

# 2024 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 the impact of supply chain disruptions and inflation and our ability to recoup rising costs in the rates we charge to our customers; 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; 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; public health crises, such as pandemics and epidemics, and any related government policies and actions; our inability to execute our business strategy for diversification efforts, including those related to government services and advanced air mobility; 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 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 portions of our fleet may be grounded for extended periods of time or indefinitely (including due to severe weather events); the possibility of political instability, civil unrest, war or acts of terrorism in any of the countries where we operate or elsewhere; the possibility that we may be unable to re-deploy our aircraft to regions with greater demand; the existence of operating risks inherent in our business, including the possibility of declining safety performance; labor issues, including our inability to negotiate acceptable collective bargaining or union agreements with employees covered by such agreements; the possibility of changes in tax, environmental, trade, immigration and other laws and regulations and policies, including, without limitation, tariffs and actions of the governments that impact oil and gas operations, favor renewable energy

projects or address climate change; any failure to effectively manage, and receive anticipated returns from, acquisitions, divestitures, investments, joint ventures and other portfolio actions; the possibility that we may be unable to dispose of older aircraft through sales into the aftermarket; the possibility that we may impair our long-lived assets and other assets, including inventory, property and equipment and investments in unconsolidated affiliates; general economic conditions, including interest rates or uncertainty in the capital and credit markets; 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 (“SAR”) contract terms or otherwise delay service or the receipt of payments under such contracts; and the effectiveness of our environmental, social, and governance initiatives.

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.





# Introduction

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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.

I am pleased to share Bristow's annual Sustainability Report, reflecting our continued commitment to responsible business practices, reducing environmental impacts, and positively engaging with our people and communities, the places where we live and work. Sustainability is integral to Bristow's long-term success, and we understand that progress is an ongoing journey shaped by intentional efforts and consistent actions.

Safety remains foundational to everything we do at Bristow. It's deeply personal to each employee and central to every operation. In 2024, this commitment delivered significant results, including a 32% reduction in lost workdays compared to the prior year, clear evidence of our collective dedication. Our continued investment in SAR services reflects both our dedication to safety and our deep connection to the communities we serve. Our UK Search and Rescue (SAR) team once again demonstrated courage and expertise, rescuing 470 individuals across

2,870 missions. The launch of our new SAR operations in Ireland extends that impact, along with our other government SAR mandates in the Netherlands, the Dutch Caribbean, and the Falkland Islands.

Protecting our employees and customers means securing our digital infrastructure and responsibly managing our supply chain. In 2024, we proactively developed and adopted a Generative AI policy designed to harness the potential of emerging technology while ensuring ethical standards and intellectual property protection. Additionally, our Norway operations successfully rolled out our new Supplier Commitment on Human Rights initiative. This program sets clear expectations for suppliers, promoting transparency and accountability, and will be implemented globally in 2025 to further mitigate potential risks in our supply chain.

Our commitment to the environment continues through strategic fleet modernization and innovation in aviation technology. In 2024, we strengthened our fleet with an agreement to purchase 10 Leonardo AW189 super-medium helicopters, with options for an additional 10. These advanced aircraft offer enhanced environmental performance, including lower CO<sub>2</sub> emissions compared to similar aircraft, and are capable of utilizing sustainable aviation fuel (SAF). Bristow Norway also took a meaningful step toward advancing sustainable aviation by signing a letter of intent to participate in an international test arena for zero- and low-emission aviation later this summer.

This proposed regulatory sandbox, the only one of its kind in Europe, aims to explore the viability of advanced air mobility (AAM). Our involvement will allow us to test, learn, and collaborate with industry leaders as we help shape the future of aviation innovation and regulation.

Finally, fostering meaningful connections within our communities remains central to our sustainability efforts. Through the Bristow Uplift initiative, we proudly donated more than \$600,000 in 2024 to support local communities where we live and operate. These contributions not only reflect our corporate values, but also reinforce our commitment to being responsible corporate citizens.

Our achievements in 2024 affirm the direct link between effectively managing sustainability risks and opportunities and our Company's success. Looking ahead, we remain dedicated to advancing these efforts, guided by our Core Values of safety, integrity, passion, teamwork, and progress.

Thank you for your continued support on this important journey, and we look forward to more success in 2025.

Christopher Bradshaw  
President and Chief Executive Officer



# About Bristow

Bristow is the leading global provider of innovative and sustainable vertical flight solutions. We primarily provide aviation services to a broad base of offshore energy companies and government entities. Our aviation services include personnel transportation, SAR, medevac, fixed wing transportation, unmanned systems, and ad hoc helicopter services. Our business is comprised of three operating segments: Offshore Energy Services, Government Services, and Other Services. Our energy customers charter our helicopters primarily to transport personnel. Our government customers primarily outsource SAR activities whereby we operate specialized helicopters and provide highly trained personnel. Our other services include fixed wing transportation services through a regional airline and dry-leasing aircraft to third party operators in support of other industries and geographic markets.

