Famed psychologist Sophie Freud noted that of all the family bonds, that between a father and daughter is without equal. Patrick and Hannah Miley would likely agree.

Hannah, 18, of Inverurie, Scotland, is one of the U.K.'s premier young swimmers. Ranked second in the world this year for the 400-meter individual medley, she qualified in April to compete in two events for Great Britain in the Beijing Olympics in August. Her coach is her father, Patrick, a former British Army Air Corps swimmer and pilot with Bristow since 1990.

It's an unusual arrangement in the world of Olympic competitors, but Hannah wouldn't have it any other way. The partnership between father and daughter has positioned Patrick as one of the U.K.'s most respected coaches and Hannah as one of its most exciting young athletes.

“Dad knows me better than anyone,” she says. “Plus, he’s a great coach.” So great, in fact, that he was named a coach for Great Britain's 2008 Olympic swim team.

Patrick spends at least five hours a day helping his daughter train. His day job is flying an AS332L (Tiger), transporting workers and equipment to and from offshore oil platforms in the North Sea. Bristow has been very supportive, says Patrick, who adds that his coworkers have adopted Hannah “as one of their own.”

Since its introduction into the Bristow fleet, the Sikorsky S-92 heavy helicopter has worked exclusively in the North Sea. That's about to change with the arrival of the first S-92 in the Gulf of Mexico.

A three-year contract with a leading independent energy company will put the 19-passenger S-92 to work in the Gulf as early as August. Scheduled for arrival in Louisiana in late April, the S-92 will be based in Galliano.

Training of check airmen and line pilots is under way. Check Airmen Norman Marcus and Keith Quigley recently completed S-92 training in Scatsta, Scotland, along with a five-week simulator course. Captain Tim Rolfe, Bristow's chief training captain for the S-92 in Europe, will work with Marcus and Quigley on the acceptance process for the new aircraft. Initially, six line pilots and four check airmen will be trained on the S-92.

“Bringing the S-92 into the Gulf shows Bristow's strength and commitment to our customers here,” says Gene Graves, senior vice president, Sales/Marketing, Air Logistics.

Executive ranks shift as Suldo, Hopkins retire

Two Bristow leaders who've made important contributions to the company’s growth and improving safety record in the past few years have announced their retirements.

“Mike Suldo and Bill Hopkins have helped Bristow in immeasurable ways, and their contributions will be felt for years to come,” says CEO Bill Chiles. “They’ve helped our senior team guide the company through difficult times, and have provided us with extremely valuable counsel and insight. I will personally miss Mike and Bill, as they are good friends.”

Suldo, Western Hemisphere senior vice president, and president of Air Logistics, will retire this year following six years with the company. Bill Hopkins, vice president, Global Standards, retired March 31, 2008.

Prior to joining Air Logistics, Suldo had a distinguished career that included 14 years in business and 20 years in the military.

U.K. pilot coaches daughter for Olympics in Beijing

Hannah Miley with her father, Patrick. Hannah will compete for Great Britain in the 200-meter and 400-meter individual medley. The event combines the butterfly stroke, breaststroke, backstroke and freestyle swimming.

Patrick monitors Hannah’s progress using an Aquapacer, a device he invented in the late 1990s. Hannah is a British record holder in several events.

“Dad knows me better than anyone,” she says. “Plus, he’s a great coach.” So great, in fact, that he was named a coach for Great Britain's 2008 Olympic swim team.

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Scheduled for delivery to Air Logistics in late April, this S-92 is being readied for flight at the Keystone Helicopter facility in Pennsylvania.
HELI OPTER SERVICES

Significant contracts reported recently by
Bristow business units include:

ARCTIC

Bureau of Land Management

The contract with the BLM in Alaska dedicates a Bell 206 for exclusive use May through August. Typically, the aircraft will support training and field operations related to research, surveying and exploration.

BHP Billiton

Beginning in March, the seven-month contract in Alaska will provide Bell 206L-3 and 407 aircraft for activities including transporting crews, supplies and exploration equipment.

