

2025 SUSTAINABILITY REPORT





Contents

INTRODUCTION	1	ENVIRONMENTAL	10
A Message from Our CEO	2	Environmental Stewardship	11
About Bristow	3	Emissions and Energy	13
Our Sustainability Priorities	4	Advanced Air Mobility	14
About This Report	4	Waste and Water Management	15
2025 Sustainability Highlights	5	PEOPLE AND COMMUNITIES	16
RESPONSIBLE BUSINESS PRACTICES	6	Health and Safety	17
Governance of Sustainability-Related Matters	7	Human Capital Management	20
Compliance, Business Ethics, and Professional Conduct	8	Community Engagement	22
Human Rights	9	APPENDIX	24
Cybersecurity and Data Privacy	9	SASB Index	25
		ESG Data Table	27
		UN SDG Table	31
		TCFD Index	33
		GRI Index	37



Introduction



A MESSAGE FROM OUR CEO	2
ABOUT BRISTOW	3
OUR SUSTAINABILITY PRIORITIES	4
ABOUT THIS REPORT	4
2025 SUSTAINABILITY HIGHLIGHTS	5



A Message from Our CEO

GLOBAL LEADER IN VERTICAL FLIGHT

Bristow made meaningful progress in 2025 by continuing to operate and serve our customers safely and reliably while investing in areas that support the long-term strength of our business.

Our 2025 Sustainability Report reflects that work across responsible business practices, environmental stewardship, and support for our people and communities. At Bristow, sustainability is not a separate initiative. It is part of how we run the business every day. It shapes how we manage risk, improve performance, support our workforce, and position the Company for the future.

One of the clearest examples of that momentum in 2025 was advanced air mobility (AAM). In Norway, Bristow successfully carried out a first-of-its-kind campaign of flights testing BETA Technologies' all-electric eCTOL aircraft in the International Test Arena for Zero- and Low-Emission Aviation. That work included 103 flights covering more than 7,000 nautical miles and marked the qualification of Bristow's first AAM eCTOL pilot and engineer. We also strengthened our position in this market through

partnerships and early delivery positions for 12 aircraft, including two Elroy aircraft, five BETA Technologies aircraft, and five Electra aircraft. For Bristow, AAM is more than a conceptual exercise. It is a practical opportunity to bring our operational experience, safety culture, and customer focus to the next generation of vertical flight.

At the same time, our core businesses continued to demonstrate the value of what we do each day. Search and rescue (SAR) remains one of the strongest examples. Across our SAR operations globally, Bristow teams flew 4,416 missions, logged 15,861 operating hours, and assisted or rescued 784 people in 2025. That work reflects the professionalism of our crews and the trust our government customers place in Bristow to perform when it matters most.

Safety remains our number one Core Value and the foundation of our business. In 2025, we delivered another strong year, including a 13% reduction in lost workdays compared with the prior year. That result shows the discipline we bring to our work, the training behind it, and a culture that treats every flight and every task as personal.

We also continued to strengthen the systems that support responsible business practices across Bristow. During the year, we rolled out a new Supplier Code of Conduct, advanced our approach to supplier and human rights expectations, and supported Company-wide training on the responsible use of AI tools and platforms. These efforts are part of the same objective, which is protecting our business, our people, and the standards our stakeholders hold us to.

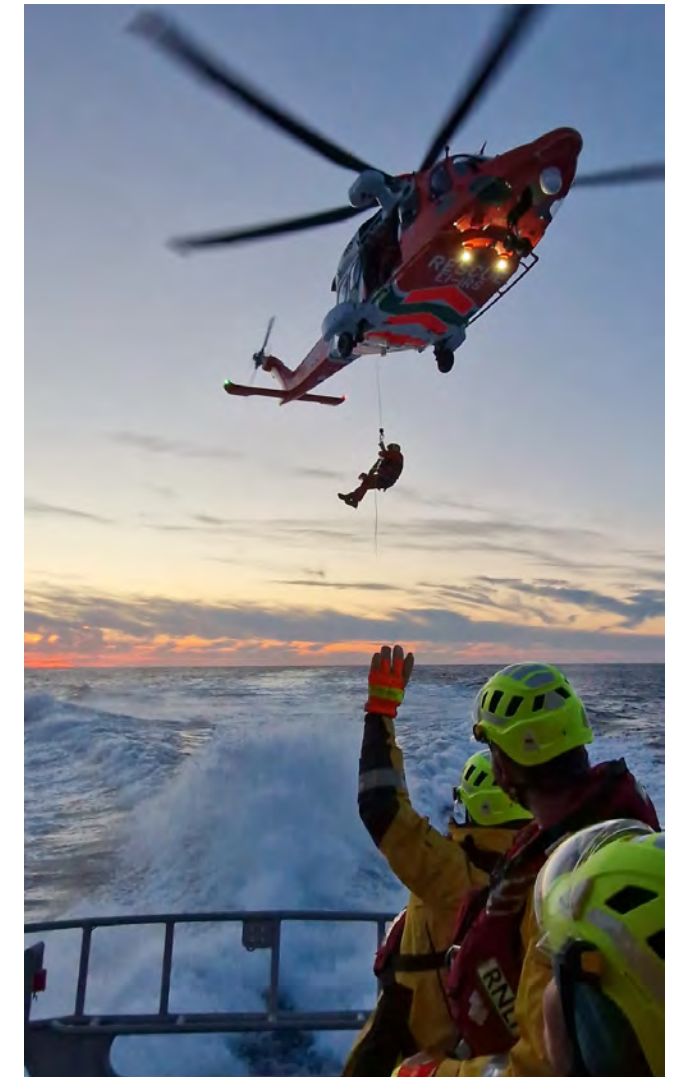
On the environmental front, we improved the quality of our emissions data and reduced our Scope 1 carbon intensity per flight hour from 1.88 to 1.79. We also achieved ISO 14001 certification in Ireland in the first full year of operations there. These are practical signs of progress as we work to manage our environmental footprint while maintaining the performance and service our customers expect.

Our people, as they always do, made a difference in the places where we live and work. Through Bristow Uplift, we donated more than \$700,000 in support of local initiatives during the year. That commitment is consistent with our values and our belief that strong businesses should contribute positively to the communities they serve.

Our 2025 results show that sustainability at Bristow is reflected in the way we work, make decisions, and deliver day in and day out. We are committed to safety, serving our customers, advancing innovation where it makes sense, and supporting long-term success.

We will continue building upon that foundation with the same focus and discipline that guide us every day.