## Global Leader in Vertical Flight



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



HEADQUARTERED IN  
**HOUSTON, TX**



GLOBAL EMPLOYEES  
**3,447 TOTAL**  
**899 PILOTS**  
**912 ENGINEERS**



PUBLICLY TRADED ON  
**NYSE (VTOL)**

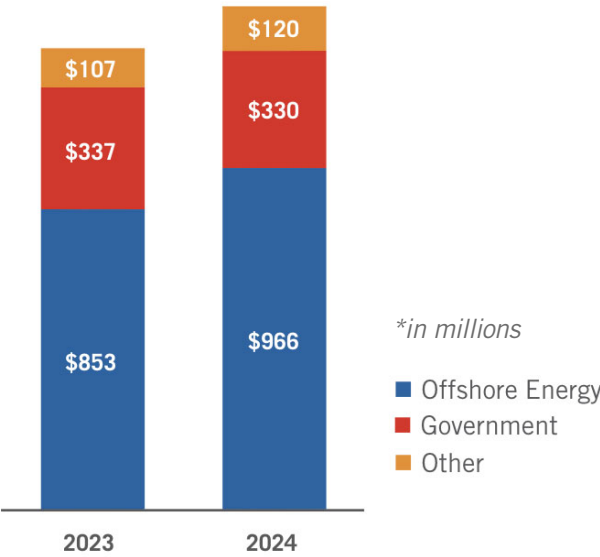


AIRCRAFT TYPES  
**ROTARY WING**  
**FIXED WING**  
**UNMANNED AERIAL SYSTEMS (UAS)**



DIVERSE FLEET OF  
**210 AIRCRAFT**

## Total Revenues by Segment\*



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.

# Our Approach to Responsible Business Practices

Our strategy for responsible business practices is guided in part by a formal materiality assessment last conducted in 2023. For 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 of the topics that Bristow had internally identified as likely to be ‘key factors’ were found relevant and important to stakeholder groups as well, which helped calibrate our assessments. Some of the topics were deemed High Priority, either because of the industry we are in, the customers we support, or our potential impact on the community around us. These perspectives and results serve as a key input to help us strategically deploy resources each year and refine our environmental, social, and governance (ESG) policies, programs, and disclosures.

“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. 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.

\*High-Priority Topic

## Our Sustainability Priorities



RESPONSIBLE BUSINESS PRACTICES

We recognize that 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 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 2024 (January 1–December 31, 2024). In some instances, content, including metrics, may also cover updates and activities that occurred outside this period, which we endeavor to note as such.

To inform our disclosure and maximize its value to our stakeholders, this report has been prepared in alignment with the SASB Standards, now housed under the International Sustainability Standards Board (ISSB), for the Airlines industry, as well as for the Air Freight and Logistics and the Oil and Gas Services industries. We utilize the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to outline 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. We have also aligned the report content with reference to the Global Reporting Initiative (GRI) Standards. While we believe our sustainability-related disclosures and methodologies reflect our business strategy and are reasonable at the time, as our business or applicable methodologies, standards, or regulations develop and evolve, we may revise or cease reporting or using certain disclosures, terms, assumptions, and methodologies if we determine that they are no longer advisable or appropriate, or are otherwise required to do so.

A summary of all disclosures outlined above 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.



2024 Sustainability Highlights

RESPONSIBLE BUSINESS PRACTICES		ENVIRONMENTAL IMPACT		PEOPLE AND COMMUNITIES	
<div></div> <div><h3>HUMAN RIGHTS</h3><p>Deployed our new human rights supplier commitment process for our Norway operations.</p></div>	<div><h3>AI</h3><p>Developed and adopted a Generative Artificial Intelligence (GenAI) Policy to ensure that GenAI’s use enhances Bristow’s operations while adhering to ethical standards and respecting intellectual property.</p></div>	<div></div> <div><h3>PARTNERSHIPS</h3><p>Signed letter of intent to take part in an International Test Arena for Zero- and Low-Emission Aviation in Norway.</p></div>	<div><h3>CERTIFICATIONS</h3><p>Achieved certification to the ISO 14001 standard at our Ireland operations.</p></div>	<div></div> <div><h3>SAFETY</h3><p>Delivered another strong year of safety, including a 32% reduction in lost workdays compared to the prior year.</p></div>	<div><h3>470</h3><p>Rescued 470 people during 2,870 missions completed by our UK SAR team.</p></div>
<div><h3>CERTIFICATIONS</h3><p>Completed requirements for Australia’s Critical Infrastructure Risk Management Program (CIRMP).</p></div>		<div><h3>DATA COLLECTION</h3><p>Implemented a new data collection platform for key sustainability-related metrics, which primarily included those related to our GHG emissions.</p></div>		<div></div> <div><h3>COMMUNITY ENGAGEMENT</h3><p>Donated more than \$600,000 to support our local communities.</p></div>	





# Responsible Business Practices

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SDGs Reflected in This Section

