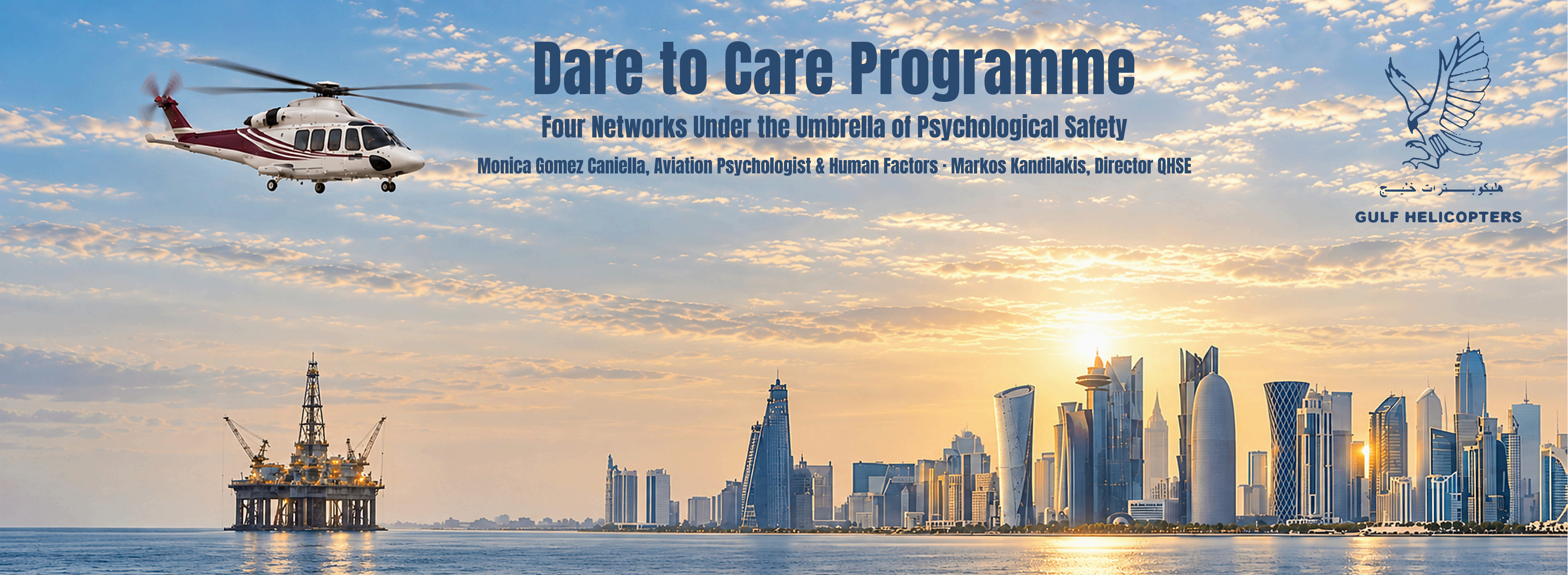




Dare to Care Programme

Four Networks Under the Umbrella of Psychological Safety

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INTRODUCTION

Gulf Helicopters Company (GHC) was founded in Doha in 1970. It is a vertically integrated helicopter operator serving the offshore energy sector in the Middle East, Asia, Africa and Europe, with 633 employees from 56 nationalities. In 2025, the Company began an organisational transformation.

GHC has had a Mental Health Policy in place since the COVID-19 pandemic. In 2023, the Aviation Psychologist and the QHSE Department began working with staff from across the Company through psychoeducation, one-to-one support conversations, surveys and training.

This work gradually gave rise to four networks, now brought together under the Dare to Care Programme, which is built on psychological safety.



OBJECTIVES

General Objective

To consolidate an integrated organisational programme that strengthens psychological safety, human performance and mutual support by connecting four complementary networks, encouraging employee participation and embedding GHC's SOAR values (Safety, Operational Excellence, Accountability & Integrity and Respectful Professionalism) in everyday work.

Specific Objectives

- 1 Integrate existing capabilities:** bring the Crisis Response Team, the A.W.A.R.E.N.E.S.S. Network, the Cultural Change Ambassadors and the Peer Support Network into one coordinated programme, while each keeps its own role and methods.
- 2 Strengthen human performance:** build awareness of the cognitive, emotional and organisational factors that shape behaviour, decision-making and operational performance.
- 3 Live the SOAR values and foster psychological safety:** turn the values into observable behaviours that build trust, collaboration and open communication.
- 4 Facilitate access to support:** set clear guidance and referral pathways between the networks, so that employees reach the right resource from any first point of contact.
- 5 Sustain the programme:** establish coordination, continuous training and monitoring to keep the networks active and adapt them to new needs.