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 composed 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 5 CONTINENTS
CUSTOMERS IN 15 COUNTRIES



HEADQUARTERED IN
HOUSTON, TX



GLOBAL EMPLOYEES
3,660 TOTAL
961 PILOTS
902 ENGINEERS



PUBLICLY TRADED ON
NYSE (VTOL)

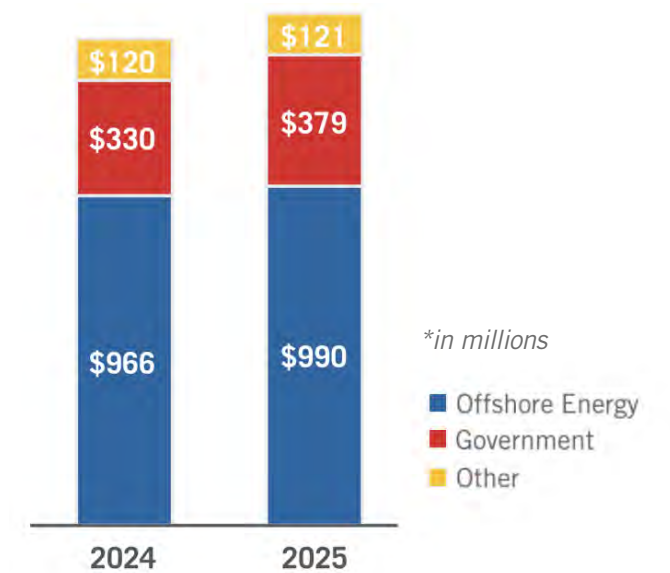


AIRCRAFT TYPES
ROTARY WING
FIXED WING
UNMANNED AERIAL SYSTEMS (UAS)



DIVERSE FLEET OF
214 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 Sustainability Priorities

To identify the environmental, social, and governance (ESG) factors most relevant to our organization, we leverage a materiality¹ assessment exercise. This process incorporates input from internal and external stakeholders, including customers, to identify and assess the relative importance of various sustainability-related factors and each of their perceived impacts on the business. Some of the factors, listed in the table to the right, were deemed high-priority, considering the industry we support, our customers, or our potential impact on the community around us. Our last formal materiality assessment was completed in 2023, and we perform an annual review of the output to confirm that there have been no significant changes since then. Additionally, we consider applicable regulations, the needs of the communities we serve, the sensitivity of the environment we operate in, and leading international good practices, among others, to help inform our sustainability strategy.

Stakeholder Engagement

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 holds a quarterly global leadership call where executives and functional teams share company-wide updates and discuss safety, employee well-being, and key operational initiatives, fostering cross-functional engagement and collaboration.

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, and the Global Environmental Management Initiative.

RESPONSIBLE BUSINESS PRACTICES

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

*High-Priority Topic

ENVIRONMENTAL IMPACT

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

PEOPLE AND COMMUNITIES

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

About This Report

Our annual Sustainability Report is intended to provide insight into our practices and progress related to the management of our key ESG topics during our fiscal year 2025 (January 1–December 31, 2025). 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 augment our materiality analysis, we have aligned our report to relevant Sustainability Accounting Standards Board (SASB) Standards and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We also report with reference to the Global Reporting Initiative Standards (GRI). Additionally, we report on corporate activities aimed to advance several United Nations Sustainability Development Goals (SDGs) that we believe are most relevant to our business.

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 with any questions about this report.

¹ 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.



2025 Sustainability Highlights

RESPONSIBLE BUSINESS PRACTICES



SUPPLIERS

Rolled out a new Supplier Code of Conduct that more aptly lays out expectations of the third parties who work with Bristow



TRANSPARENCY

Improved reporting alignment with and responses for the external frameworks to which we submit to, including, but not limited to CDP, Ecovadis, SASB, and GRI

AI

Deployed a Company-wide campaign and training series to support consistent and effective use of AI tools and platforms across business processes

ENVIRONMENTAL IMPACT



AAM

Conducted on-schedule deployment of a campaign of flights testing the BETA eCTOL aircraft in the International Test Arena for Zero- and Low-Emission Aviation in Norway



CERTIFICATIONS

Achieved certification to the ISO 14001 standard at our Ireland operations in the first full year of operations

PEOPLE AND COMMUNITIES



SAFETY

Delivered another strong year of safety, including a 13% reduction in lost workdays compared to the prior year

SAR

Across our government SAR operations globally in Curacao, the Falkland Islands, Ireland, the Netherlands, Norway, and the UK, we proudly assisted or rescued 784 people



COMMUNITY ENGAGEMENT

Donated more than \$700,000 to support our local communities



Responsible Business Practices



GOVERNANCE OF SUSTAINABILITY-RELATED MATTERS	7
COMPLIANCE, BUSINESS ETHICS, AND PROFESSIONAL CONDUCT	8
HUMAN RIGHTS	9
CYBERSECURITY AND DATA PRIVACY	9

SDGs Reflected in This Section





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.

The ESG Committee, comprising four independent directors, generally meets quarterly and oversees Bristow’s sustainability strategy, including our 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.

BOARD OF DIRECTORS
Oversight of risks with an emphasis on strategy, including environmental, health and safety, social responsibility, and information/cybersecurity

Audit Committee

- Financial reporting, internal controls, and risk oversight responsibilities
- Oversight of ESG disclosures (shared with ESG Committee)

Compensation Committee

- Alignment of management incentives with corporate objectives and stakeholder interests
- Oversight of human capital management, including compensation and benefits programs for our officers and employees

ESG Committee

- Nominating and governance structure duties
- Oversight of strategy, policies, and initiatives for sustainability-related matters and director compensation
- Oversight of ESG disclosures (shared with the Audit Committee)



MANAGEMENT
Oversight and execution of business strategy

Enterprise Risk Management Committee

Cross-functional oversight of business risks, including sustainability factors

Safety Review Board

Safety performance monitoring and training, and promotion of continuous improvements in safe work procedures

Compliance Committee

Understanding and support of business integrity and compliance efforts globally, and oversight of Bristow’s compliance and ethics efforts

Cybersecurity & IT Risk Committee

Monitoring of risks related to information security, systems resilience, and data protection to ensure proper management and alignment with organizational needs



Compliance, Business Ethics, and Professional Conduct

Bristow maintains a robust governance framework designed to promote ethical conduct, regulatory compliance, and responsible business practices. Oversight of these programs is led by the Chief Compliance Officer and the Compliance Committee, which meets quarterly and reports regularly to the Board’s Audit Committee.

Our global Code of Business Integrity (COBI) and related compliance policies guide expectations for all employees and contractors and are supported by regular training across key risk areas such as anti-bribery, anti-corruption, anti-harassment, and data privacy. Annual training and certification ensure that all Bristow employees remain aligned with these standards.



Whistleblower Program

Employees have multiple channels to raise concerns, including our BeSAFE safety reporting system for safety concerns and our Ethics and Compliance Hotline, which allows for anonymous reporting. 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. Metrics related to reports and investigations are reported to the Audit Committee every quarter. Bristow strictly prohibits retaliation against employees who make good-faith reports and/or participate in investigations for known or suspected ethical or legal misconduct.

Management of Third Parties and Suppliers

Bristow enforces a comprehensive approach to third-party risk management. In 2025, we introduced a new **Supplier Code of Conduct** that outlines the standards we expect all our suppliers to adhere to. In addition, our suppliers undergo due diligence during onboarding and, where applicable, are screened against restricted-party lists. Higher-risk partners may undergo enhanced review, and suppliers are assessed on environmental and human-rights considerations, as is also required by customer contracts.

Political Activity

Political contributions using Company resources are prohibited without prior CEO approval, in line with our commitment to transparent and responsible corporate engagement. Bristow established a corporate political action committee (PAC) in 2022, which had minimal activity during 2025.

Related Disclosures

For additional information, please see our:

- [Audit Committee Charter](#)
- [COBI](#)
- [Supplemental Code of Ethics for the CEO, the CFO and Other Senior Financial Officers](#)
- [Supplier Code of Conduct](#)
- [Insider Trading Policy](#)





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.