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS





# Governance of Sustainability-Related Matters

## Board of Directors and Executive Management

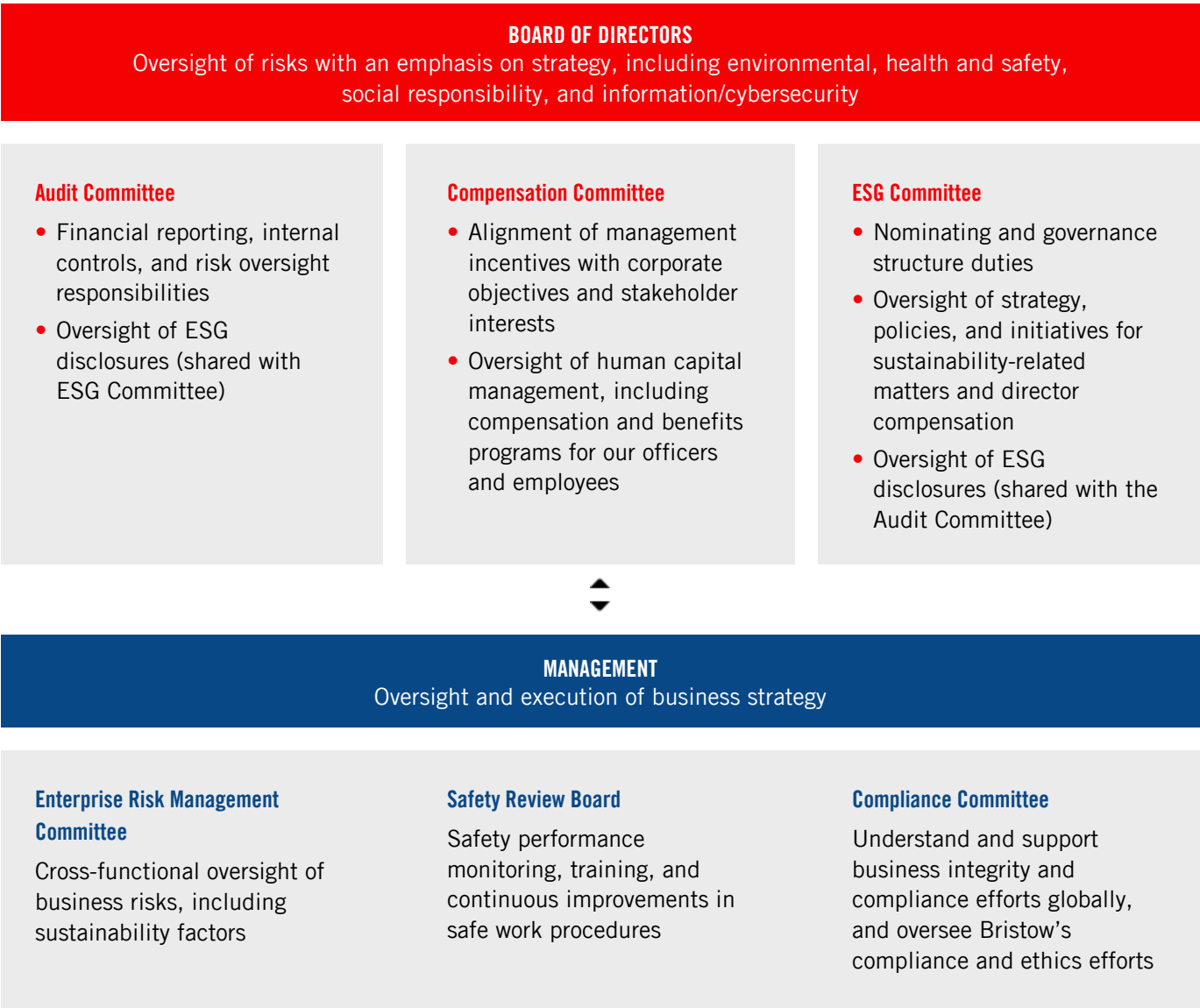
Our Board of Directors works closely with management to oversee our approach to sustainability-related business practices, both directly and through its three standing committees: Audit, Compensation, and ESG. Management and the Board work together to evaluate the effectiveness of our efforts to align 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

Our [🔗 Code of Business Integrity](#) (COBI) outlines the principles for business conduct expected for 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 compliance trainings tracked by Bristow include:

- Diversity 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 Safety and Ethics 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. In addition, the majority of our global business providers — including those who supply goods or services to Bristow and those to whom Bristow provides services — are screened every 24 hours against restricted party lists. Certain partners in high-risk jurisdictions or industries may also 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 established a corporate political action committee (PAC) in 2022. During 2024, this PAC had minimal activity.




# Human Rights

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. 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.

## Bristow’s Human Rights Framework

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

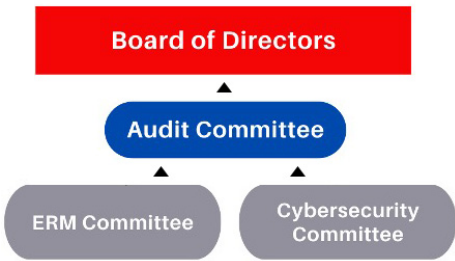
Our  **Human Rights Commitment** outlines our promise to uphold the highest standards and principles of human rights and is reflected in the COBI, Company policies, training, and statements we have posted on our website as required by the UK Modern Slavery Act, Norway’s Transparency Act, and Australia’s Modern Slavery Act. Bristow’s Human Rights Policy describes our human rights expectations of employees, contractors, business partners, suppliers, and other 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 that requires certain higher-risk suppliers, which may include original equipment manufacturers (OEM) of aircraft and aircraft parts, or other suppliers that operate in higher-risk jurisdictions or industries, to adopt similar commitments and extend them to their suppliers. This supplier commitment has been deployed at our Norway operations and will be introduced globally in 2025. In 2024, we also deployed a human rights protections training course for Company leaders, our global Supply Chain and Procurement teams, and other roles in markets with enhanced human rights due diligence requirements.

Bristow employees are expected to report any suspected human rights-related issues to their managers or anonymously through Bristow’s Ethics and Compliance Hotline. Any employee or supplier found in violation of these standards 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 is built on an industry-standard framework to protect Bristow against cyber threats. We have implemented detection, prevention, and response measures, such as phishing simulations, security awareness and training, email and endpoint security, active monitoring, penetration testing, encryption, intrusion protection, disaster recovery, and a robust incident response plan. Bristow’s Information Security Management System (ISMS) is based on the ISO 27001 standard and supports our global operations. The ISO 27001 standard is globally recognized as one of the highest standards of compliance and control for information security. Our UK SAR operations and Houston headquarters are ISO 27001 certified.

