



**2022
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. 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 related to government services, offshore wind, and advanced air mobility; fluctuations in the demand for our services; potential effects of increased competition and the introduction of energy-efficient alternative modes of transportation and solutions; the possibility that we may be unable to redeploy our aircraft to regions with greater demand; the possibility of changes in tax and other laws and regulations and policies, including, without limitation, policies that impact oil and gas operations or favor renewable energy projects in the U.S.; general economic conditions, including the capital and credit markets; the possibility that segments of our fleet may be grounded for extended periods of time or indefinitely; the existence of operating risks inherent in our business, including the possibility of declining safety performance; the possibility of political instability, war, or acts of terrorism in any of the countries where we operate; the effectiveness of our environmental, social, and governance (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.

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 has 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 navigates toward a more sustainable future, we are pleased to expand upon the achievements outlined in our inaugural Sustainability Report, further demonstrating our commitment to responsible growth and environmental stewardship. This year marks the release of our second report, and in these pages, you will find our continued commitment to making meaningful differences in the lives of our employees, passengers, customers, and investors and in the communities we call home.

Sustainability means striking the right balance between our economic, social, and environmental responsibilities. We must strive to have as limited an impact on our local environments as possible. We must also ensure our operations remain robust through the contributions of a diverse and engaged workforce, providing the top-notch service and safety customers have come to expect from us over the past 75 years. This report demonstrates our forward progress on this journey.

Our accomplishments are possible only through the dedication and empowerment of our employees. In 2022, we built upon the foundation laid in the previous year. We implemented a new incident response management solution to further enhance our unwavering commitment to our Target Zero safety culture. We also achieved a 50% reduction in Lost Time Incident Severity Rate (LTISR) and a 56% reduction in lost workdays. We were also

honored by the American Chamber of Commerce of Trinidad and Tobago as a finalist with an Honorary Mention in the Services – Large Company Category at the Excellence in HSE Awards.

As the global leader in innovative and sustainable vertical flight solutions, safety and well-being represent a significant part of our corporate identity. Safety is our number one core value and highest operational priority. We promote it via industry-leading safety practices and a proactive safety management framework, supported by our investments in safety systems and personnel training, rigorous operating processes, and a fleet of efficient and regularly maintained aircraft equipped with the latest technologies.

Environmentally, our corporate Environmental Management System (EMS) received ISO 14001:2015 certification, with our U.K. and Brazil divisions having been certified previously. We also established three additional Advanced Air Mobility (AAM) partnerships, bringing our total number of publicly announced collaborations to seven. We aim to be early adopters of this new technology, assisting our partners with our operational, regulatory, infrastructure, and environmental expertise. AAM is a crucial aspect of the future of sustainable aviation since it seeks to address many of the environmental challenges associated with traditional aviation.

For a second year, we calculated our Scope 1 and 2 greenhouse gas (GHG) emissions, focusing on improving our methodology in this exercise. In the U.K., we began using a 10% blend of sustainable aviation fuel for our flights supporting bp's North Sea offshore operations.

Within our global communities, Bristow is proud to have contributed over a half-million dollars to various engagement initiatives through our Uplift program and implemented a new employee platform to collectively track volunteer hours performed by our employees. We also aligned our sustainability ambitions with the United Nations Sustainable Development Goals (SDGs), connecting our efforts to broader-impact objectives. Another important step we took was publishing a stand-alone Human Rights Commitment.

By addressing sustainability challenges, we strengthen our business resilience and competitiveness, ultimately contributing to the overall success of our Company while positioning ourselves as the top choice for the best and brightest minds.

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 search and rescue and other aviation services in the Falkland Islands, the Dutch Caribbean region, the Netherlands, the U.K., 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 **15+ COUNTRIES**



HEADQUARTERS IN
HOUSTON, TX



GLOBAL EMPLOYEES **3,138 TOTAL**
808 PILOTS, 804 MECHANICS



PUBLICLY TRADED ON
NYSE (VTOL)

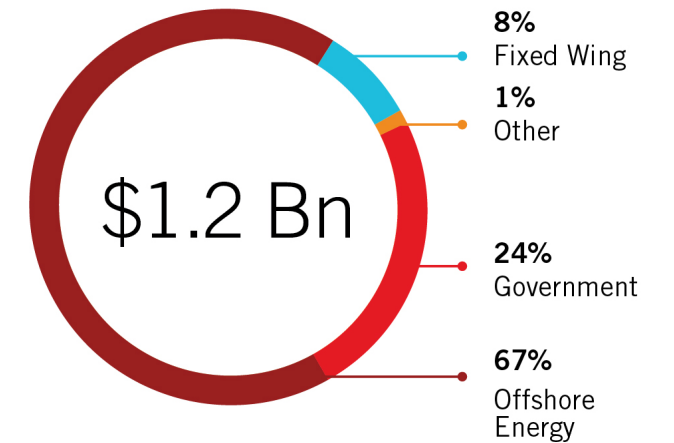


AIRCRAFT TYPES **ROTARY WING,**
FIXED WING, UAS



DIVERSE FLEET OF
227 AIRCRAFT

Operating Revenues by End Market¹



¹ Reflects LTM operating revenues by end market as of 12/31/2022.

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 pushes 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.



Our Approach to Sustainable Business Practices

Our approach to sustainable business practices was informed by a materiality assessment, conducted last year, of various environmental, social, and governance (ESG) factors, coupled with our ongoing engagement with stakeholders inside and outside of the Company, including our customers. The findings from this assessment serve as a key input to help us strategically deploy resources Companywide and refine our programs as needed. We plan to update this assessment in 2023 and report on the results in subsequent sustainability reports. Here, we outline our key sustainability priorities deemed as material¹ to our Company.

Our Sustainability Priorities



ENVIRONMENTAL

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. Our U.K. and Brazil operations also maintain ISO 14001 certifications, and in 2022, we began working to obtain certification for other operating bases throughout our global footprint.

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.



SOCIAL

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 and sustainable Company is about making a positive difference in the communities in which we live and work. As a global operator, we understand the priorities of our regional communities and environments may differ, and therefore, we must have the flexibility and agility to meet those needs.