Our [Human Rights Commitment](#) outlines our promise to uphold the highest standards and principles of human rights. 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. We regularly evaluate our human rights-related language in our contracts and terms and conditions, and revise those accordingly as we mature our stance on human rights protection. 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 on a pilot basis, with the intent of soon rolling it out globally. We also require that our employees in key roles, like Company leaders, our global Supply Chain and Procurement teams, and other roles in markets with enhanced human rights due diligence requirements, complete a human rights protections training course on an annual basis.

Bristow employees are expected to report any suspected human rights-related issues to their managers or anonymously through Bristow's Ethics and Compliance Hotline.



Cybersecurity and Data Privacy

Bristow's 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 Cybersecurity Risk Management Model provides multiple levels of industry-standard response activities to protect the Company from cyber threats. Our information Security Management System is aligned with ISO best practice standards, and our UK SAR and Houston corporate office maintain ISO 27001 certification.

Employees and contractors receive mandatory annual cybersecurity and data-privacy training and must comply with Bristow's Information Security and Electronic Communications Policies. We apply a range of technical and administrative controls, including phishing simulation, encryption, and continuous patching, to reduce cyber-risk exposure. Bristow has also established a GenAI policy that outlines appropriate and responsible use of artificial intelligence (AI)-enabled tools across the organization.

Bristow's IT team has formalized disaster-recovery processes, business continuity procedures, and an incident response plan, overseen by our IT Cyber Incident Management Team. Employees are expected to adhere to all applicable data protection requirements and report concerns through established compliance channels, consistent with Bristow's broader integrity framework.

For additional information on Bristow's cybersecurity strategy and governance, please see our latest [Annual Report on Form 10-K](#).



Related Disclosures

For additional information, please see our:

- [Modern Slavery Act Statement](#)
- [Transparency Act Report Bristow Norway A.S.](#)
- [Human Rights Policy](#)

Environmental



ENVIRONMENTAL STEWARDSHIP	11
EMISSIONS AND ENERGY	13
ADVANCED AIR MOBILITY	14
WASTE AND WATER MANAGEMENT	15

SDGs Reflected in This Section





We seek to be a responsible partner in sustainability by measuring and reducing our environmental footprint. The foundation of our approach to being environmentally responsible is a robust environmental management system. While we grow and develop our operations around the world, we also consider opportunities to propel the energy transition forward through implementation of innovative solutions at our locations and in our fleet, as well as strategic partnerships in the AAM space.

Environmental Stewardship

Environmental stewardship at Bristow starts with our environmental management system, which sets out our approach to managing our key environmental impacts. While our fleet is the largest source of our impact, we continue to look for ways to reduce our impact on the local environment, which includes striving for further energy efficiency practices, as well as better waste and water management.

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 every location. In 2025, we incorporated a Climate Change Statement into the EMS to lay the foundation for related initiatives and policies across our global operations. Furthermore, each region develops environmental initiatives and training in accordance with local customer demands and regulatory requirements.

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



POLICY AND METRIC ALIGNMENT:

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

RISK MANAGEMENT:

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

TRAINING AND COMMUNICATION:

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

ASSURANCE:

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



Facilities Management

Bristow’s corporate office in Houston, Texas, is Leadership in Energy and Efficiency Design (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, its capacity has more than doubled in the last four years, and in 2025, it had a 91% utilization rate.

Nuisance Management

We have established processes and procedures to minimize our potential impact on surrounding communities, 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.



SPOTLIGHT: Stand-up of Bristow Ireland

2025 marked the formal launch and ramp-up of Bristow’s Ireland operations. From the outset, the team demonstrated a strong commitment to environmental stewardship through a range of targeted sustainability initiatives. The achievement of ISO 14001 environmental certification highlights the organization’s alignment with internationally recognized best practices, ensuring that environmental risks are systematically identified, managed, and continuously improved. Supporting this robust framework, Bristow Ireland has also appointed

a dedicated Nuisance Management Officer to proactively address localized environmental impacts. This effort, alongside the completion of a noise mapping exercise at the base, aids in proactive community engagement and ultimately, reinforces accountability for our potential impacts.

Energy efficiency is a key focus area, with Bristow Ireland making tangible investments to reduce consumption and emissions. Fifty percent of all light fixtures at the operation have been fitted with motion sensors, significantly lowering

unnecessary energy use while maintaining safety and operational effectiveness. Additionally, half of the ground fleet is electric vehicles, directly reducing reliance on fossil fuels and cutting greenhouse gas (GHG) emissions associated with ground operations.

Beyond infrastructure and certification, Bristow Ireland actively promotes environmentally responsible behavior at the individual and team level.



Emissions and Energy

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 2025, Bristow continued efforts to improve the accuracy and completeness of our GHG emissions inventory through the continued use of our data collection platform, which allowed us to map our most comprehensive emissions source catalog to date. As detailed in the chart below, Bristow was able to improve our carbon emissions intensity from the previous year through measures described in the following sections.

Emissions (in MT CO2e)	2025	2024
Scope 1	244,948	251,753
Scope 2 (Location-Based)	5,498	5,286
Flight Hours	136,717	133,886
Scope 1 MTCO2e per Flight Hour	1.79	1.88

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.

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 while always striving for modernization and efficiencies when possible to meet regional operational and regulatory requirements. For example, our eFlight and NAVBLUE flight systems have been integral to our operations for decades. In 2025, we implemented a new scheduling and roster system built on a widely supported external framework. This technological advancement replaced fragmented legacy tools and manual processes with a centralized, scalable platform

for flight operations scheduling, crew rostering, and staffing management. This platform improves our overall visibility, productivity, reporting transparency, and compliance while supporting resource efficiency and a clearer audit trail across regions.

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 employee travel to partner training facilities, and cold loading passengers and cargo when possible. This practice involves turning off engines during passenger or equipment loading, and 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 2025, we retired, sold, or returned 14 aircraft and onboarded 11 new aircraft.

Aircraft Type	Total Number		Average Age, Years	
	2025	2024	2025	2024
Heavy Helicopters	87	86	12.9	13.1
Medium Helicopters	69	67	13.5	14.1
Light Twin-Engine Helicopters	15	14	10.5	15.4
Light Single-Engine Helicopters	25	25	22.4	21.4
Fixed Wing	14	14	—	—
UAS	4	4	—	—

In addition, we regularly reorganize aircraft across our operations to optimize our fleet for customer demand and maximum efficiency. In 2025, we completed 22 aircraft movements between business units or locations in various countries. Currently, we have aircraft in 15 different countries under 12 Air Operator Certificates (AOC).

Finally, we continue to evaluate the transition of older ground support vehicles to electric vehicles when feasible. In 2025, our regions made significant progress in electrifying their ground vehicle fleets wherever viable options were available. Electric vehicles now represent about 10% of our global ground fleet, with our Brazil, Netherlands, Norway, and Ireland operations leading the way at 80%, 71%, 46%, and 50% electrification, respectively.

Sustainable Aviation Fuel

Leveraging our large and diverse fleet, Bristow has successfully demonstrated the feasibility of SAF as a low-carbon alternative to conventional jet fuel. Despite the limited availability and high production costs, Bristow actively seeks opportunities to integrate SAF into our operations as much as possible, especially in regions where using a SAF blend is mandated, such as the Netherlands and Norway. We incorporate SAF into contract considerations with our 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.