EUROPE

Shell EPE

The Europe Business Unit has won contracts to deploy the first two Sikorsky S-76 C++ aircraft to be introduced into the North Sea. One of the S-76C++ helicopters, based in Norwich in the U.K., will support Shell EPE’s Southern North Sea offshore operations. The minimum two-year contract begins in May 2008.

ConocoPhillips UK Ltd.

The other dedicated S-76C++ aircraft, arriving in Norwich in mid-May, will go to work on a ConocoPhillips contract temporarily assigned a S-76A+ aircraft. The one-year contract, with three one-year extension options, is the first contract with ConocoPhillips in the Southern North Sea in a number of years.

Teekay Petrojarl Production AS

This contract renewal includes the Petrojarl Banff FPSO and the Apollo Spirit FSO in the Central North Sea. Bristow has supported Teekay Petrojarl and the previous owners of the Banff field since 1998. Currently, Bristow supports Teekay Petrojarl with a shared-use AS332L, making two flights per week to the Petrojarl Banff FPSO and one flight every two weeks to the Apollo Spirit FSO.

In recognition of Bristow’s excellent service record over the past 10 years, Teekay Petrojarl has stated the renewal contract will be for “life of field,” or as long as the facilities remain operational in the Banff Field.

LATIN AMERICA

Aeroleo Taxi Aereo

An additional one-year lease for an S-61 will enable the Brazilian helicopter operator to serve its contract with Petrobras.

Heliservicio Campeche

The Bristow joint affiliate has won a five-year contract for five medium and two small helicopters from PEMEX, the national oil company of Mexico. Total revenue over the term of the contract is estimated at $90 million. The contract will introduce the EC135 into the Mexican market.

Heliservicio also signed a three-year contract to lease and operate eight medium-sized helicopters for the Comision Federal de Electricidad (CFE), the national power supplier of Mexico. Total estimated revenue for the contract is approximately $70 million.

Helicopter upgrades continue push to global standards

The march toward global standards in Bristow aircraft is in high gear, with the company spending millions of dollars to upgrade helicopters to satisfy the oil and gas industry’s toughest recommendations.

The majority of upgrades are happening in the Gulf of Mexico fleet, says Mark Fontenot, who leads the flight operations portion of Global Standards. Much of the Eastern Hemisphere fleet, especially helicopters used in the North Sea, already meets OGP (International Association of Oil and Gas Producers) recommendations.

“The goal is to bring our aircraft up to the best practices and a one-world standard. This means equipping helicopters with external life rafts, emergency ground proximity warning systems, satellite flight tracking, TCAS II (Traffic Collision Avoidance System), HUMS (Health and Usage Monitoring Systems) and HOMP (Helicopter Operational Monitoring Program),” says Fontenot.

Most of the current upgrades are to new helicopters such as the S-76C++, S-92 and EC225 models, Fontenot says. Typically, the upgrades are performed on helicopters by Bristow personnel immediately upon receipt. In some cases, helicopter manufacturers install these safety upgrades for Bristow.

Older aircraft are being upgraded on a case-by-case basis, depending on their age and projected use.

“Voluntarily raising the safety bar for our aircraft shows the company’s commitment to its customers and employees,” says Mark Duncan, senior vice president, Western Hemisphere.

“It also enables the company to more easily transfer helicopters between countries and regions and put them to work quickly.”

As part of the move toward global standards, pilots in the Gulf of Mexico will soon receive personal emergency locator beacons that fit into aircrew life vests.
**Bristow shares spotlight at HAI Heli-Expo**

While helicopter manufacturers generally steal the show at the annual Helicopter Association International Heli-Expo, Bristow customers and suppliers found the company in the thick of the action at the event in Houston, February 24-26.

An after-hours Bristow event at the Houston Museum of Natural Science kicked off the company's Heli-Expo participation. Guests were invited to tour the museum and view the exhibit of Ethiopian artifacts, including a replica of fossilized Lucy, a 3.2-million-year-old hominid (an ape closely related to human beings).