GOVERNANCE

We recognize strong governance practices — including rigorous risk management, cybersecurity, and compliance programs — serve as the foundation and backbone for building sustainable shareholder value.

This also includes building out the necessary governance structures to oversee our sustainability strategy and initiatives.

¹ “Materiality” as used throughout this report refers to the way “materiality” is used and described in the Task Force on Climate-Related Financial Disclosures and Sustainability Accounting Standards Board (as defined herein). In this report, we are not using the terms “material” or “materiality” as they are used under the securities or other laws of the U.S. or any other jurisdiction or as they are used in the context of financial statements and financial reporting. Materiality, for the purposes of this document, should not, therefore, be read as equating to any use of the word in other Bristow reporting or filings.



Stakeholder Engagement

Bristow values our shareholders and is committed to delivering long-term financial and economic 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 to sustainable business practices.

Bristow organizes a quarterly global leadership call in which the Executive Leadership Team, operational teams, commercial teams, and human resources teams address Companywide updates, 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 Helicopter Association International; HeliOffshore; the National Ocean Industries Association (NOIA) Environmental, Social & Governance Network; the eVTOL Safety Leadership Group established by the U.K. Civil Aviation Authority; and the Texas Urban Air Mobility Advisory Committee. At the beginning of 2023, Bristow also joined the Global Environmental Management Initiative — a cross-industry organization of director- and manager-level corporate sustainability leaders dedicated to fostering global environmental sustainability excellence through the sharing of tools and information.



¹ In August 2022, Bristow’s Board approved a change in the fiscal year-end from March 31 to December 31, aligning its fiscal year to the calendar year. This transition was completed in December 2022.



About This Report

Our second annual Sustainability Report is intended to provide insight into our approach to sustainable business practices and progress related to the management of our key ESG risks and opportunities during calendar year 2022. In some instances, content, including metrics, may also cover updates and activities that occurred outside this period, which we endeavor to note as such.¹

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 references additional applicable SASB metrics for the Air Freight and Logistics and 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. Finally, we report on corporate activities aim to advance several SDGs that we believe are most relevant to our business.

Finally, we report on corporate activities aimed to advance several United Nations Sustainability Development Goals (SDGs). A summary of our 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.



2022 Sustainability Highlights

ENVIRONMENTAL

SOCIAL

GOVERNANCE



RECEIVED ISO 14001:2015 CERTIFICATION FOR OUR CORPORATE EMS; our U.K. and Brazil operations were certified in previous years



BEGAN USING A 10% BLEND OF SUSTAINABLE AVIATION FUEL for Bristow's flights to bp's North Sea offshore operations in the U.K. Continental Shelf

50%

ACHIEVED a 50% REDUCTION IN LTISR and a 56% reduction in lost workdays¹



IMPLEMENTED a NEW EMPLOYEE PLATFORM to improve tracking of volunteer hours



IMPLEMENTED a NEW INCIDENT RESPONSE MANAGEMENT SOLUTION



ESTABLISHED and published a NEW STAND-ALONE HUMAN RIGHTS COMMITMENT

7

ESTABLISHED 3 NEW ADVANCED AIR MOBILITY (AAM) PARTNERSHIPS, bringing the total number of publicly announced collaborations to seven



CALCULATED OUR SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS for a second year



RECOGNIZED as a finalist with an honorary mention in the services – Large Company Category in "EXCELLENCE IN HSE AWARDS" by the American Chamber of Commerce of Trinidad and Tobago



TIED our sustainability programs to BROADER-IMPACT OBJECTIVES through alignment with the United Nations Sustainable Development Goals

\$500k

DONATED more than \$500,000 TOWARD COMMUNITY ENGAGEMENT through Bristow Uplift

ESTABLISHED AN ESG COMMITTEE, formerly the Nominating & Governance Committee, as ONE OF THE THREE COMMITTEES OF THE BOARD

JOINED the GLOBAL ENVIRONMENTAL MANAGEMENT INITIATIVE, a cross-industry organization of corporate sustainability leaders dedicated to fostering global environmental sustainability excellence through the sharing of tools and information²

¹ For the nine-month period ended December 31, 2022, as compared to the nine-month period ended December 31, 2021.

² Formalized at the start of calendar year 2023.



Governance

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Governance of Sustainability