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 up to 70% when compared to like-sized traditional helicopters.

Bristow intends to diversify our operations and service offerings by utilizing multiple AAM aircraft. As of 2025, 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. 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 operation of new-generation AAM aircraft. Bristow participates in 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 also actively supported the Federal Aviation Administration's (FAA) eVTOL Integration Pilot Program (eIPP) through participation in five coordinated program submissions spanning Louisiana, Texas, Virginia, Florida, and Utah. As part of these efforts, the Company helped lead multistate planning initiatives in collaboration with state, local, tribal, and territorial (SLTT) partners, as well as key industry stakeholders, to advance integrated operational concepts that support the safe and scalable introduction of AAM operations. Through this engagement, Bristow continues to strengthen our readiness for potential selection in the FAA's anticipated 2026 pilot program and further reinforces our strategic positioning as an early operator in the emerging U.S. AAM market.



SPOTLIGHT: Test Flight with Electra.Aero

In September 2025, Bryan Willows, Director of Advanced Air Mobility Americas, participated in a test flight of Electra.Aero's EL2 Goldfinch demonstrator near the company's headquarters in Manassas, Virginia. The hybrid-electric Goldfinch uses distributed-blown-lift propulsion to achieve ultra-short takeoff and landing performance, enabling operations from compact sites and expanding access to regional and urban air mobility networks. This test flight was a key milestone in the technical development of the aircraft as well as our relationship with Electra.Aero.

While manufacturers' test pilots focus primarily on the technical and quantitative work required to certify a new aircraft—validating performance data, systems behavior, and flight envelope expansion—qualitative flights conducted by experienced operational pilots serve a complementary purpose. These flights help translate engineering performance into operational reality. Feedback from these flights can inform design decisions that improve the aircraft's usability for operators.



SPOTLIGHT: Norway Sandbox Operations

In partnership with BETA Technologies, Norwegian CAA, and Avinor, Bristow commenced a detailed test program flying the first all-electric Conventional Takeoff and Landing (eCTOL) aircraft in Norway. The first flight took place on August 8, 2025, between Stavanger and Bergen, demonstrating the potential for reliable regional connectivity and helping to validate early operational concepts for AAM. This first-of-its-kind program entailed a total of 103 flights during 2025 that covered more than 7,000 nautical miles.

In addition to this important AAM milestone, the initiative marked a significant workforce development achievement with the qualification of Bristow's first AAM eCTOL pilot and engineer. This milestone strengthens Bristow's internal capabilities to support future aircraft deployment and ongoing testing and evaluation operations.



Waste and Water 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, such as the reuse of packaging materials at all sites when shipping items; collecting and recycling aluminum food trays used by pilots during offshore flights; and 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.

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 2025.



Water Management

Bristow uses water primarily in two operational areas:

- Aircraft cleaning and maintenance, including routine washing of our aircraft to support safety, performance, and regulatory compliance.
- Ground facilities and administrative sites, where water is used for restrooms, kitchens, landscaping, and general building operations.

These activities result in a low water risk profile, as they are not water intensive and involve minimal direct water withdrawals. Responsible water stewardship is addressed within Bristow's Environmental Management System, and in keeping with our broader environmental stewardship commitments and applicable corporate and local environmental policies, Bristow monitors and manages water use and water-related practices where operationally relevant. These practices reinforce our commitment to continuous improvement and long-term environmental performance.

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.

People and Communities



HEALTH AND SAFETY	17
HUMAN CAPITAL MANAGEMENT	20
COMMUNITY ENGAGEMENT	22

SDGs Reflected in This Section

 4 QUALITY EDUCATION	 8 DECENT WORK AND ECONOMIC GROWTH	 10 REDUCED INEQUALITIES	 17 PARTNERSHIPS FOR THE GOALS
--	--	--	--



Health and Safety

Safety is our number one Core Value and highest operational priority, and 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) provides enterprise-wide oversight of safety performance across global operations and each individual AOC, reinforcing strong governance and risk management practices. Through this structure, the SRB supports the responsible and transparent allocation of resources to advance safety performance and protect our workforce and stakeholders. Each week, regional executives review safety reports covering low-, medium-, and high-potential risks to proactively identify and mitigate emerging issues. These insights are shared with the Executive Leadership Team to promote accountability, informed decision-making, and continuous improvement.



Target Zero and Safety Management System

The foundation of our Target Zero Safety Culture is the belief that all accidents and injuries are preventable and that success is achieved when we reach our target of zero accidents and zero harm. 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 2025, Bristow delivered a strong year of safety, including a 13% reduction in lost workdays compared to 2024, which also drove a reduction in LTISR of 17% year over year. Additionally, our Africa, Brazil, Corporate office, Curacao, Humberside (UK), Netherlands, Trinidad, and UK OES divisions attained Target Zero for 2025: no recordable injuries or lost workdays.

Key Safety Metric	2025	2024
Total Hazard and Behavior Reports	993	1,224
Total Recordable Incident Rate (TRIR)	0.52	0.46
Lost Workdays	79	91
Lost Work Cases	13	7
Lost Time Incident Severity Rate (LTISR)	2.17	2.61
Number of Aviation Accidents	1	1
Fatalities (including contractors)	0	1

Strong HSE performance is supported by the systematic application of established HSE tools and processes, including risk assessments, workplace inspections, data analytics, proactive HSE communications, competency-based training, and other core elements of our HSE management framework. A critical aspect of our HSE performance is a comprehensive and robust SMS, which includes management of incidents, investigations, audits, compliance, and risks, in addition to flight data monitoring, emergency response, safety data analysis, and safety training. Our SMS is accredited by a third party, has undergone numerous external audits and certifications, and is subject to audit or review by key stakeholders at all times. Additionally, our Brazil and UK Health, Safety, and Environmental (HSE) Management System Manuals are certified to the ISO 45001 standard.





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. In 2025, Bristow rolled out a new aviation safety classification system to help more accurately classify aviation safety events. This led to having the data to do an industry and Company incident review to identify the Top 5 Safety Risks within our operations. Ultimately this led to more focused discussion around these key risk areas and helped facilitate potential mitigation actions that could be taken, which led to a strong safety performance in 2025.

Bristow's Strong Safety Culture: Reports by the Numbers in 2025

- 891 Hazard Reports²
- 102 Behavioral Observations³
- 4,912 Aviation Safety Reports⁴

² Hazard Reports aim to raise awareness of identified or rectified hazards across the business, encompassing risks to personal safety, the environment, and property.

³ Behavioral Observations are reports intended for employees to document interventions regarding observed unsafe practices, including instances in which personal intervention was not possible, or to reinforce good safety behavior.

⁴ Aviation Safety Reports (ASR) are reports that capture safety events across three operational areas: while in flight, while on the ground, and during any maintenance activities.

SPOTLIGHT: Enhancing Simulator Efficiency Through Innovation

Bristow Simulator Engineer Dan Scheer was recognized with an Operational Excellence Award for developing a custom software application that transforms how the UK simulator hall in Aberdeen is managed. The simulator facility is essential to pilot safety training, and Dan saw an opportunity to improve how simulator bookings, records, and daily workflows were handled.