On the floor of the George R. Brown Convention Center, Bristow shared center stage with Eurocopter for the launch of its EC175 medium-engine, 16-passenger helicopter. Bristow was one of two launch partners for the helicopter and has committed to purchasing the aircraft. (See below.)

The Bristow Academy staff was kept busy at its booth, greeting more than 300 visitors, many of whom were interested in flight training for FAA and military programs. One of the most significant meetings was with a delegation from Southern Service Flight Company in Vietnam.

**EC175 to join fleet in 2012**

Bristow announced at HAI Heli-Expo it has committed to purchasing 12 EC175 helicopters. Unveiled at the annual trade show, the EC175 is designed by Eurocopter and will be manufactured in partnership with Harbin Aviation Industry Group. It is scheduled for EASA certification in 2011, with delivery in 2012.

The EC175 is designed especially for use in offshore platform transportation. The helicopter can seat up to 16 passengers, with a range of 200 nautical miles. Powered by twin Pratt & Whitney PT6C-67E engines, the EC175 offers more than 40 equipment options and delivers several technological advances, including four-axis, digital automatic flight controls and a five-blade Spheriflex main rotor. Eurocopter reports that it will be the quietest helicopter in its class and will emit the lowest pollution per transported passenger.

Bristow is one of several companies committing to purchasing the EC175. The day after its unveiling, Eurocopter reported firm orders and options for 100 helicopters.

Bristow was part of a customer advisory committee for design of the EC175 and expects to acquire the first five units off the production line. An additional seven helicopters will be delivered shortly thereafter.

**News Briefs**

**ALERTS Wins Jensen Award**

AHS International – The Vertical Flight Society has awarded the Harry T. Jensen Award to ALERTS, a flight data recorder and playback system developed by Air Logistics and Appareo Systems for single-engine helicopters. The award recognizes outstanding contribution to the improvement of helicopter reliability, maintainability, safety or logistics support through improved design or technical achievement.

ALERTS is the first low-cost, lightweight fully integrated system designed specifically for small and legacy aircraft. The system is certified for use on Bell 206 and 407 models and is available for sale through Appareo. The system is installed on more than 50 helicopters in the Air Logistics fleet.

AHS International has more than 6,000 members, and is a technical, professional society dedicated to the advancement of vertical flight technology and its applications.

**Award winners named at Air Logistics banquet**

Air Logistics has once again honored its team for outstanding performance. Recipients of 2007 awards are:

- **Douglas Shaw** – Bruce English Award for significant accomplishments toward the growth and development of the company
- **Neil Carret** – Safety Award
- **Don Allen** – Pilot of the Year
- **David Daigle** – Technician of the Year
- **Cindy Dyson** – Individual Support of the Year
- **Lisa Ackman** – Ground Support of the Year
- **David Nezat** – Special Recognition Award

**S-76C++ arrives in Norwich**

Pilot training on the S-76C++ is under way in Norwich in the U.K. to support new long-term contracts with Shell and ConocoPhillips in the North Sea. The first S-76C++ arrived in Norwich in late March, with the second one set for arrival end of April.
SCATSTA, SCOTLAND

The Shetland Islands

- Scatsta
- Lerwick
- Sumburgh

Home of Shetland ponies and famous for its sweaters, the Shetland Islands are located where Scotland meets Scandinavia and the North Sea meets the Atlantic Ocean.

SNAPSHOT
Base manager: Richard Enoch
Number of employees: 76
Number of aircraft: 6 Sikorsky S-92
Year established: 1996
Annual flight hours: 7,300
Segments flown: 12,359
Passengers: 175,000
Baggage: 4.3 million pounds
Freight: 557,000 pounds

Short hops to North Sea platforms keep remote outpost buzzing

Land at Scatsta for the first time, and the obvious question is “Why would anyone build an airport here?” It’s a desolate location in a harsh environment, featuring lashing winds as a main course and side dishes of damp cold, ice and fog.

But in World War II, it was the perfect place for the Royal Air Force to build a fighter airbase to protect its flying boat fleet. Except for a U.S. Coast Guard radio navigation station built in 1968, Scatsta lay dormant until the discovery of North Sea oil just northeast of Shetland in the early 1970s.