Board of Directors and Executive Management

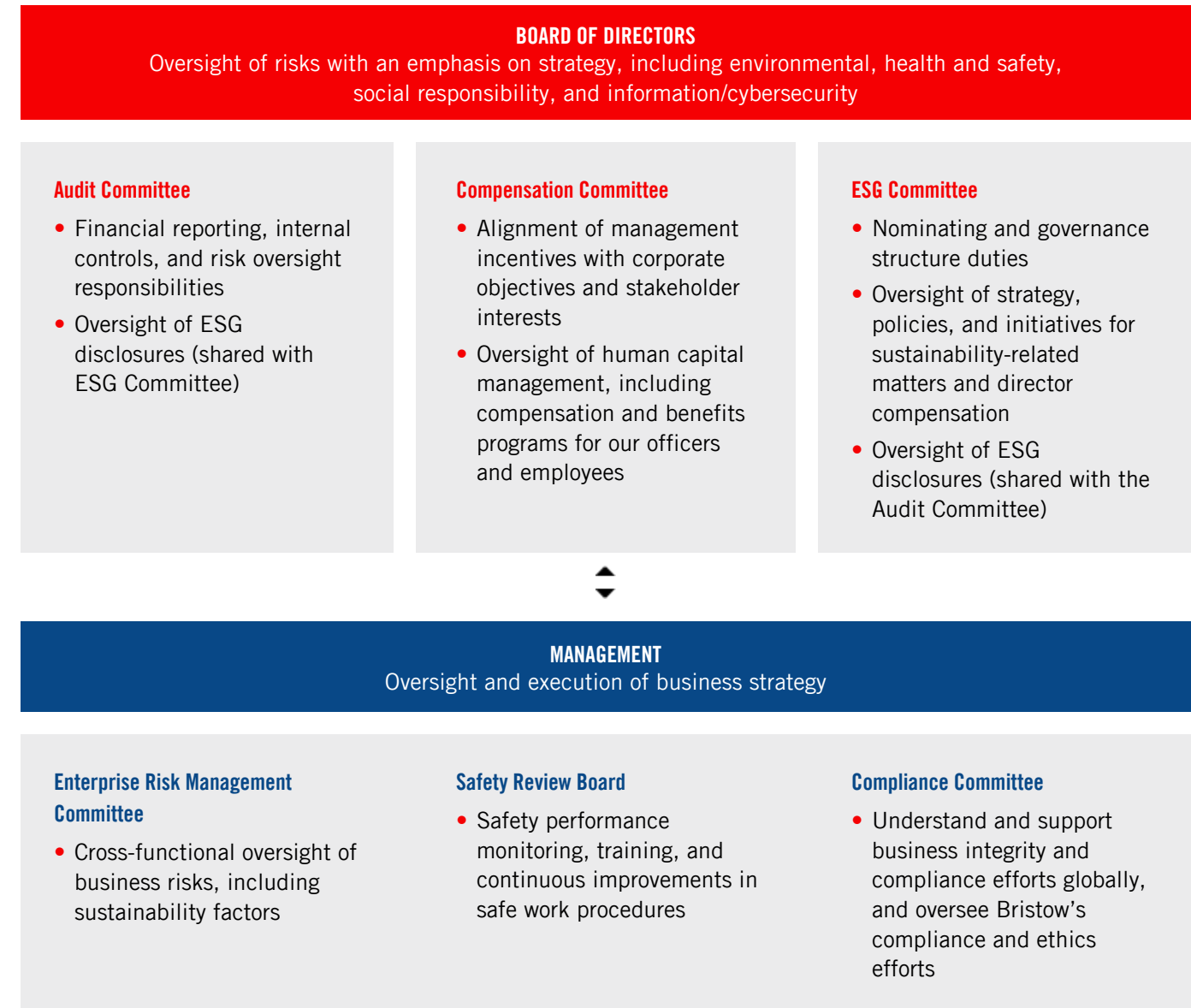
Our Board works closely with management to oversee our approach to sustainable business practices, both directly and through its three standing committees: Audit, Compensation, and ESG. Management and the Board work together to evaluate the effectiveness of the Company’s strategy and efforts to align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

The ESG Committee, which is made up of four independent directors, generally meets quarterly and oversees Bristow’s sustainability strategy, including its approach to emerging ESG risks and opportunities, programs, and policies. Working in conjunction with the Audit Committee, the ESG Committee is also responsible for oversight of the Company’s ESG disclosures. To support the ESG Committee, senior management attends ESG Committee meetings to provide expert industry insight on business-relevant sustainability trends and risks.

Our Director of Sustainability oversees our sustainability program at the executive level. The Director of Sustainability meets with the Board’s ESG Committee as needed, at least annually. The Director of Sustainability also chairs our Project Management Committee, which was established to integrate Bristow’s sustainability priorities into daily operations. The Project Management Committee is composed of cross-functional leaders from around the world and is co-sponsored by our Chief Executive Officer, Chief Administrative Officer, General Counsel, and Chief Safety Officer.

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 executive management, monitor and implement operational controls designed to identify and mitigate 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 Board meetings.





Our Enterprise Risk Management (ERM) Committee is the executive 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 that comes out of the ERM process. An annual update and in-depth review of the robustness of the ERM process is reported to the full Board at least once a year.

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

We maintain the highest ethical standards when conducting Company business.

Compliance, Business Ethics, and Professional Conduct

Bristow has established a Compliance Committee, which 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 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. All employees are required to adhere to Bristow's Code of Business Integrity and complete related training on an annual basis.

Code of Business Integrity

We maintain the highest ethical standards when conducting Company business. Our Code of Business Integrity governs behavior and conduct of all directors, officers, and employees. This policy is posted on our website and is accessible to all individuals. Bristow employees are expected to immediately report any violations of the Code to their managers or through Bristow's Ethics and Compliance Hotline. Any employee or supplier found in violation of the standards outlined in the Code is subject to adverse action, up to and including termination. Our Code describes our no-tolerance approach to harassment in the workplace, and

all employees are required to certify compliance with our Code upon hire and every year thereafter.

Bristow also requires annual, mandatory training relating to ethical business conduct and legal compliance risk areas. Managers are required to ensure employees understand and comply with the Code and all other Company policies applicable to each role. Other annual employee training tracked by Bristow include:

- Diversity, Equity, and Inclusion
- Discrimination and Anti-harassment
- Anti-bribery and 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, 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 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.

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 Code of Business Integrity as well as the terms and conditions included in our contracts. Any supplier found in violation of the standards outlined in the Code 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. Certain partners in high-risk jurisdictions or industries may be subject to a deeper level of due diligence.

Bristow surveys its suppliers on environmental, human rights, or other ESG compliance factors as required by our customer contracts.



Human Rights

Bristow strives to promote a culture of ethical and lawful behavior consistent with our Code of Business Integrity, our Core Values, and our governance policies. Bristow has a zero-tolerance approach to all forms of modern slavery and human trafficking within our business and our supply chain. In 2023, we published our **Human Rights Commitment**, which details our promise to upholding the highest standards and principles of human rights, supplementing Bristow's existing modern slavery act statement. Bristow also established and adopted an internal Anti-slavery and Human Trafficking Policy, which specifically prohibits any illegal slavery or human trafficking acts by our employees and by any suppliers within our value chain.

Though the risk of human trafficking and slavery within our business is low given the nature of our operations and customers, we continue to evaluate this risk periodically. Bristow employees are expected to immediately report violations of law, Company policies, or the Code of Business Integrity 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 brought against them.

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. We expect the same from our third-party business partners. Applicable laws in the countries in which we operate prohibit bribery and corruption. Our Insider Trading Policy is another established policy that guides ethical behavior.