Working closely with Bristow's IT team, Dan designed and launched a streamlined, touchscreen-based system that reduces the risk of error and significantly improves the efficiency of the simulator team and the crews that utilize the simulators. The new application also automates monthly training statistics, supporting stronger performance tracking and reporting.

"This improvement to the workflow and serviceability of BHL simulators is a prime example of the quality and ingenuity of our staff."

— Bristow Captain Andy Whitlum

Dan's initiative reflects Bristow's commitment to operational excellence, continuous improvement, and maintaining the highest standards of safety in training.

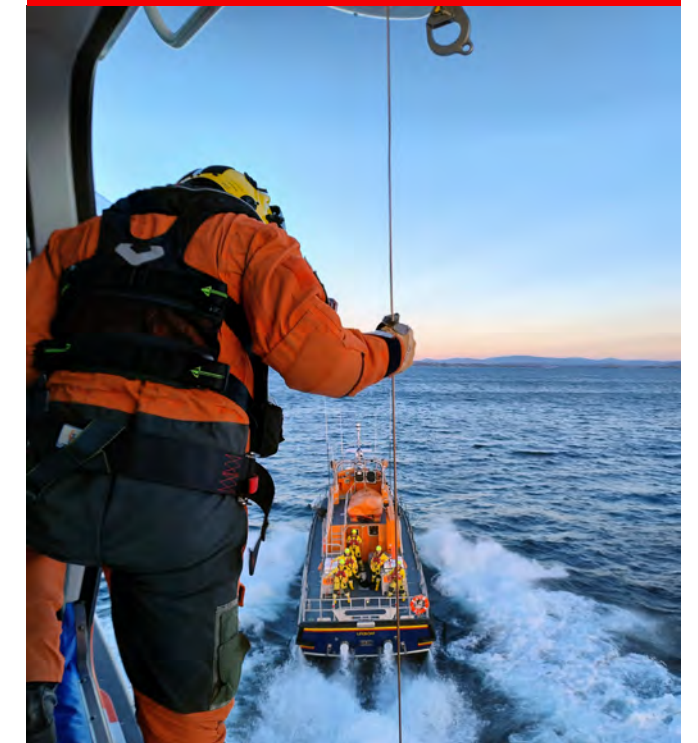


Fleet Safety Technology and Tools

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 is contracts with governments to perform SAR missions, helping to save the lives of 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 we implemented it under our contract with the UK's Maritime and Coastguard Agency.

In 2025, our government global SAR teams flew 4,416 missions that spanned 15,861 operating hours. During those missions, we proudly assisted or rescued a total of 784 people.





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.⁵

SPOTLIGHT: Leveraging External Training

External training programs continue to play a critical role in advancing the Company’s sustainability strategy by strengthening organizational capability and operational resilience. These efforts equip regional personnel with essential skills across management of change (MOC), risk management, nonconformance reporting (NCR) management, auditing, and investigations—capabilities that directly support safe, compliant, and sustainable operations. Participation from regional departmental managers and safety teams ensures consistent application across the business.

While FP Management remains the primary external provider, internal HSE computer-based training and external platforms such as IHASCO further reinforce familiarity with core HSE processes. Collectively, this multifaceted approach—integrating targeted training, ongoing communication, and effective data management—helps embed sustainable practices, maintain high competency standards, and drive continuous improvement across the organization.

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) 2025⁶

Training Type	Audience	Total Hours
Advanced Safety Training (Externally Provided)	Managers and Safety Department Employees	3,004
Environmental and Occupational Safety Training (Externally Provided)	All	6,424
Safety-Related E-learning (Digital)	Managers and Frontline Employees	15,000+

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 drills at least annually, 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.



⁵ Health, safety, and environmental training requirements vary among regions and are based on local regulatory requirements and regional HSE manuals. These include detailed safety training covering aviation, occupational, and environmental safety protocols.

⁶ Does not account for region-specific training.



Human Capital Management

As one of the largest and longest-serving helicopter operators, 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 2025, various employee groups throughout the Company received one of the following trainings, as applicable: unconscious bias, inclusivity, or effective teamwork.

SPOTLIGHT: Expanding Aviation Opportunities in Brazil

Bristow's Brazil operations exemplify our commitment to establishing a robust talent pipeline by investing in inclusive outreach, training, and development programs that are all aimed at expanding access to employment and developing the next generation of aviation professionals. During 2025, these programs included:

- **Cadet Pilot Program:** A two-year training program that enables the entry of pilots with limited flight experience into offshore helicopter operations.
- **Maintenance Apprentice Program:** A two-year training program developed in partnership with Universidade Federal Fluminense to prepare students for aircraft maintenance careers.
- **Internship Program:** A supervised learning program for high school, technical, and university students, focused on professional development.

Additionally, in 2025 our Brazil team joined the national *Asas para Todo* (Wings for All) initiative promoted by the Brazilian National Civil Aviation Authority, which aims to increase the participation of women and other underrepresented groups in aviation.

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, as well as promoting local talent and workforce opportunities. 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 24% of our U.S. employees are former servicemen and servicewomen. In the UK, as a Silver Award holder under the Ministry of Defence's Armed Forces Covenant Employer Recognition Scheme, we have been recognized for helping service personnel transition into various roles across our organization, providing flexible policies for reservists, and engaging in military community events, including the Veteran UK EXPO in Bristol and Royal Air Force Air Cadets Industry Day. These actions demonstrate our long-term commitment to the armed forces community and provide a strong foundation for our veteran recruitment and reskilling strategy.
- **Apprenticeship Programs:** As a way to target early-career-level students, at our Air North operations in Australia, in 2025 alone, 29 secondary students completed structured work experience placements across engineering, ground operations, and administration. In the UK and Ireland, 16 cadets were selected for Pilot, Winch Paramedic, and Winch Operator apprenticeships; 25% of these cadets were female.
- **Technical College Partnerships:** In the U.S., our teams secured a formal partnership with SOWELA, a technical school located in Lake Charles, Louisiana in which high-performing students are identified and offered sponsorship of their education. This relationship allows the students to get on-the-job training that will help them transition to full-time employment opportunities with Bristow. In 2025, 50% of qualified recruits for this program were female.

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.



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 regularly-scheduled town hall meetings are held at operations around the globe to relay information about Bristow's strategic priorities and progress to the entire workforce.

Our multiyear employee engagement strategy leverages various tools, such as employee surveys, on a scheduled cadence, to collect feedback for our executives and help us 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. Additionally, we have a robust, online suggestions box where employees can make their voice heard with any level of feedback, and the suggestions are dispersed to the appropriate channels to be considered.

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 2025 was focused on effective teamwork leadership. 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 us. 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. 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 their location, which includes comprehensive medical and welfare benefits, market-competitive paid time off programs, Company-sponsored retirement plans, and an Employee Assistance Program (EAP) 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 review procedures and benchmarking analysis, which utilize third-party market data and trends, support management's assessment of pay gaps and trends as part of our ongoing compensation review processes.