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 Electronic Communication Policy, which outlines the responsibilities of those using the Company’s network and IT equipment.

In 2024, Bristow adopted a Generative Artificial Intelligence (GenAI) Policy that applies to our employees and contractors (as relevant). This policy provides general information on GenAI tools and outlines key use cases and related requirements. Employees are expected to report instances of noncompliance with this policy to our IT Service Desk or through our Ethics and Compliance Hotline.

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



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7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17 PARTNERSHIPS FOR THE GOALS





## 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:



Continuing improvements to our **Environmental Management System**, including certifying sites to the ISO 14001 standard where appropriate.



Optimizing our **fleet and fuel efficiency** while considering our GHG emissions without compromising safety or operational effectiveness.



**Updating our facilities** to improve energy efficiency and reduce waste generation and water use.



Forming partnerships to help lead the way to the adoption of next-generation **Advanced Air Mobility (AAM) technology** that will help reduce the environmental impact of aircraft.





## 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

## Environmental Management Systems

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



# Greenhouse Gas Emissions

Our 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 [SASB Index](#) and ESG Data Table footnotes. In 2024, Bristow continued efforts to improve the accuracy and completeness of our GHG emissions inventory through the implementation of a new data collection platform, which allowed us to map our most comprehensive emissions source catalog to date. This serves as a key foundational step for our future emissions management strategy. In addition to improvements due to the implementation of our new data collection platform, our total Scope 1 and 2 emissions also increased in 2024 due to a 10% increase in flight hours from the previous year.

Emissions (in MT CO2e)	2024	2023
Scope 1	251,753	212,976
Scope 2 (Location-Based)	5,286	4,548
Flight Hours	133,886	121,892
Scope 1 MTCO2e per Flight Hour	1.88	1.75

Bristow has 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.

### SPOTLIGHT:

In early 2024, Bristow signed an agreement with Leonardo for 10 AW189 super-medium helicopters plus options to purchase another 10 AW189s. These new aircraft will offer superior operational and environmental performance, including lower CO2 emissions than comparable aircraft types. They are also capable of using sustainable aviation fuel (SAF).

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

- Utilizing unmanned aerial systems (UAS) in place of manned aircraft where operationally feasible.
- Hosting various flight trainings through simulations rather than in physical aircraft.
- Building out our flight simulation facilities to reduce in-flight training and employee travel to partner training facilities.
- Implementing “cold boarding” or “cold loading” when possible. This practice involves turning off engines during passenger or equipment loading.
- Minimizing maintenance ground runs or completing ground runs with one engine, when possible.

Bristow’s fleet management strategy aims to reduce GHG emissions and operating costs by phasing out older, less fuel-efficient aircraft over time. In 2024, we retired or sold 19 legacy aircraft and onboarded 18 new aircraft.

Aircraft Type	Total Number		Average Age, Years	
	2024	2023	2024	2023
Heavy Helicopters	86	92	13.1	13.9
Medium Helicopters	67	69	14.1	13.1
Light Twin-Engine Helicopters	14	14	15.4	14.9
Light Single-Engine Helicopters	25	28	21.4	21.3
Fixed Wing	14	13	—	—
UAS	4	4	—	—

In addition, we regularly reorganize aircraft across our operations to optimize our fleet for customer demand and maximum efficiency. In 2024, we completed 24 aircraft movements between business units or locations in various countries. Currently, we have aircraft in 18 different countries under 10 AOCs.

Finally, we continue to evaluate the transition of older ground support vehicles to electric vehicles when feasible. For example, at our Norway, Brazil, and UK SAR operations, approximately 80%, 42%, and 20% of ground vehicles are electric, respectively.





## Sustainable Aviation Fuel

We continue to explore using SAF as a replacement for conventional jet fuel. SAF-powered flights represent an opportunity to reduce our direct emissions, as well as our customers' Scope 3 emissions.<sup>1</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 diligent and steadfast as a proponent of SAF, as it becomes more widely available in the regions in which we operate.



### SPOTLIGHT:



#### Advancing AAM in Norway

In December, Bristow Norway AS signed a letter of intent to participate in an International Test Arena for Zero- and Low-Emission Aviation in Norway.

Under the agreement, the parties will work together to build a Concept of Operations for demonstrating cargo transport, with the aim of carrying out demo operations in a "regulatory sandbox" in Norway in 2025. The goal of this process is to test, learn, and prove the viability of AAM operations in a controlled environment.

"This is the only regulatory sandbox proposed for Europe and expected to be the lead as the European Union Aviation Safety Agency rolls out AAM regulations and operations. By working together with key industry players, we will gain valuable experience that will help shape the future of aviation."

—Dave Stepanek, CTO

## Advanced Air Mobility

AAM is 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 2024, Bristow continued to advance partnerships with leading AAM manufacturers and had secured early delivery positions via deposit for 12 aircraft: two Elroy aircraft, five BETA Technologies aircraft, and five Electra aircraft. We expect the first of these aircraft to be delivered in 2026. The diversity of our partnerships reflects our commitment to strengthening our fleet selection and operational capabilities.

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's Dave Stepanek Recognized for Leadership in AAM

In 2024, Bristow's Chief Transformation Officer (CTO) Dave Stepanek authored "A Philosophical Guide for Early AAM Operations." This widely circulated guide offers both an overview of AAM and a proposal for how a successful and safe scale-up of these next-generation aircraft could come about, from an air-carrier's perspective.

