gas Emissions</a>
305-4	GHG emissions intensity	⌘ <a href="#">Greenhouse Gas Emissions</a>
305-5	Reduction of GHG emissions	⌘ <a href="#">Greenhouse Gas Emissions</a>
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We do not currently collect this information for all our operations.
<b>GRI 401: Employment 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Compensation and Benefits</a>
401-1	New employee hires and employee turnover	⌘ <a href="#">ESG Data Table</a>
401-3	Parental leave	Parental benefits are offered to all our full-time employees, with eligibility and benefit coverage varying by country as required by local regulation.
<b>GRI 402: Labor/Management Relations 2016</b>		
3-3	Management of material topics	Please see our most recent ⌘ <a href="#">Annual Report on Form 10-K</a> .
402-1	Minimum notice periods regarding operational changes	A notice period is provided to employees or employee representatives by way of severance or compensation packages when any organizational changes affect a particular role. Those employees covered under collective bargaining agreements have notice periods and provisions for consultation and negotiation incorporated into their agreements to some degree based on jurisdiction and union body.
<b>GRI 403: Occupational Health and Safety 2018</b>		
3-3	Management of material topics	⌘ <a href="#">Governance and Risk Management</a>
403-1	Occupational health and safety management system	⌘ <a href="#">Target Zero and Safety Management System</a>
403-2	Hazard identification, risk assessment, and incident investigation	⌘ <a href="#">Incident Management and Emergency Preparedness</a>
403-4	Worker participation, consultation, and communication on occupational health and safety	⌘ <a href="#">Safety Reporting and Assurance</a>
403-5	Worker training on occupational health and safety	⌘ <a href="#">Employee Health and Safety Training</a>
403-6	Promotion of worker health	⌘ <a href="#">Compensation and Benefits</a>



GRI Standard Number	GRI Standard Description	Location/Response
403-8	Workers covered by an occupational health and safety management system	⌘ <a href="#">Target Zero and Safety Management System</a>
403-9	Work-related injuries	⌘ <a href="#">Target Zero and Safety Management System</a> ⌘ <a href="#">SASB Index</a>
<b>GRI 404: Training and Education 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Employee Engagement, Training, and Development</a>
404-1	Average hours of training per year per employee	In 2023, Bristow employees completed a total of 8,095 hours of training, or an average of 2.5 hours of training per employee, on mandatory topic areas including Ethics & Code of Conduct and Security Awareness Essentials. Additional training is required depending on region and role. See Employee Health and Safety Training for examples of additional role-dependent training.
404-2	Programs for upgrading employee skills and transition assistance programs	⌘ <a href="#">Employee Engagement, Training, and Development</a>
404-3	Percentage of employees receiving regular performance and career development reviews	⌘ <a href="#">Employee Engagement, Training, and Development</a>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Diversity, Equity, and Inclusion</a>
405-1	Diversity of governance bodies and employees	⌘ <a href="#">ESG Data Table</a>
405-2	Ratio of basic salary and remuneration of women to men	⌘ <a href="#">UK Gender Pay Gap Report</a>
<b>GRI 406: Non-discrimination 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Diversity, Equity, and Inclusion</a> Please also see our <a href="#">Code of Business Integrity</a> .
406-1	Incidents of discrimination and corrective actions taken	Please see our latest <a href="#">Annual Report on Form 10-K</a> for a discussion of any significant legal action impacting the Company.
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
3-3	Management of material topics	Please see our <a href="#">Code of Business Integrity</a> .
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We recognize and respect our employees' right to freedom and association (see "Management of material topics" above) and do not feel that this right is at risk in relation to our business or countries of operation. Please also see our most recent <a href="#">Annual Report on Form 10-K</a> .



GRI Standard Number	GRI Standard Description	Location/Response
<b>GRI 408: Child Labor 2016</b>		
3-3	Management of material topics	<p>⌘ <b>Human Rights</b></p> <p>Please also see our ⌘ <b>Modern Slavery Act Statement</b> and ⌘ <b>Human Rights Commitment</b>.</p>
408-1	Operations and suppliers at significant risk for incidents of child labor	Though the risk of child labor within our business is low given the nature and locations of our operations and customers, we continue to evaluate our exposure and have established policies to eliminate any instances of this in relation our business (see “Management of material topics” above).
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
3-3	Management of material topics	<p>⌘ <b>Human Rights</b></p> <p>Please also see our ⌘ <b>Modern Slavery Act Statement</b> and ⌘ <b>Human Rights Commitment</b>.</p>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Though the risk of forced or compulsory labor within our business is low given the nature and locations of our operations and customers, we continue to evaluate our exposure and have established policies to eliminate any instances of this in relation our business (see “Management of material topics” above).
<b>GRI 416: Customer Health and Safety 2016</b>		
3-3	Management of material topics	⌘ <b>Health and Safety</b>
416-1	Assessment of the health and safety impacts of product and service categories	<p>⌘ <b>Governance and Risk Management</b></p> <p>⌘ <b>Target Zero and Safety Management System</b></p>
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	⌘ <b>SASB Index</b>



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