Spotlight: Building Careers from Within

James Lorraine's career at Bristow demonstrates the Company's commitment to developing talent and promoting leadership from within. Since joining Bristow as a Senior First Officer in 2014, James has advanced through roles of increasing responsibility, leading complex operations in high-stakes environments. From 2015 to 2022, he served as a SAR Commander; then Director, Netherlands from 2022 to 2025; by the end of 2025, Director, Netherlands BV and Irish SAR; and currently he serves as Senior Director Government SAR Operations. His progression from frontline operations to regional leadership reflects Bristow's focus on continuous learning, mentorship, and succession planning that supports long-term career growth and organizational resilience. As Alan Corbett, Bristow's Chief Operating Officer for Government Services, noted, "James' success in leadership roles showcases his ability to apply lessons learned and challenges overcome through each career move he's made within the Company."



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 \$700,000 toward community engagement causes. our 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 2025 are on the next page.



“In Brazil, we take great pride in supporting our local communities through charitable giving and active participation in community events. Giving back is a shared value across our teams and an important way we strengthen relationships while making a positive, lasting impact where we live and work.” – Marcos Toledo, Area Manager





Diversity

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

BRAZIL: In 2025, Bristow employed 10 professionals with disabilities. These professionals are spread across all functions and departments to help get experience to those who would've previously had numerous barriers to applying for or attaining the job or even being able to work in certain office environment types.

AUSTRALIA: As a major service delivery partner, Airnorth played a critical role in connecting delegates, performers, community leaders, and guests to the Garma Festival, a four-day celebration of Yolngu culture. By extending services on this route and providing qualified discounted airfare, we enabled reliable access to this beloved cultural festival. Our involvement supported cultural preservation, dialogue, and economic participation for remote Indigenous communities across Northern Australia, reinforcing our commitment to inclusion and cultural respect.



Education

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

NORWAY: Bristow Norway participated in Stavanger's largest career and education fair, engaging more than 5,000 students and introducing future talent to careers in aviation. The team highlighted Bristow's operations and strengthened long-term recruitment and community awareness of aviation opportunities.

UK: Throughout 2025, Bristow's talent outreach program supported career growth through initiatives such as Apprentice FEST at Ellon Academy and the RAF Air Cadets Industry Day, offering young people real exposure to engineering, flight safety, and operational roles. The team also expanded its STEM engagement across schools and regional events, helping inspire the next generation of aviation and technical professionals.



Health and Wellness

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

TRINIDAD: Our employees in Trinidad kicked off the new year by participating in a robust four-day program led by certified fitness and nutrition professionals that involved high-intensity training sessions, weight training instruction, team-building challenges, and practical nutrition guidance. This experience reinforced Bristow's commitment to a healthier, more engaged workforce.

U.S.: Bristow participants from Corporate HQ joined thousands of participants at two keystone events in the Houston area: the Memorial Park Corporate Run Walk 5K and the Easter Seals Walk With Me fundraisers. Taking place in the spring and fall, these events give Bristow employees a chance to participate in fundraisers for important causes, as well as giving them the chance to run or walk with colleagues and test their fitness levels.

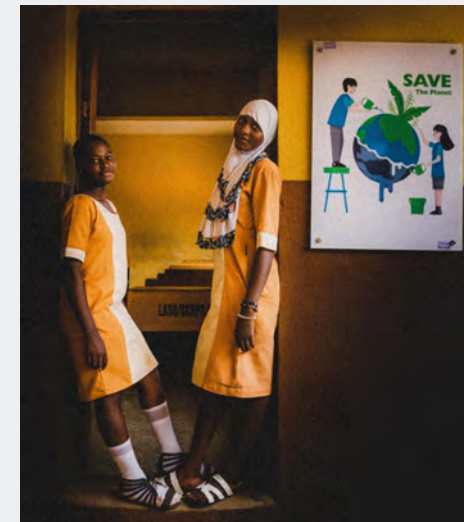


Sustainability

- Environmental causes
- Habitat rebuilds
- Tree planting

U.S.: In 2025, the Bristow Corporate office collected more than 7,000 plastic bags to support a local elementary school's plastic bag collection competition, which was a 250% increase from the year before.

NIGERIA: In September 2025, Bristow Nigeria organized a climate change education initiative at Iloro Junior Grammar School in Lagos, installing a 3.5 KVA solar system, solar security lights, energy-efficient fans and bulbs, and donating computers and other classroom furnishings. Through the initiative, students also learned about local and global climate impacts and sustainable energy solutions.



Underserved

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

TRINIDAD: Following Hurricane Melissa in 2025, Bristow Caribbean employees collected and donated more than 600 bedding supplies to support affected communities in Jamaica. The supplies were delivered through the Tunapuna/Piarco Regional Corporation and shipped via regional air and marine transport as part of Trinidad and Tobago's relief efforts.

NIGERIA: Bristow's Lagos Uplift Team conducted a medical and welfare outreach to communities near Murtala Muhammed International Airport in June, providing free health screenings and consultations to over 200 community members. Each participant received medical support and a welfare package with essential food items, directly supporting access to healthcare and basic needs for vulnerable populations.





Appendix



SASB INDEX	25
ESG DATA TABLE	27
UN SDG TABLE	31
TCFD INDEX	33
GRI INDEX	37



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	2025 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	244,948 MTCO ₂ e ⁷
	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	60%
	(1) Number of work stoppages, and (2) total days idle	TR-AL-310a.2	Work Stoppages: 0 Days Idle: 0

⁷ 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	2025 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: 0.52 Fatalities: 0
Accident & Safety Management	Description of implementation and outcomes of a safety management system	TR-AL-540a.1	⌘ Health and Safety
	Number of aviation accidents	TR-AL-540a.2	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	2025 Response	2024 Response	2023 Response
 Responsible Business Practices	Board Composition			
	Total Directors	9	9	9
	Independent Directors	8	8	8
	Female Directors	2	2	2
	Minority Directors	1	1	1
 Environment Impact	Greenhouse Gas Emissions⁸			
	Scope 1 (MTCO ₂ e)	244,948	251,753	212,976
	Scope 2 (Location-Based) (MTCO ₂ e)	5,498	5,286	4,548
	Scope 1 Intensity (MTCO ₂ e/flight hour)	1.79	1.88	1.75
	Flight Hours	136,717	133,886	121,892
	Number of Reportable Spills	0	0	0
 People and Communities	Total Workforce Composition			
	Total Employees (incl. contingent workers)	3,660	3,447	3,298
	By Geographical Region			
	Africa	521	400	358
	Americas	944	904	885
	Asia Pacific	264	242	244
	Europe Caspian Region	1,673	1,616	1,537
Corporate	258	285	274	

⁸ 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.



Report Chapter	Metric	2025 Response	2024 Response	2023 Response
 People and Communities (continued)	By Age Group (not incl. contingent workers)			
	Under 30	339	335	334
	30-50	1,864	1,859	1,837
	Over 50	1,162	1,105	1,034
	By Role (incl. contingent workers)			
	Pilots	961	899	830
	Mechanics	902	912	843
	Other	1,797	1,636	1,625
	Executive Leadership Team Gender Diversity (% Female)	50.0%	50.0%	50.0%
	Management Gender Diversity (% Female) ⁹	37.0%	36.0%	37.0%
	Total Full-Time Employees (incl. contingent workers)	3,493	3,114	3,041
	By Gender			
	Female	586	535	547
	Male	2,907	2,579	2,494
	By Geographical Region			
	Africa	516	291	250
	Americas	942	887	888
	Asia Pacific	238	217	208
	Europe Caspian Region	1,544	1,442	1,427
	Corporate	253	277	268
	Total Part-Time Employees (incl. contingent workers)	167	161	164
By Gender				
Female	102	105	103	
Male	65	56	61	

⁹ Management is defined as employees with direct reports and/or who manage a professional area of responsibility.