That made nearby Sullom Voe a boomtown and Scatsta its lifeline, bringing in thousands of construction workers to build an oil terminal. When that work was completed, Scatsta again fell silent, and plans to close it were announced in 1995. But a shifting of oil support operations changed all that, bringing Bristow on the scene in 1996 with a contract to provide aviation services to what is now a six-company consortium.

Unique place, unique system

Bristow’s agreement with the Integrated Aviation Consortium (IAC) – made up of Shell, CNR, BP, BP Sullom Voe, Petrofac and Fairfield Energy – keeps six Sikorsky S-92 aircraft and their crews busy with 18 flights every day, Monday through Friday. The latest S-92 joined the fleet in late April.

“The Shetland Basin is about 100 miles northeast of here and includes the Brent oil field and several others,” says Base Manager Richard Enoch. “The operators who own the platforms formed the consortium so they can avoid having to make 250-mile helicopter flights from Aberdeen to reach the basin.”

That makes Scatsta one of the few places where Bristow gets involved with fixed-wing operations, subcontracting with British charter operator Flightline to bring passengers in from Aberdeen. When weather conditions and payloads conspire to make the short, narrow and sloped Scatsta runway unsafe for operations, flights are diverted to the Sumburgh airport at the southern tip of the mainland, where bus service awaits.

“Sometimes it can be a challenge just to have enough hours in the day to get everything done,” Enoch says. “But it’s still more efficient and economical for the IAC to use a fixed-wing feeder system and take shorter rides in the S-92s to the platforms.”

The Scatsta lifestyle

Operations at Scatsta are based on a two weeks on, two weeks off duty rotation. Time spent in the cockpit often tests the best of the best, while time on the ground offers a community-like atmosphere that fosters a high degree of camaraderie.

“Sometimes it can be a challenge just to have enough hours in the day to get everything done,” Enoch says. “But it’s still more efficient and economical for the IAC to use a fixed-wing feeder system and take shorter rides in the S-92s to the platforms.”

 Despite those conditions, the base has a very good safety record, while the performance of the new S-92s has been near-flawless as well, Enoch says.

“The S-92 is a very different type of aircraft for pilots who have previously flown the (Eurocopter AS332L) Tiger here,” he says. “It’s highly automated and requires learning new techniques, but it’s much bigger, faster, quieter and smoother than the Tiger, and passengers really like it.”

When it’s time to go off-duty, some Scatsta personnel head home to Aberdeen, but other destinations include Romania, the U.S., Sweden and France. “That’s one of the nice things about this operation,” Enoch says. “It enables you to live wherever you wish.”

Calling all photographers

Thanks to Jonathan Binnie for supplying photos for this article. We also owe Jonathan a big thank you for supplying helicopter photos that have appeared in Bristow World and Bristow marketing materials. Have a great Bristow photo you want to share with us? Send it to stacie.fairchild@bristowgroup.com.
Upgrades on the way
While Bristow is the sole provider of helicopter services at Scatsta and subcontracts facilities management services to Serco Group plc, it doesn’t have direct control over the airfield, which is licensed to BP. A steering committee of IAC members meets regularly with Bristow to ensure that operations run smoothly and all obligations are met.

Also on the agenda are improvements to the facility, including a new hangar to be completed in November. “To maintain our new state-of-the-art aircraft, a $4.5 million permanent steel structure is being built by the Consortium with Shetland Island Council funding,” says Fiona MacLeod, Bristow commercial manager, Europe. “We’ll be better able to maintain and house aircraft overnight and provide greatly improved working conditions for our engineers.”

Once the hangar is ready, construction of a new passenger terminal will begin. That will mean more comfort and easier transitions for Scatsta passengers, who represent about 16 percent of Bristow’s total European business.

Even the announcement that Shell, the biggest participant in the IAC, will be selling some North Sea assets hasn’t dampened Scatsta’s prospects for growth. Fairfield Energy recently came on board, and MacLeod believes other companies could follow suit.