DARE TO CARE PROGRAMME: FOUR INTEGRATED NETWORKS

The Dare to Care Programme brings together four networks developed at different times within GHC, each answering a different need: crisis response, human performance, cultural change and peer support.

Its purpose is to connect and strengthen these capabilities so that support is visible and easy to reach. Any door leads to the right resource: whoever a person approaches first, whether an ambassador, a facilitator, a peer or a responder, helps them find the way.

Each network keeps its own identity and methods, while all four share psychological safety as a common goal, the SOAR values as a guide for everyday work and wellbeing as their foundation.

Psychological Safety

Common to all four networks

1. Crisis Response Team (CRT)

Purpose & Scope: 12 trained responders from around 10 departments, providing early psychological support, crisis assistance and referral.

Model: Psychological First Aid (PFA), Critical Incident Stress Management (CISM) and the SAFER-R model.

Training & Tools: 10-hour initial training and refresher sessions, Facilitator Handbook, intervention protocols and the Emotional Management in Crisis Contexts Manual.

Implementation & Continuity: responders based in their own departments, training and intervention records, regular team meetings and periodic refresher training.

Contribution to Dare to Care: makes sure colleagues receive early support after a difficult event and know where to turn for further help.

2. A.W.A.R.E.N.E.S.S. Network

Purpose & Scope: 9 facilitators from technical and safety departments, promoting cognitive awareness and human performance in operational activities.

Model: A.W.A.R.E.N.E.S.S., an in-house cognitive model for operational reflection and learning, in nine steps:

- Attend
- Weigh
- Alternatives
- React
- Evaluate
- Notice the impact
- Examine contributing factors
- Synthesize personal learning
- Systematize collective knowledge

Training & Tools: 6-hour initial training and refresher sessions, model handbook, structured interviews, briefing and debriefing checklists, and reflection guides.

Implementation & Continuity: operational reflection activities, field records, facilitator meetings and periodic refresher training.

Contribution to Dare to Care: brings reflection on how we think and decide into everyday operations.

3. Cultural Change Ambassadors Network

Purpose & Scope: 19 ambassadors from 8 departments, supported by 2 coordinators, who help put the SOAR values into practice in daily work through participation and peer influence.

Model: a participatory approach based on peer learning, behavioural observation and the identification of barriers to change. It uses B.R.I.D.G.E., an in-house model for everyday conversations about change, in six steps:

- Build Trust
- Recognize Concerns
- Interpret Reality
- Drive Alignment
- Guide Action
- Enable Adoption

Training & Tools: 8-hour initial training and refresher sessions, training manual, practical guides co-created with the ambassadors, leadership materials and tools for daily use.

Implementation & Continuity: activities within each department, regular meetings, training and activity records, and strategies that evolve from workplace observations and needs.

Contribution to Dare to Care: links the SOAR values to everyday behaviour and builds trust between departments.

4. Peer Support Network (PSN)

Purpose & Scope: a voluntary, organisation-wide network offering every employee an accessible and confidential first point of contact for support and guidance.

Model: supportive listening, early recognition of needs, confidentiality within defined limits and referral to internal or professional resources when needed.

Training & Tools: design completed and approved by management. Next come the selection and training of volunteers, supported by practical guides, intervention protocols and referral procedures.

Implementation & Continuity: volunteers from different departments will join progressively, with coordination, follow-up and ongoing training to ensure consistent, high-quality support.

Contribution to Dare to Care: gives every employee a trusted colleague to talk to, working alongside the Crisis Response Team.

WELLBEING

CONCLUSIONS

- The Dare to Care Programme is the result of a gradual organisational development process led by the QHSE Director, in collaboration with the Aviation Psychologist & Human Factors, and with full support from the GHC MD & CEO and GHC Senior Management.
- It builds on the Company's Mental Health Policy, on ongoing work to strengthen psychological safety and on improvement opportunities identified with managers from every department.
- With 56 nationalities, cultural diversity shapes how people communicate and how they understand support and psychological safety. Each network was designed with this in mind.
- The transformation that began in 2025 gave us the opportunity to connect what already existed and to develop good practices suited to a complex, multicultural operation.
- This is a first for GHC. It shows that culture, human performance and wellbeing grow stronger when employees take part and different disciplines work together.

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