Report Chapter	Metric	2025 Response	2024 Response	2023 Response
 People and Communities (continued)	By Geographical Region			
	Africa	5	0	0
	Americas	2	1	0
	Asia Pacific	26	22	32
	Europe Caspian Region	129	133	129
	Corporate	5	5	3
	Total New Hires (not incl. contingent workers)	555	710	787
	By Gender			
	Female	126	209	200
	Male	429	501	587
	By Geographical Region			
	Africa	59	36	47
	Americas	173	146	257
	Asia Pacific	98	106	136
	Europe Caspian Region	205	380	247
	Corporate	20	42	60
	Total Employee Turnover	13.9%	13.4%	18.6%
	Voluntary	10.6%	10.6%	13.6%
	Involuntary	3.3%	2.8%	5.0%
	Employees Covered by Collective Bargaining Agreements	60.0%	64.0%	60.0%
	U.S. Workforce Composition			
	By Race			
	White	76.5%	77.6%	79.5%
	All Minorities	23.5%	22.4%	20.5%
	Hispanic/Latino	6.4%	6.5%	6.7%
	Black or African American	8.9%	7.6%	6.6%







Report Chapter	Metric	2025 Response	2024 Response	2023 Response
 People and Communities (continued)	Asian	5.0%	4.7%	3.7%
	American Indian or Alaska Native	1.5%	1.6%	1.8%
	2+ Races	1.7%	1.9%	1.8%
	U.S. Veteran Status	24.0%	23.0%	22.0%
	U.S. Management Racial Diversity (% Minority)	27.3%	27.7%	18.0%
	Safety			
	Aviation Accidents	1	1	0
	Total Hazard and Behavior Reports	993	1,224	1,193
	Total Recordable Incident Rate	0.52	0.46	0.43
	Lost Workdays	79	91	133
	Lost Work Cases	13	7	3
	Lost Time Incident Severity Rate	2.17	2.61	3.83
	Fatalities	0	1	0
	Annual Safety Training Hours (External)	6,424	4,265	5,000+
	Community Engagement			
	Monetary Donations (U.S. Dollar) ¹⁰	\$700,000+	\$600,000+	\$460,000+

¹⁰ 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.





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"> 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. In addition to offering continuing education, Bristow has several professional development, training, and mentorship programs to build in the next generation of Bristow leadership.
	Ensure access to affordable, reliable, sustainable, and modern energy for all	7.3	<ul style="list-style-type: none"> 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.
	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"> Bristow employs over 3,600 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. 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.
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	9.1	<ul style="list-style-type: none"> Through our SAR business, Bristow provides a vital, lifesaving service to governments across the world. Bristow continues to enhance the sustainability of our operations, as described in our Environmental Policy, and exemplifies that mindset through our pursuit of sustainability-related technologies like SAF, electric ground support vehicles, and AAM.





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"> • Bristow aims to foster a diverse and inclusive workplace and has a zero-tolerance approach to discrimination. • 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. • We have taken steps to address compensation gaps between male and female employees and publish a Gender Pay Gap Report in the UK.
	Ensure sustainable consumption and production patterns	12.5, 12.6	<ul style="list-style-type: none"> • We aim to reduce and recycle waste generated by our operations. • We annually publish a sustainability report with transparent disclosure of our performance on our significant ESG issues.
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	<ul style="list-style-type: none"> • 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.





TCFD Index

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

TCFD Pillar	TCFD Recommended Disclosure	Response
 <p>GOVERNANCE</p>	<ul style="list-style-type: none"> a. Describe the Board’s oversight of climate-related risks and opportunities. b. Describe management’s role in assessing and managing climate-related risks and opportunities. 	<p>In cooperation with management, the Board oversees Bristow’s climate-related initiatives, programs, and strategies. The Board routinely evaluates our risk management strategy. The Board meets with management quarterly to discuss sustainability initiatives, and its 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 ☞ Governance of Sustainability-Related Matters section of this report.</p>
 <p>STRATEGY</p>	<ul style="list-style-type: none"> a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning. c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 	<p>Index A and Index B below contain examples of climate-related risks and opportunities that could potentially impact our business operations. For additional information on risks related to our business and industry, including climate-related risks, please see our latest ☞ Annual Report on Form 10-K.</p>



TCFD Pillar	TCFD Recommended Disclosure	Response
 <p>RISK MANAGEMENT</p>	<ul style="list-style-type: none"> a. Describe the organization's processes for identifying and assessing climate-related risks. b. Describe the organization's processes for managing climate-related risks. c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. 	<p>Bristow's risk management approach requires the involvement of the Board, executive management, and employees, all of whom are entrusted to develop a balanced and prudent approach to managing risks, including those related to climate and other environmental risks.</p> <p>In 2025, 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 🔗 Enterprise Risk Management section of this report.</p>
 <p>METRICS AND TARGETS</p>	<ul style="list-style-type: none"> a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks. c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. 	<p>In 2025, we continued to measure our global Scope 1 and 2 emissions. Further discussion on our Scope 1 and 2 emissions is in the 🔗 Greenhouse Gas Emissions section of this report.</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 Annual Report on Form 10-K .
	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 Annual Report on Form 10-K .
	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 Annual Report on Form 10-K .
PHYSICAL	Acute	See “Risk Factors—Risks Related to Our Business—Our operations are subject to weather-related and seasonal fluctuations” in our Annual Report on Form 10-K .



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 also will 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 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 energy industries, develops further, we continue to meet customer demands for transport needs.
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 also will 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, 2025, to December 31, 2025, 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
GRI 2: General Disclosures		
2-1	Organizational details	⌘ About Bristow . Please also see our latest ⌘ Annual Report on Form 10-K for a full list of our operating bases.
2-2	Entities included in the organization's sustainability reporting	⌘ About This Report
2-3	Reporting period, frequency, and contact point	⌘ About This Report
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	⌘ About Bristow . Please also see our latest ⌘ Annual Report on Form 10-K for more on our business activities and key business relationships.
2-7	Employees	⌘ ESG Data Table
2-8	Workers who are not employees	As of the end of 2025, we employed 295 contingent workers.
2-9	Governance structure and composition	⌘ Governance of Sustainability-Related Matters and ⌘ Environmental, Social, and Governance Committee Charter . Please also see our latest ⌘ Proxy Statement for more on our Board committees and Board members.
2-10	Nomination and selection of the highest governance body	⌘ Proxy Statement and ⌘ Environmental, Social, and Governance Committee Charter
2-11	Chair of the highest governance body	⌘ Proxy Statement
2-12	Role of the highest governance body in overseeing the management of impacts	⌘ Governance of Sustainability-Related Matters . Please also see our latest ⌘ Proxy Statement and ⌘ Environmental, Social, and Governance Committee Charter .
2-13	Delegation of responsibility for managing impacts	⌘ Proxy Statement and ⌘ Environmental, Social, and Governance Committee Charter