In his role as CTO, Dave is leading Bristow's transformation by introducing next-generation AAM aircraft and transforming the company's core business in new regions. Through his efforts, Bristow has forged strategic relationships with multiple AAM manufacturers. He regularly participates in public speaking engagements related to AAM operationalization.

<sup>1</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 the program's popularity, we have doubled the capacity since it launched in 2022.



## Reducing Waste and Giving Back

**AUSTRALIA:** In 2024, during a routine cleaning of one of our hangers, the Bristow team discovered boxes of unused blankets once intended for our passengers. Instead of discarding them, the team partnered with Larrakia Nation, a local organization dedicated to supporting Darwin's Indigenous community, to provide the blankets to in-need families. Through this donation, the team was not only able to reduce waste but also support Bristow's mission to give back to the communities where we serve.

## SPOTLIGHT:

### Harnessing Solar Energy

As part of the expansion of our operations under the UKSAR2G contract, in September 2024 we were proud to begin harnessing the power from the rooftop solar panels installed on seven hangers at our bases throughout the UK and Scotland. This includes leveraging solar power for the charging stations (*pictured right*) installed at these facilities.







## 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 where 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 zero incidental or accidental spill events that met reportable thresholds in 2024.

## Nuisance Management

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. 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.





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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 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 2024, Bristow delivered a strong year of safety, including a 32% reduction in lost workdays compared to 2023. Additionally, our Trinidad, UK Offshore Energy Services, UK SAR, Africa, Netherlands and Dutch Antilles, and Corporate operations attained Target Zero for 2024: no recordable injuries or lost workdays.

Key Safety Metric	2024	2023
Total Hazard and Behavior Reports	1,224	1,193
Total Recordable Incident Rate	0.46	0.43
Lost Workdays	91	133
Lost Work Cases	7	3
Lost Time Incident Severity Rate	2.61	3.83
Number of Aviation Accidents	1	0
Fatalities (including contractors)	1 <sup>2</sup>	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 (HSE) Management System Manual is certified to the ISO 45001 standard.



<sup>2</sup> In February 2024, a Bristow S92 search and rescue aircraft with six crew members onboard was involved in an accident that resulted in one fatality.



## 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 2024, our UK SAR team flew 2,870 missions that spanned 9,200 operating hours. From those missions, we proudly rescued 470 people.



## Safety Reporting and Assurance

Bristow's BeSAFE program integrates safety management capabilities 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 2024

1,049 Hazard Reports\*

175 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 for which 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>3</sup> Additionally, we have Institution of Occupational Safety and Health (IOSH) instructors located in Trinidad and Tobago, the UK, and Nigeria.

SPOTLIGHT:

The ‘Why’ Behind Safety

At the end of 2024, Bristow’s Chief Safety Officer was proud to introduce a new video series for our employees that feature the personal motivations that drive them to prioritize safety in their daily work. Videos will be added on an ongoing basis that feature employees from throughout the organization sharing their unique perspectives and experiences with safety.

“This video series highlights the heart and soul behind why we approach safety the way we do. When we understand the why behind our actions, safety becomes second nature - it becomes personal.”

– Russ Gould, Chief Safety Officer

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 Calendar Year (CY) 2024<sup>4</sup>

Training Type	Audience	Total Hours
Advanced Safety Training (Externally Provided)	Managers and Safety Department Employees	2,152
Environmental and Occupational Safety Training (Externally Provided)	All	4,265
Safety-Related E-learning (Digital)	Managers and Frontline Employees	13,000+
IOSH Certificate Hazard Awareness Training	Frontline Employees	448

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.

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.

<sup>3</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>4</sup> Does not account for region-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 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 and Inclusion

Bristow is dedicated to maintaining a Company culture of nondiscrimination in which all employees, customers, and suppliers feel welcomed, included, and valued. We hire, promote, and retain employees based on their abilities, achievements, experience, and performance. Diversity and inclusion are key to promoting collaboration and innovation across our global team and to ensuring we maintain a strong pipeline of talent. Our zero-tolerance nondiscrimination policy is included in the COBI, and all employees complete relevant training annually. In 2024, this training focused on unconscious bias and inclusivity.

#### 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 a more representative workforce that is reflective of a variety of backgrounds and perspectives. This brings value to the business by strengthening our pipeline of talent, helping to ensure the long-term sustainability of our workforce.

Bristow has several ongoing initiatives to boost the visibility of our opportunities, including:

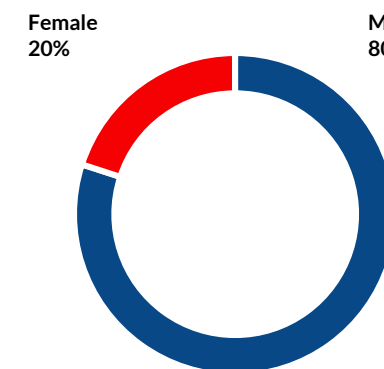
- **Armed Services Partnerships:** Approximately 23% of our U.S. employees are former servicemen and servicewomen. In 2024, Bristow was one of two helicopter operators in the UK to offer a Managed Pathway route for military pilots, a program that we established in 2013 and that has been active since its inception. The partnership enables us to collaborate with the military to recruit pilots transitioning from the armed forces. In addition, we have 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. We ensure that the female cadets who attend our Cadet Days have time to engage with female role models from our pilot, engineering, and operational teams.
- **Apprenticeship Programs:** In the UK, our Pilot Cadet, Engineering, Technical Crew, and Winch Paramedic apprenticeship programs support greater industry opportunities for young talent. In 2024, approximately 19% of the 43 participants in these programs were female.