Political Activity

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

Cybersecurity and Data Privacy

Our data privacy officer is responsible for leadership, governance, and oversight of all applicable cyber and privacy laws and regulations to protect the Company's information security. We tenaciously protect confidential information, whether it belongs to Bristow or to others who have entrusted it to us, such as employees, suppliers, and third parties. Employees and contractors are required to comply with our Information Security Policy and our Electronic



Communication Policy, which outlines the responsibilities of those using the Company's network and IT equipment. Employees are trained and well-informed about managing and protecting confidential information.

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

We are in the process of completing several cybersecurity-related initiatives that are expected to be completed by the end of 2023, including ISO 27001 certification. Bristow is seeking ISO 27001 certification for our U.K. search and rescue bases and our corporate headquarters. ISO 27001 certification is globally recognized as one of the highest standards of compliance and control for information security management systems.

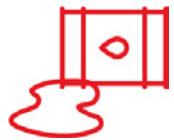


Environmental

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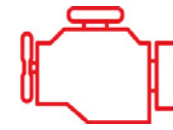
We aim to deliver on our environmental commitments by:



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

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



Environmental Management Systems

The Bristow Environmental Management System (EMS) for our Corporate (Houston), U.K., and Brazil operations is ISO 14001 certified and is audited every three years to maintain the certification. Additionally, our U.K. Health, Safety, and Environmental Management System Manual achieved ISO 45001 certification in 2022.

We do not consider full ISO 14001 certification to be necessary for all Bristow sites; however, we conduct regular internal audits to help ensure compliance with the EMS globally. Furthermore, each of our regions has developed environmental initiatives and related training in accordance with local customer demands and regulatory requirements.

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

POLICY 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 Health, Safety, and Environment (HSE) teams at the Air Operator's Certificate (AOC) level





Greenhouse Gas Emissions

In 2022, we calculated and reported our Scope 1 and Scope 2 greenhouse gas (GHG) emissions, building on our inaugural GHG assessment in 2021.

Our Scope 1¹ and Scope 2² emissions were calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. More information on calculation methodology, including data available and assumptions made, is included in the footnotes of the SASB Index. From 2021 to 2022, Bristow's GHG emissions intensity per flight hour remained relatively flat, as fuel burned from our fleet makes up the majority of our Scope 1 emissions.

Emissions (in MT CO2e)	CY 2022	CY 2021
Scope 1	232,530	230,161
Scope 2	4,506	4,510
Scope 1 MTCO2e per Flight Hour	1.8	1.8

To augment our climate goals, Bristow has also developed a climate risk management strategy aligned with the TCFD recommendations, which is located within the [TCFD Index](#) in the Appendix.



Fleet and Fuel Efficiency

Our helicopter fleet accounts for most of our Scope 1 emissions footprint, so the Company has continued to implement technology, systems, and data management tools to track and report the fuel consumption of helicopter flights across Bristow locations and operations. We have also standardized fuel-reduction processes and operational methodologies when possible.

Bristow continues to evaluate feasible options and solutions to reduce our environmental impact and improve our safety performance. Our aircraft monitoring system, the Health and Usage Monitoring System (HUMS), uses sensors linked to a centralized computer to actively monitor the aircraft and help ensure performance aligns with design specifications. We analyze the aircraft performance data and monitor such data to identify potential aircraft faults or risks. This process helps ensure our engines operate within permissible specifications and results in a better-maintained, more fuel-efficient fleet.

Some operational practices we 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 feasible, which is turning off engines during passenger or equipment loading, which also minimizes noise exposure for passengers and is utilized by many of our operations

- 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 S92 helicopter on the ground

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 preserves 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.

Bristow employs a fleet management strategy to phase out older aircraft. In 2022, we retired an additional three legacy fleet types, for a total of seven older models and approximately 80 total aircraft that have been decommissioned since the Era-Bristow merger in 2020. Over time, this fleet management strategy will help reduce carbon emissions, as new aircraft models are more fuel efficient than older aircraft. On the ground, we continue to evaluate the transition of inefficient, older support vehicles to electric vehicles (EVs) when feasible.

1 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 the fuel consumed in our operations using the fuel purchased. Fuel emissions factors sourced from the U.S. EPA's GHG Emission Factors Hub (March 2023).
 2 Scope 2 emissions are indirect emissions associated with purchased energy. These were calculated by multiplying total electricity consumed by the respective emissions factor for each country. Country-level emissions factors were sourced from Our World in Data's Carbon Intensity of Electricity 2021 dataset.



Sustainable Aviation Fuel (SAF)

We continue to explore using SAF as a replacement for conventional jet fuel. SAF holds great promise as a viable solution for reducing aviation emissions, but its full implementation is impeded by limited availability and high production costs. Despite these market challenges, Bristow continues to identify opportunities to integrate SAF within our operations as much as possible.

Our large and diverse fleet uniquely positions us to test SAF solutions in partnership with our customers. We incorporate SAF into contract considerations with our major energy customers and are active participants in industry discussions on SAF's feasibility and price. SAF-powered flights represent an opportunity to reduce our carbon emissions as well as our customers' Scope 3 emissions.¹ Bristow remains committed to integrating this solution into our global operations when viable and as technology and market conditions advance.

Bristow continues to identify opportunities to integrate SAF within our operations as much as possible.



SPOTLIGHT:

Bristow celebrates first SAF-fueled flights

At Aberdeen Airport, Bristow flights to bp's North Sea offshore operations in the U.K. Continental Shelf (UKCS), are, since mid-2022, powered by a 10% blend of SAF. bp is the first North Sea operator to voluntarily commit to an ongoing supply of SAF for its North Sea flights, helping to decarbonize the transport to its offshore operations. In 2021, Bristow completed one of the first SAF-powered flights in the UKCS, flying an S92 helicopter from Aberdeen to installations operated by bp.

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

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 advancements in the AAM space

As of 2022, Bristow has forged publicly announced relationships with seven leading AAM manufacturers: Beta Technologies, Elroy Air, Eve Air Mobility, Lilium, Overair, Vertical Aerospace, and Electra.aero. The diversity of our partnerships underscores 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 and the eVTOL Safety Leadership Group established by the U.K. Civil Aviation Authority.