GRI Standard Number	GRI Standard Description	Location/Response
2-14	Role of the highest governance body in sustainability reporting	⌘ Governance of Sustainability-Related Matters . Please also see our latest ⌘ Proxy Statement and ⌘ Environmental, Social, and Governance Committee Charter .
2-15	Conflicts of interest	⌘ Compliance, Business Ethics, and Professional Conduct . Please also see our ⌘ Code of Business Integrity .
2-16	Communication of critical concerns	⌘ Compliance, Business Ethics, and Professional Conduct . Please also see our ⌘ Code of Business Integrity .
2-17	Collective knowledge of the highest governance body	⌘ Governance of Sustainability-Related Matters
2-18	Evaluation of the performance of the highest governance body	Under the guidance of our ⌘ Environmental, Social, and Governance Committee , the Board and its committees conduct an annual self-evaluation to assess their effectiveness.
2-19	Remuneration policies	⌘ Proxy Statement
2-20	Process to determine remuneration	⌘ Proxy Statement and ⌘ Compensation Committee Charter
2-21	Annual total compensation ratio	⌘ Proxy Statement
2-22	Statement on sustainable development strategy	⌘ A Message from Our CEO
2-23	Policy commitments	⌘ Compliance, Business Ethics, and Professional Conduct and ⌘ Human Rights . Please also see our website for additional key policy documents, including our ⌘ Code of Business Integrity , ⌘ Modern Slavery Act Statement , and ⌘ Human Rights Commitment .
2-24	Embedding policy commitments	⌘ Compliance, Business Ethics, and Professional Conduct and ⌘ Human Rights . Please also see our ⌘ Code of Business Integrity and ⌘ Terms and Conditions of Purchase .
2-25	Processes to remediate negative impacts	⌘ Compliance, Business Ethics, and Professional Conduct and ⌘ Human Rights . Please also see our ⌘ Code of Business Integrity .
2-26	Mechanisms for seeking advice and raising concerns	⌘ Compliance, Business Ethics, and Professional Conduct . Please also see our ⌘ Code of Business Integrity .
2-27	Compliance with laws and regulations	⌘ ESG Data Table . Please also see our latest ⌘ Annual Report on Form 10-K .
2-28	Membership associations	⌘ Stakeholder Engagement
2-29	Approach to stakeholder engagement	⌘ Stakeholder Engagement
2-30	Collective bargaining agreements	⌘ ESG Data Table



GRI Standard Number	GRI Standard Description	Location/Response
GRI 3: Material Topics		
3-1	Process to determine material topics	⌘ Our Sustainability Priorities
3-2	List of material topics	⌘ Our Sustainability Priorities
GRI 302: Energy 2016		
3-3	Management of material topics	⌘ Fleet and Fuel Efficiency and ⌘ Facilities Management
302-1	Energy consumption within the organization	Bristow consumed approximately 3,620,168 GJ of energy in 2025. This energy consumption included approximately 3,589,462 GJ of nonrenewable energy and 30,706 GJ of renewable energy. Bristow consumed approximately 61,337 GJ of electricity in 2025. ¹¹ The Company did not track energy consumption by end use or sell/resell electricity, heating, cooling, or steam in 2025. Please also see ⌘ Fleet and Fuel Efficiency
302-3	Energy intensity	⌘ Fleet and Fuel Efficiency
302-4	Reduction of energy consumption	⌘ Fleet and Fuel Efficiency and ⌘ Facilities Management
GRI 305: Emissions 2016		
3-3	Management of material topics	⌘ Greenhouse Gas Emissions and ⌘ Fleet and Fuel Efficiency
305-1	Direct (Scope 1) GHG emissions	⌘ Greenhouse Gas Emissions
305-2	Energy indirect (Scope 2) GHG emissions	⌘ Greenhouse Gas Emissions
305-3	Other indirect (Scope 3) GHG emissions	⌘ Greenhouse Gas Emissions
305-4	GHG emissions intensity	⌘ Greenhouse Gas Emissions
305-5	Reduction of GHG emissions	⌘ Greenhouse Gas Emissions

¹¹ 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.
- 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
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We do not currently collect this information for our operations.
GRI 401: Employment 2016		
3-3	Management of material topics	⌘ Compensation and Benefits
401-1	New employee hires and employee turnover	⌘ ESG Data Table
401-3	Parental leave	Parental benefits are offered our full-time employees, with eligibility and benefit coverage varying by country as required by local regulations.
GRI 402: Labor/Management Relations 2016		
3-3	Management of material topics	⌘ Annual Report on Form 10-K
402-1	Minimum notice periods regarding operational changes	A notice period is provided to employees or employee representatives by way of severance or compensation packages when any organizational changes affect a particular role. Those employees covered under collective bargaining agreements have notice periods and provisions for consultation and negotiation incorporated into their agreements to some degree based on jurisdiction and union body.
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	⌘ Governance and Risk Management
403-1	Occupational health and safety management system	⌘ Target Zero and Safety Management System
403-2	Hazard identification, risk assessment, and incident investigation	⌘ Incident Management and Emergency Preparedness
403-4	Worker participation, consultation, and communication on occupational health and safety	⌘ Safety Reporting and Assurance
403-5	Worker training on occupational health and safety	⌘ Employee Health and Safety Training
403-6	Promotion of worker health	⌘ Compensation and Benefits
403-8	Workers covered by an occupational health and safety management system	⌘ Target Zero and Safety Management System
403-9	Work-related injuries	⌘ Target Zero and Safety Management System and ⌘ SASB Index



GRI Standard Number	GRI Standard Description	Location/Response
GRI 404: Training and Education 2016		
3-3	Management of material topics	⌘ Employee Engagement, Training, and Development
404-1	Average hours of training per year per employee	In 2025, each Bristow employee completed an average of 1.5 hours of training on mandatory topic areas, including ethics and code of conduct and security awareness essentials. Additional training is required depending on region and role. See ⌘ Employee Health and Safety Training for examples of additional role-dependent training.
404-2	Programs for upgrading employee skills and transition assistance programs	⌘ Employee Engagement, Training, and Development
404-3	Percentage of employees receiving regular performance and career development reviews	⌘ Employee Engagement, Training, and Development
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of material topics	⌘ Diversity and Inclusion
405-1	Diversity of governance bodies and employees	⌘ ESG Data Table
405-2	Ratio of basic salary and remuneration of women to men	⌘ UK Gender Pay Gap Report
GRI 406: Non-discrimination 2016		
3-3	Management of material topics	⌘ Diversity and Inclusion . Please also see our ⌘ Code of Business Integrity .
406-1	Incidents of discrimination and corrective actions taken	Please see our latest ⌘ Annual Report on Form 10-K for a discussion of any significant legal action impacting the Company.
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	Please see our ⌘ Code of Business Integrity .
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 of 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 ⌘ Annual Report on Form 10-K .



GRI Standard Number	GRI Standard Description	Location/Response
GRI 408: Child Labor 2016		
3-3	Management of material topics	⌘ Human Rights . Please also see our ⌘ Modern Slavery Act Statement and ⌘ Human Rights Commitment .
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).
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topics	⌘ Human Rights . Please also see our ⌘ Modern Slavery Act Statement and ⌘ Human Rights Commitment .
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.
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	⌘ Health and Safety
416-1	Assessment of the health and safety impacts of product and service categories	⌘ Governance and Risk Management and ⌘ Target Zero and Safety Management System
416-2	Incidents of non compliance concerning the health and safety impacts of products and services	⌘ SASB Index



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.