- **Other Partnerships:** In the U.S., we established new partnerships with McNeese State University and the Coast Guard Aviation Association to identify potential recruits. Additionally, in 2024 our UK operations were certified as Disability Confident Committed, which is a program that encourages employers to take action to improve how they recruit, retain, and develop disabled individuals.

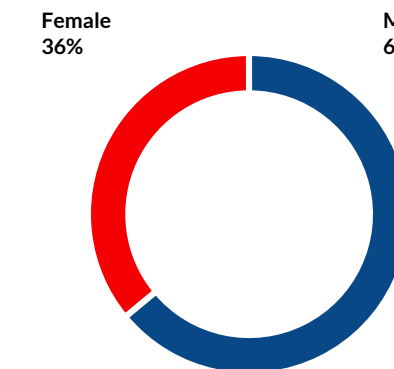
Beyond these programs, Bristow promotes interest in science, technology, engineering, and mathematics (STEM) careers by hosting base visits and participating in local school STEM events and challenges year-round. For more information on how we promote careers in STEM and aviation, please see the Education 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 turnover. See the [ESG Data Table](#) in the Appendix for additional details on our employee diversity.

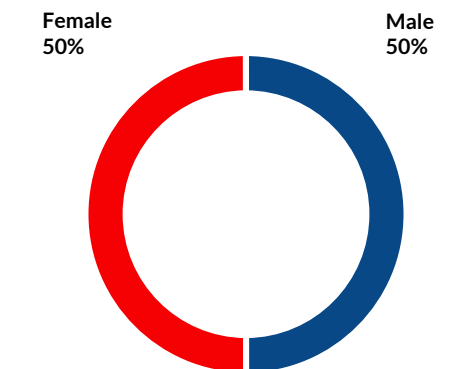
Total Workforce by Gender



Management-Level Roles by Gender<sup>5</sup>



Executive Leadership Team by Gender<sup>6</sup>



<sup>5</sup> Management is defined as employees with direct reports and/or who manage a function or professional area of responsibility.

<sup>6</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 various tools annually, such as 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
- An employee engagement survey to capture our employees' perception of their jobs and work environment, providing everyone with the opportunity for open, honest, and candid feedback.

### *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 in 2024 was focused on effective conflict resolution. 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, ensuring the continuity of business across our functional, regional, and executive levels.

Annual performance reviews are used to help 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 those interested to 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, all 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 leaders and employees endeavor to create and support volunteering and charitable efforts throughout the year as a part of our team-building and community outreach efforts.

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 locally relevant direct giving.

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

Through our Uplift program, Bristow donated over \$600,000 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 community engagement during 2024 are on the next page.



“We don’t just have bases in our communities; we have people who live, shop, recreate, and send their children to school in these communities. It’s important that our charitable efforts support the organizations that matter most to them as community members.” – Adam Morgan, Director Global Communications





Diversity Pillar

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

**U.S.:** Bristow's Captain Cameron Jones and Captain Will White led a tour of one of our hangars in New Orleans, Louisiana, in partnership with the Organization of Black Aerospace Professionals, a nonprofit organization dedicated to the encouragement and advancement of minorities in all aviation and aerospace careers. The tour aimed to promote aerospace education among teens aged 13-17.



Education Pillar

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

**AUSTRALIA:** Our Airnorth operations were once again proud to support the annual Darwin Festival. *(Photo below)* By flying in talent to the festival from throughout the region, we help artists experience, collaborate, and showcase their heritage through music, theater, and dance. Our commitment ensures that performers from remote communities can share their stories, develop their crafts, and inspire audiences, reinforcing our role in fostering education and artistic expression across Northern Australia.

**NIGERIA:** Several young aspiring aviators from the Norwegian International School, located in Port Harcourt, Nigeria, had the unique experience of learning through working during their visit to our base. These six ambitious teenagers shadowed our engineers and pilots for a weeklong, exciting work experience they'll never forget.



Health and Wellness Pillar

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

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

**UK:** A team of UK runners from different parts of Bristow came together as one to take on — and beat — the “monstrous” Loch Ness 24 challenge. Together, the team covered an astounding 245 kilometers in total, all in support of raising funds for St Nicholas Hospice.

**NETHERLANDS:** Bristow Netherlands showed real team spirit when it took on dozens of other emergency services teams in the first-ever Blue Light Challenge Event. The event, a legacy of the World Police and Fire Games, brought together emergency services personnel from across the Netherlands to compete against each other in a variety of challenges designed to stimulate collaboration and respect among different emergency service organizations.



Sustainability Pillar

- Environmental causes
- Habitat rebuilds
- Tree planting

**U.S.:** Bristow's Houston legal team once again 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.

**U.S.:** In an initiative that is aimed at reducing plastic pollution, Bristow employees in Houston collected 2,023 plastic bags to support Stephens Elementary in its Plastic Bag Collection Challenge. *(Photo below)*



Underserved Pillar

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

**U.S.:** The Houston Food Bank stands as a vital lifeline that serves approximately one million food-insecure individuals across 18 counties in Southeast Texas, relying on donations and selfless efforts from the community to fulfill its mission. Bristow's IT and Finance teams from our corporate headquarters stepped up to help this important organization and, over two days, helped prepare an incredible 27,200 meals for the Food Bank to share with people in need.