Bristow's AAM Program²

- Publicly announced partnerships with seven AAM original equipment manufacturers
- Conditional (non-binding) orders placed for 425-455 AAM aircraft
- Dedicated AAM team formally established in 2022

¹ 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.

² As of December 31, 2022.



Environmental Stewardship in Operations

Facilities Management

Our teams evaluated and implemented energy-saving solutions at many of our operational and office locations. 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 U.K. search and rescue (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 locations, Bristow encourages employees to reduce the environmental impact of their commutes to work. In Nigeria, Bristow arranged for discounted bikes from a local bike store and provides shuttle buses between the office and major city hubs. In the U.K., Bristow partners with Tusker to make it more financially feasible for employees to lease a hybrid vehicle, EV, or road bike through employee subsidies.



SPOTLIGHT:

Sustainability Embedded in the U.K. Second-Generation Search and Rescue Aviation (UKSAR2G) Contract

In July 2022, Bristow was awarded a £1.6 billion 10-year contract for the UKSAR2G program by the U.K. Maritime and Coastguard Agency (MCA). UKSAR2G is the next generation of a previous Bristow contract that began in 2013.

Bristow's commitment to sustainability was an essential factor in securing the UKSAR2G contract. We plan to work closely with real estate consultants to strive for future infrastructure projects to be designed following the highest environmental standards whenever possible. Full BREEAM In-Use and GHG Emissions Assessments will be conducted for all the U.K. SAR facilities. In addition, Bristow aims to reduce our carbon footprint by transitioning existing base vehicles to EVs when feasible.

In 2022, the MCA celebrated 200 years of saving lives. Bristow became a part of this shared story in 1971 with the award of the U.K.'s first civilian SAR contract.



Waste Management

Bristow's management and disposal of hazardous and non-hazardous waste aligns with regionally defined regulatory requirements. Our EMS requires all operations to use 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 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 coming years



Spill Management

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

Based on BeSAFE reports, there were no incidental or accidental spill events that met reportable thresholds in 2022.

Aircraft Noise

We implemented processes and procedures to minimize our noise impact on the surrounding community. Actions taken include establishing hush houses for engine runs, installing noise walls around our bases, limiting engine runs, establishing aircraft operation quiet hours, and cold loading passengers with the engines off, when approved by our customers.

Biodiversity and Land Use

In 2022, we continued to evolve our corporate EMS to include a Biodiversity Policy. 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. Although most of our operations do not generate material 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 restoring and rehabilitating the impacted areas.



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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 supported by current technologies.

Governance and Risk Management

The Global Safety Review Board (SRB) primarily serves two purposes: to review the ongoing safety performance of the global organization and to review individual AOC performance. The SRB also ensures appropriate resources are allocated to achieve the established safety performance and gives strategic direction to the business.

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

We aim to have people start, work through, and finish every day with safety in mind.



Target Zero and Safety Management System

Our Target Zero Safety Culture, formally established in 2008, permeates the organization. We aim to have people start, work through, and finish every day with safety in mind. Target Zero is an expression of our belief that all accidents and injuries are preventable, and success is achieved when we deliver our target of zero accidents and zero harm. Not only does Target Zero drive Bristow to be our best — it can also positively influence our partners, customers, and other industry operators.

In 2022, Bristow oversaw the delivery of another strong year of safety, including a 50% reduction in Lost Time Incident Severity Rate and a 56% reduction in lost workdays for the nine-month period ended December 31, 2022, as compared to the nine-month period ended December 31, 2021.

	2022 ¹
Number of Aviation Accidents ²	1
Total Recordable Injury Rate	0.71*
Lost Time Incident Severity Rate	2.16*
Lost Workdays	52*
Fatalities (including contractors)	0*

¹ Metrics marked with an asterisk are aligned with our transition period (March 31, 2022, to December 31, 2022).

² Number of aviation accidents is reported for calendar year 2022. In September 2022, an AW139 made a hard landing following a partial loss of control.

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.



Fleet Safety Technology and Tools

For 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 [Transition Report on Form 10-KT](#) 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 U.K.'s MCA.

In 2022, our U.K. SAR team flew a total of 2,571 missions that spanned 11,016 operating hours, proudly rescuing 554 people.

In 2022, our U.K. SAR team flew a total of 2,571 missions that spanned 11,016 operating hours, proudly rescuing 554 people.

Incident Management and Emergency Preparedness

Bristow works hard to manage our risks proactively and predicatively. While we are confident in our ability to conduct our operations safely, we must be prepared to respond to a variety of incidents and emergency situations that may arise and minimize significant business and safety impacts. In 2022, the Company completed the integration of a new incident management solution that 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 globally aligned emergency response plan that includes all employees, and 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.

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



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.





Employee Health and Safety Training

Our strong safety record starts with our highly qualified, experienced, and well-trained employees. Bristow maintains a stringent recruitment process, vetting candidates for specific job-related 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 on an annual basis. All Bristow employees must complete Target Zero training, and we track employee completion rates of all mandatory training.¹ Additionally, we have Institution of Occupational Safety and Health (IOSH) instructors located in Trinidad and Tobago, the U.K., and Nigeria.

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

Pilots and mechanics are required to complete more extensive, region-specific training to comply with local government regulations and Bristow's standards. 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.

Safety Training Hours in CY 2022²

Training Type	Audience	Total Hours
Advanced Safety Training (Externally Provided)	Managers and Safety Department Employees	2,500+
Environmental and Occupational Safety Training (Externally Provided)	All	3,950+
Safety-Related E-learning (Digital)	Frontline Employees	4,500+
IOSH Certificate Hazard Awareness Training	Employees in the U.K. and Nigeria	1,100+

¹ HSE training requirements vary between regions and are based on local regulatory requirements and regional HSE manuals. These include detailed safety training covering aviation, occupational, and environmental safety protocols.

² Does not account for regional-specific training.

Human Capital Management

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



Bristow Employees Recognized as Fellows of the Royal Aeronautical Society (RAeS)

Ian McCabe and Graham Hamilton, employees based at Bristow's Aberdeen headquarters, were recognized as Fellows of the RAeS in February 2023. Fellowship is the highest membership level attainable for the RAeS and is awarded only to those who have made outstanding contributions at a senior level in the field of aeronautics. Founded in 1866, the RAeS is the oldest aeronautical society in the world and is dedicated to advancing aeronautical art, science, and engineering. Bristow is proud to have many highly qualified and talented professionals on our teams.



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) remain key factors in uniting the global Bristow team and encouraging collaboration and innovation. Our zero-tolerance nondiscrimination policy is included in the Code of Business Integrity, and all employees annually complete DE&I training, with 2022 training concentrating on unconscious bias and inclusivity.



Diversity in Recruitment

Bristow recognizes the importance of a diverse workforce and has taken measured steps to expand the Company’s talent pool. We also recognize the aviation industry has historically been challenged by a lack of diversity — particularly among pilots and technical staff. **Bristow is proud that 37% of our global management team is comprised of women** and we are committed to supporting industry efforts to promote greater participation by underrepresented groups in careers related to science, technology, engineering, and mathematics (STEM), like engineering or pilots.

In the U.S., we established an affirmative action program in our hiring initiatives, prioritizing the recruitment of candidates from historically marginalized communities. Bristow also partners with outreach programs in the U.S. to advertise employment opportunities to diverse candidate pools, including female-, veteran-, minority-, and disability-focused groups. **Approximately 23% of our U.S. employees are former servicemen and servicewomen.**

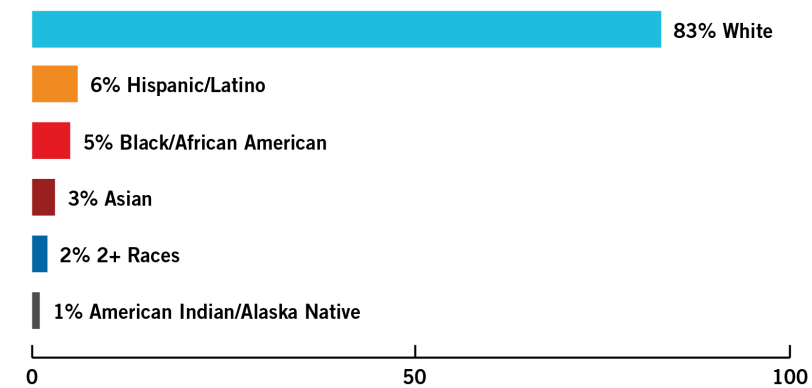
Promoting Diversity in Aviation

Bristow is committed to promoting careers in aviation for diverse talent. In the U.K., Bristow’s Cadet Program supports greater industry opportunities for young talent, including women. In 2022, we had four SAR Technical Crew cadets and 10 engineering apprentices start the program. We also launched our third fully funded pilot sponsorship program with four new pilot cadets who began their training in September 2022. In total, 11% of the participants in these programs were female. Bristow actively supports nationwide STEM programs by participating in numerous school STEM events throughout the year, and we support scholarship programs for maintenance-focused job candidates in the U.S.

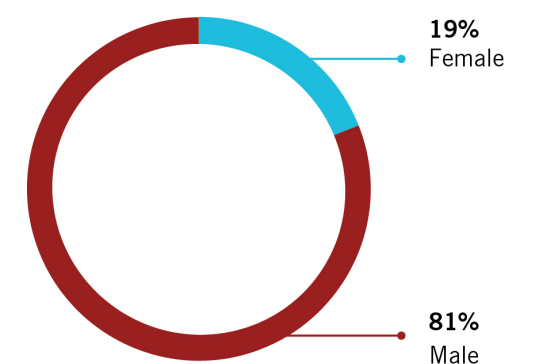
For more information on how we promote careers in STEM and aviation, please see the Education Pillar of the Bristow Uplift program described in the [Community Engagement](#) section.

Our Human Resources team works to consolidate our employees’ demographic information into actionable reports, including our U.K. 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 diverse employees. See the [ESG Data Table](#) in the Appendix for additional details on our employee diversity.

U.S. Workforce by Race



Total Workforce by Gender



Bristow is committed to the promotion and development of women with 37% of management and 50% of Executive Management comprised of women.



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 a variety of opportunities, including training, professional education, and mentorship programs.



Employee Engagement

Bristow believes in the importance of a leadership team that is visible, approachable, and engaged in the Company's day-to-day operations. For example, in 2022, Bristow's U.S. leadership visited all operational bases in the U.S., Guyana, and Suriname, with eight bases receiving two or more visits. Quarterly town hall meetings are held to cascade information about Bristow's strategic priorities and progress to the entire workforce. After the town halls, leadership members

engage with their teams to solicit feedback and gather suggestions for topics for future meetings.

We conduct employee surveys to provide authentic feedback to our executives and improve 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 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 have a multistage leadership development training course, and in 2022, we rolled out two new leadership modules, with additional modules to be released in 2023. For professional development outside of Bristow, we offer tuition reimbursement benefits for qualified employees.

We also provide ample opportunities for our pilots and mechanics to continue to sharpen their technical skills. **Bristow pilots and mechanics completed an average of 89 hours of professional development in 2022.**

To create a pool of talent for entry-level positions, Bristow sponsored training of new pilots and mechanics for decades in the U.K., supporting their education before they begin working for Bristow. Another example is our Cadet Engineer program in Nigeria which organizes courses on avionics and airframe 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, our Sponsor Program matches high-potential employees with a member of the Executive Leadership Team for a year-long sponsorship designed to build the skill set necessary 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 allow them to move into management roles.

We also offer numerous mentorship opportunities, supporting professional growth and development through a personalized engagement structure. All employees are guided by a manager, and we specially design our cadet and apprenticeship programs for 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, that 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. We recently launched a new internal platform for employees to track their volunteer hours so we can better track our collective impact on the communities we serve.

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 also supports corporate gift matching and in-kind donations. We provide Company matching for employee personal charitable donations, up to \$2,500 per year. Employees are also able to make special requests outside the scope of the Uplift program.