**BRAZIL:** Bristow Brazil put together food baskets filled with rice, beans, and other non-perishable items for those impacted by catastrophic floods in Rio Grande do Sul, Brazil's southernmost state. Thanks to the team's efforts, Bristow Brazil donated food baskets holding 3,748 pounds of food for flood victims. *(Photo below)*







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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	2024 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	0
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	⌘ Compliance, Business Ethics, and Professional Conduct
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	251,753 MTCO2e <sup>7</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	⌘ Greenhouse Gas (GHG) Emissions
	(1) Total fuel consumed, (2) percentage alternative, and (3) percentage sustainable	TR-AL-110a.3	⌘ Greenhouse Gas (GHG) Emissions
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	TR-AL-310a.1	64%
	(1) Number of work stoppages, and (2) total days idle	TR-AL-310a.2	Work Stoppages: 0 Days Idle: 0

<sup>7</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 (January 2025).






Topic	Accounting Metric	Code	2024 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: 0.46 Fatalities: 1
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	1
	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	2024 Response	2023 Response
 <div>Responsible Business Practices</div>	Board Composition		
	Total Directors	9	9
	Independent Directors	8	8
	Female Directors	2	2
	Minority Directors	1	1
 <div>Environment Impact</div>	Greenhouse Gas Emissions <sup>8</sup>		
	Scope 1 (MTCO2e)	251,753	212,976
	Scope 2 (Location-Based) (MTCO2e)	5,286	4,548
	Scope 1 Intensity (MTCO2e/flight hour)	1.88	1.75
	Flight Hours	133,886	121,892
 <div>People and Communities</div>	Number of Reportable Spills	0	0
	Total Workforce Composition <sup>9</sup>		
	Total Employees (incl. contingent workers)	3,447	3,298
	By Geographical Region (incl. contingent workers)		
	Africa	400	358
	Americas	904	885
	Asia Pacific	242	244
	Europe Caspian Region	1,616	1,537
	Corporate	285	274

<sup>8</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 (January 2025). 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 countries other than the U.S., 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.

<sup>9</sup> Workforce composition metrics exclude contingent workers unless otherwise specified.



Report Chapter	Metric	2024 Response	2023 Response
 People and Communities (continued)	<b>By Age Group</b>		
	Under 30	335	334
	30-50	1,859	1,837
	Over 50	1,105	1,034
	<b>By Role (incl. contingent workers)</b>		
	Pilots	899	830
	Mechanics	912	843
	Other	1,636	1,625
	<b>Executive Leadership Team Gender Diversity (% Female)</b>	50.0%	50.0%
	<b>Management Gender Diversity (% Female)<sup>10</sup></b>	36.0%	37.0%
	<b>Total Full-Time Employees</b>	3,114	3,041
	<b>By Gender</b>		
	Female	535	547
	Male	2,579	2,494
	<b>By Geographical Region</b>		
	Africa	291	250
	Americas	887	888
	Asia Pacific	217	208
	Europe Caspian Region	1,442	1,427
	Corporate	277	268
	<b>Total Part-Time Employees</b>	161	164
	<b>By Gender</b>		
	Female	105	103
	Male	56	61

<sup>10</sup> Management is defined as employees with direct reports and/or manage a professional area of responsibility.





Report Chapter	Metric	2024 Response	2023 Response
 People and Communities (continued)	By Geographical Region		
	Africa	0	0
	Americas	1	0
	Asia Pacific	22	32
	Europe Caspian Region	133	129
	Corporate	5	3
	Total New Hires	710	787
	By Gender		
	Female	209	200
	Male	501	587
	By Geographical Region		
	Africa	36	47
	Americas	146	257
	Asia Pacific	106	136
	Europe Caspian Region	380	247
	Corporate	42	60
	Total Employee Turnover	13.4%	18.6%
	Voluntary	10.6%	13.6%
	Involuntary	2.8%	5.0%
	Employees Covered by Collective Bargaining Agreements	64.0%	60.0%
	U.S. Workforce Composition		
	By Race		
	White	77.6%	79.5%
	All Minorities	22.4%	20.5%
	Hispanic/Latino	6.5%	6.7%
	Black or African American	7.6%	6.6%



Report Chapter	Metric	2024 Response	2023 Response
 People and Communities (continued)	Asian	4.7%	3.7%
	American Indian or Alaska Native	1.6%	1.8%
	2+ Races	1.9%	1.8%
	U.S. Veteran Status	23.0%	22.0%
	U.S. Management Racial Diversity (% Minority)	27.7%	18.0%
	Safety		
	Aviation Accidents	1	0
	Total Hazard and Behavior Reports	1,224	1,193
	Total Recordable Incident Rate	0.46	0.43
	Lost Workdays	91	133
	Lost Work Cases	7	3
	Lost Time Incident Severity Rate	2.61	3.83
	Fatalities	1	0
	Annual Safety Training Hours (External)	4,265 <sup>11</sup>	5,000+
	Community Engagement		
	Monetary Donations (U.S. Dollar) <sup>12</sup>	\$600,000+	\$460,000+





<sup>11</sup> Total hours of externally provided environmental and occupational safety training.

<sup>12</sup> Number also includes in-kind donations. Monetary donations include our mandatory contribution in Nigeria to the national Industrial Training Fund (ITF), which was established to promote local workforce development through programs like the National Industrial Skills Development Programme. The 2023 figure has been updated to also reflect ITF contributions.