In 2022, Bristow donated \$583,076 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 2022 philanthropic efforts are described below.

Bristow seeks to make positive impacts in the areas in which we operate, fostering strong community relationships and strengthening our social license to operate.





Diversity Pillar

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

U.S.: As Bristow’s corporate headquarters are in Houston, Texas, Bristow has extensive outreach efforts throughout the city, such as an ongoing partnership with Dress for Success Houston, an organization that empowers Houston women to achieve economic independence, as well as the Women’s Resource of Greater Houston, an organization also focused on empowering women and connecting them to critical resources.



Education Pillar

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

GUYANA: Bristow Guyana donated equipment, worth approximately 3 million Guyanese dollars (~\$14,246) to the Art Williams & Henry Wendt Aeronautical Engineering School. The donations will supplement the school’s current workshop equipment and enable students and instructors to carry out practical training for ab initio and modular programs within aircraft maintenance engineering.

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.

U.K.: Bristow provided support for the STEM Challenge event held in Aberdeen for schools across the northeast of Scotland. Bristow’s engineers helped the students build a model of Leonardo da Vinci’s aerial screw and gave them insight into engineering careers at Bristow.

BRAZIL: Bristow provided 102 scholarships to Women in Maintenance, a professional group of future women mechanics, to elevate their educational experience and encourage diversity in the industry. We also hosted Children’s Day for a hands-on STEM experience to learn about helicopters.



Health/Wellness Pillar

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

WORLDWIDE: The Uplift Committee organized a “Break Out the Pink” photo contest in support of Breast Cancer Awareness Month. Winning employees or teams received a donation to a local breast cancer charity in their regions.

NORWAY: In November 2022, Bristow Norway hosted children and their families from the Children’s Cancer Association. Bristow technicians, pilots, and staff came together to provide these children and their families a meaningful respite from the challenges they are facing, treating the children to amazing helicopter sightseeing trips in addition to airport fire trucks, pizza, and T-shirts.



Sustainability Pillar

- Environmental causes
- Habitat rebuilds
- Tree planting

U.S.: Bristow participated in the sixth annual Hess Houston Corporate Run/Walk 5K in October 2022. A portion of all registration and proceeds directly benefited the Memorial Park Conservancy, which is committed to restoring, preserving, and enhancing Memorial Park. Additionally, Bristow contributed to an annual fundraiser benefiting the Hermann Park Conservancy, another large conservation area in Houston.



Underserved Pillar

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

WORLDWIDE: Bristow supported the humanitarian efforts in Ukraine with monetary donations to three organizations: Save the Children, GlobalGiving, and Doctors Without Borders. In addition, Bristow offered an increased 2-to-1 employee donation match for these three organizations, up to \$2,500 per employee.

NIGERIA: From December 2022 to January 2023, Bristow employees in Nigeria visited local orphanages to spend time with the children and provide groceries to help feed them. With each visit, employees brought pallets of food, including rice, beans, vegetable oil, yams, noodles, and cereals, as well as beverages and toiletries.



BRAZIL: We continue to 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 2022, the program donated \$4,000.



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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 2022 Response ¹
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 Compliance, Business Ethics, and Professional Conduct 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	232,530 metric tons CO ₂ e ²
	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	See the Greenhouse Gas (GHG) Emissions section of this report
	(1) Total fuel consumed, (2) percentage alternative, and (3) percentage sustainable	TR-AL-110a.3	Information is not available for the reporting year
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	TR-AL-310a.1	56%*
	(1) Number of work stoppages, and (2) total days idle	TR-AL-310a.2	Work Stoppages: 0 Days Idle: 0

¹ Metrics marked with an asterisk are aligned with our transition period (March 31, 2022, to December 31, 2022).

² Calculations do not account for new operations that were acquired in calendar year 2022. Includes stationary emissions from Brazil, Guyana, Nigeria, Trinidad and Tobago, the U.K., and the U.S. Excludes non-aircraft mobile fuels in Guyana. Fugitive emissions are reported for Brazil. The ratio of fossil fuel to biofuel in transportation consumption was based on national requirements by country and reported progress toward these requirements. Annual 2022 emissions for Guyana were estimated using the most recent data available — for stationary and mobile fuel consumption, this data covered the period April 2021 to March 2022. Annual U.S. emissions for 2022 were estimated using activity data covering the first nine months of 2022. Average monthly consumption over this period was used to estimate activity data over the remaining three months of the year.



Topic	Accounting Metric	Code	CY 2022 Response ¹
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: 0.71* Fatalities: 0*
	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	See the Health and Safety section of this report
Accident & Safety Management	Number of aviation accidents	TR-AL-540a.2	1 ³
	Number of governmental enforcement actions of aviation safety regulations	TR-AL-540a.3	0

¹ Metrics marked with an asterisk are aligned with our transition period (March 31, 2022, to December 31, 2022).

³ On September 24, 2022, an AW139 (N811TA) experienced a hard landing at Bristow's base in Houma, Louisiana, following a partial loss of control.



ESG Data Table

For ease of reference, the following table summarizes additional ESG metrics related to our operations that are referenced throughout this report.

Report Chapter	Metric	Unit of Measure	CY 2022 Response ¹
 Environment	Scope 2 Emissions	Metric tons CO2e	4,506 ²
	Number of Reportable Spills ³	Number	0
	Total Employees	Number	3,138
	Total Full-Time Employees	Number	3,008
	Total Part-Time Employees	Number	130
	Total Employees by Role	Number	Pilots: 808 Mechanics: 804 Other: 1,526
	Total Workforce Covered by Collective Bargaining Agreements	Percentage	56%
 Social	Total Employee Voluntary Turnover	Percentage	10.9%
	Total Workforce Diversity (Women) ⁴	Percentage	19%
	Total Workforce Diversity (Male) ⁴	Percentage	81%
	U.S. Workforce Veteran Status	Percentage	23%
	U.S. Workforce Diversity (All Minorities) ⁵	Percentage	17%
	U.S. Workforce Diversity (White) ⁵	Percentage	83%
	U.S. Workforce Diversity (Hispanic/Latino) ⁵	Percentage	6%

¹ Metrics marked with an asterisk are aligned with our transition period (March 31, 2022, to December 31, 2022).

² Calculations do not account for new operations that were acquired in calendar year 2022. Does not account for any electricity consumed from purchases of renewable energy beyond renewable sources included in the systemwide average emissions factor for each country. Annual U.S. emissions for 2022 were estimated using activity data covering the first nine months of 2022. Average monthly consumption over this period was used to estimate activity data over the remaining three months of the year. For electricity consumption in Guyana, this data covered the period July 2021 to March 2022, and the average over this period was used to estimate the remaining three months of consumption.

³ Bristow has an internal reporting process for all spills regardless of whether they are under reportable thresholds.



Report Chapter	Metric	Unit of Measure	CY 2022 Response ¹
 Social	U.S. Workforce Diversity (Black or African American) ⁵	Percentage	5%
	U.S. Workforce Diversity (Asian) ⁵	Percentage	3%
	U.S. Workforce Diversity (American Indian or Alaska Native) ⁵	Percentage	1%
	U.S. Workforce Diversity (2+ Races) ⁵	Percentage	2%
	Management ⁶ Diversity (Women) ⁴	Percentage	37%
	Executive Management Diversity (Women) ⁴	Percentage	50%
	U.S. Management Diversity (All Minorities) ⁴	Percentage	40%
	Lost Workdays	Number	52*
	Lost Time Incident Severity Rate	Rate	2.16*
	Annual Safety Training Hours (External)	Hours	3,950+ ⁷ ; 2,500+ ⁸
Annual Safety Training Hours (Internal)	Hours	4,500+ ⁹	
Community Engagement Dollars Donated ¹⁰	U.S. Dollars	\$583,076	
 Governance	Total Directors	Number	8
	Independent Directors	Percentage	87.5%
	Gender Diversity on the Board of Directors	Percentage	12.5%
	Racial/Ethnic Diversity on the Board of Directors	Percentage	0%

¹ Metrics marked with an asterisk are aligned with our transition period (March 31, 2022, to December 31, 2022).

⁴ All gender data reflected in this table is self-reported.

⁵ All ethnicity data reflected in this table is self-reported.

⁶ Management is defined as employees with direct reports.

⁷ Total hours of externally provided environmental and occupational safety training.

⁸ Total hours of externally provided advanced safety training for managers and Safety Department employees.





⁹ Total amount of safety-related e-learning (digital) training completed by frontline employees.

¹⁰ 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
 4 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"> a. Education is a key pillar of our Bristow Uplift program, and we aim to promote youth interest in STEM and the arts through scholarships and internships b. In addition to continuing education opportunities, Bristow has several professional development, training, and mentorship programs to foster the next generation of Bristow leadership
 7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable, and modern energy for all	7.3	<ul style="list-style-type: none"> a. 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
 8 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"> a. Bristow employs more than 3,100 employees worldwide and provides competitive benefits and compensation that is indexed to market trends; we are a key driver of economic growth in many developing countries b. 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
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	9.1	<ul style="list-style-type: none"> a. Through our SAR business, Bristow provides a vital, lifesaving service to governments across the world b. Bristow continues to enhance the sustainability of our operations




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"> a. Bristow aims to foster a diverse and inclusive workplace and has a zero-tolerance approach to discrimination b. We continue to build a pipeline of diverse talent and are particularly focused on bridging the gap of female and minority representation in aviation c. We have taken steps to mitigate compensation gaps between male and female employees throughout our workforce and publish a Gender Pay Gap Report in the U.K.
	Ensure sustainable consumption and production patterns	12.5, 12.6	<ul style="list-style-type: none"> a. We continue to implement solutions to reduce and recycle waste generated by our operations b. We annually publish a sustainability report with transparent disclosure of our performance on our most material environmental, social, and governance issues
	Strengthen the means of implementation, and revitalize the global partnership for sustainable development	17.17	<ul style="list-style-type: none"> a. We actively 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



TCFD Index

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

TCFD Pillar	TCFD Recommended Disclosure	Response
 GOVERNANCE	<ul style="list-style-type: none"> a. Describe the Board's oversight of climate-related risks and opportunities. b. Describe management's role in assessing and managing climate-related risks and opportunities. 	<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 designated to provide oversight of sustainability issues facing the business.</p> <p>The management of this topic and reporting structure is further detailed in the ☞ Governance of Sustainability section of this report.</p>
 STRATEGY	<ul style="list-style-type: none"> a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 	<p>Index A and Index B below 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 Annual Report on Form 10-KT filed with the Securities and Exchange Commission (SEC).</p>
 RISK MANAGEMENT	<ul style="list-style-type: none"> 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. 	<p>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.</p> <p>For more information, please see the ☞ Enterprise Risk Management (ERM) section of this report.</p>
 METRICS AND TARGETS	<ul style="list-style-type: none"> 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. 	<p>In 2022, Bristow continued to baseline 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.</p> <p>Bristow has not set any Company-level targets at this time.</p>



Index A: Climate-Related Risks

Risk Type	Risk	Description
TRANSITION	Policy and Legal	See “Environmental regulations and liabilities may increase our costs and adversely affect our business” in our Annual Report on Form 10-KT filed with the SEC.
	Market	See “Increasing attention to environmental, social, and governance matters may impact our business, financial results or stock price,” “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 “Consumer preferences for alternative fuels, as part of the global energy transition, may lead to reduced demand for our services” in our Annual Report on Form 10-KT filed with the SEC.
	Reputation	See “Increasing attention to environmental, social, and governance matters may impact our business, financial results or stock price” in our Annual Report on Form 10-KT filed with the SEC.
PHYSICAL	Acute	See “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 Annual Report on Form 10-KT.

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. 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 in which we operate but will also position Bristow for exposure to new end markets.



Bristow Group Inc. | 3151 Briarpark Drive, Suite 700, Houston, Texas 77042 | www.bristowgroup.com