# UN SDG Table

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
	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 in the next generation of Bristow leadership.</li></ul>
	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>
	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 over 3,400 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>
	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-related technologies 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
<div> GOVERNANCE</div>	<div><div>a. Describe the Board’s oversight of climate-related risks and opportunities.</div><div>b. Describe management’s role in assessing and managing climate-related risks and opportunities.</div></div>	<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>
<div> STRATEGY</div>	<div><div>a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</div><div>b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.</div><div>c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</div></div>	<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>



TCFD Pillar	TCFD Recommended Disclosure	Response
<div> RISK MANAGEMENT</div>	<div>a. Describe the organization's processes for identifying and assessing climate-related risks.</div> <div>b. Describe the organization's processes for managing climate-related risks.</div> <div>c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</div>	<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>In 2024, we updated our annual corporate Enterprise Risk Management (ERM) exercise to further integrate climate risks and identify responsibilities for associated mitigation actions.</p> <p>For additional information on our risk management process, please see the <a href="#">🔗 Enterprise Risk Management</a> section of this report.</p>
<div> METRICS AND TARGETS</div>	<div>a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</div> <div>b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</div> <div>c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</div>	<p>In 2024, we continued to measure our global Scope 1 and 2 emissions. Further discussion on our Scope 1 and 2 emissions is in the <a href="#">🔗 Greenhouse Gas Emissions</a> section of this report.</p> <p>Bristow has not currently set any Company-level GHG emissions targets.</p>





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—Risks Related to Our Customers, Contracts and the Offshore Energy Industry—Increasing attention to sustainability matters may impact our business, financial results or stock price,” “Risk Factors—Risks Related to Our Business—We are dependent upon the level of activity in the North Sea and the U.S. Gulf of America, which are mature exploration and production regions,” and “Risk Factors—Risks Related to Our Customers, Contracts and the Offshore Energy Industry—Consumer preferences for alternative fuels, including increases thereto 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—Risks Related to Our Customers, Contracts and the Offshore Energy Industry—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 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, 2024, to December 31, 2024, 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 2024, we employed 172 contingent workers.
2-9	Governance structure and composition	⌘ <a href="#">Governance of Sustainability-Related Matters</a> and ⌘ <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	⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Environmental, Social, and Governance Committee Charter</a>
2-11	Chair of the highest governance body	⌘ <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	⌘ <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, Business 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, Business 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	⌘ <a href="#">Proxy Statement</a>
2-20	Process to determine remuneration	⌘ <a href="#">Proxy Statement</a> and ⌘ <a href="#">Compensation Committee Charter</a>
2-21	Annual total compensation ratio	⌘ <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> and ⌘ <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> and ⌘ <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> and ⌘ <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, Business 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>
2-30	Collective bargaining agreements	⌘ <a href="#">ESG Data Table</a>



GRI Standard Number	GRI Standard Description	Location/Response
GRI 3: Material Topics		
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>
GRI 302: Energy 2016		
3-3	Management of material topics	⌘ <a href="#">Fleet and Fuel Efficiency</a> and ⌘ <a href="#">Facilities Management</a>
302-1	Energy consumption within the organization	<p>Bristow consumed approximately 3,723,600 GJ of energy in 2024. This energy consumption included approximately 3,696,690 GJ of non-renewable energy and 26,910 GJ of renewable energy.</p> <p>Bristow consumed approximately 62,865 GJ of electricity in 2024.<sup>13</sup></p> <p>The company did not track energy consumption by end use or sell/resell electricity, heating, cooling, or steam in 2024. Please also see ⌘ <a href="#">Fleet and Fuel Efficiency</a></p>
302-3	Energy intensity	⌘ <a href="#">Fleet and Fuel Efficiency</a>
302-4	Reduction of energy consumption	⌘ <a href="#">Fleet and Fuel Efficiency</a> and ⌘ <a href="#">Facilities Management</a>
GRI 305: Emissions 2016		
3-3	Management of material topics	⌘ <a href="#">Greenhouse Gas Emissions</a> and ⌘ <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>
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>

<sup>13</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 U.S. Energy Information Administration.
- 2023 activity data was used as a proxy when 2024 activity data was unavailable for our locations in Suriname.
- For the UK, Australia, and the U.S., it is assumed that 10% of gasoline purchased, by volume, is composed of ethanol. For these countries, it is also assumed that 5% of on-road diesel, by volume, is composed of biodiesel.
- Scope 2 results are reported as location-based emissions because information for market-based emissions was unavailable at the time of the calculation.





GRI Standard Number	GRI Standard Description	Location/Response
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 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 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	⌘ <a href="#">Annual Report on Form 10-K</a>
402-1	Minimum notice periods regarding operational changes	<p>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.</p> <p>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.</p>
<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>
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> and ⌘ <a href="#">SASB Index</a>

GRI Standard Number	GRI Standard Description	Location/Response
<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	<p>In 2024, each Bristow employee completed an average of 2 hours of training on mandatory topic areas, including ethics &amp; code of conduct and security awareness essentials.</p> <p>Additional training is required depending on region and role. See <a href="#">⌘ Employee Health and Safety Training</a> for examples of additional role-dependent training.</p>
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 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 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 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	⌘ <a href="#">Human Rights</a> . Please also see our ⌘ <a href="#">Modern Slavery Act Statement</a> and ⌘ <a href="#">Human Rights Commitment</a> .
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 to our business (see “Management of material topics” above).
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Human Rights</a> . Please also see our ⌘ <a href="#">Modern Slavery Act Statement</a> and ⌘ <a href="#">Human Rights Commitment</a> .
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.
<b>GRI 416: Customer Health and Safety 2016</b>		
3-3	Management of material topics	⌘ <a href="#">Health and Safety</a>
416-1	Assessment of the health and safety impacts of product and service categories	⌘ <a href="#">Governance and Risk Management</a> and ⌘ <a href="#">Target Zero and Safety Management System</a>
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	⌘ <a href="#">SASB Index</a>





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