“As development activity changes it could lead to a further expanded Consortium,” she says. “These won’t necessarily be multinationals but smaller drilling companies using advanced seismology and other technologies to find remaining reserves.”

Employees in Scatsta are experts at flying and maintaining the S-92.

Faces of Bristow
Meet two of the 76 people who work for Bristow in Scatsta.

Kevin Pickering is the chief engineer at Scatsta and has been with Bristow for just over 30 years, working offshore and in several countries. He lives in Chichester on the south coast of England. Highlight: “My hobbies are shooting video of shipwrecks (shipwreckfilms.co.uk) and paragliding, both of which I manage to do occasionally in the Shetlands. There is no better stress-buster than soaring the hills of Shetland on my paraglider after work.”

Lesley Leslie is the operations coordinator with a two-part Bristow career that spans 15 years since 1977. Highlight: “When I first saw the isolation here I wanted to stay on the plane, but now I would never leave. There is a good feeling about being part of the team at Scatsta when things get busy and challenging, as they often do.” Her unique name? For Lesley, “Mr. Right” turned out to be Mr. Leslie.

Flights for the Integrated Aviation Consortium (IAC) to the North Sea keep Bristow crews busy in all kinds of weather.
Executive ranks shift  
(continued from page 1)

**David Daigle**  
Mechanic David Daigle is a 15-year Air Logistics employee who helps keep helicopters operating safely in Intracoastal City, Louisiana. In 2007, he was named Air Logistics Technician of the Year. Daigle holds his A&P license, has RII certification and has airworthiness release certification and ground run authorization for S-76 models and Bell 206 and 407 models.

We asked David to chronicle a day in his life. Here’s how it goes.

8:30 am: The family’s natural alarm clock just went off. That’s my one-year-old daughter, who doesn’t believe in sleeping in. Checked my emails and had a cup of coffee. The weather looks good, which should make for a great night at work.

12:00 pm: Time to start getting ready for work. It’s the start of a new hitch (7&7). I’ve been doing the same 45-minute commute for six years. I don’t mind the drive. It gives me time to prepare for my day ahead.

1:00 pm: A short meeting about the ops check flight. Boyd Higginbotham, one of the other mechanics, suggested today’s topic: weather. It can be windy this time of year. It’s a good safety topic because we need to consider the harm that a ladder, aircraft cowling or doors could do to a person or the aircraft if a wind gust hits unexpectedly.

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3:45 pm: First aircraft lands on my shift. It’s a BHT (Bell) 407, one of my favorites. I spoke with the pilot after he shut down to see if there were any problems during the day’s flight. He said that everything was perfect and how much he likes flying this particular aircraft. We talked baseball for a minute. He actually believes that the Houston Astros have a chance to win the World Series. NOT!!!

5:50 pm: After completing a few daily service checks on various aircraft, I’m waiting on our big job of the night. It’s a compressor change on a BHT 206L-4. Spoke with a few of the other mechanics to get a game plan going so we can get the complete engine change done in a timely, professional manner. Shouldn’t be a problem. We have plenty of experienced guys here. Currently, we’re supporting 21 helicopters. We had more than 40 just a few months ago.

11:40 pm: Just finished the maintenance run on the engine change. Once the pilot has completed the ops’ check flight in the morning, it will be ready to go. Now it’s time to finish up the paperwork and have our safety out briefing. The out briefing lessens the chance of complacency and errors. We talk about the jobs that night, and are asked to think about anything we might have forgotten, such as making sure all of our tools are accounted for. Dwight Carter, our supervisor, reminds us to stay focused and safe on our way home or to the company quarters. Being complacent doesn’t just happen at work; it can follow you home as well.

12:20 am: About time to make the journey home again. I’m going home to a loving wife, teenage son and infant daughter who look forward to seeing me arrive home safely. No doubt about it. I’m a lucky guy.

**Day in the Life**

**David Daigle**

Before he became a mechanic, David Daigle performed ground support and was a sheet-metal technician.

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**Executive ranks shift**

(continued from page 1)

Suldo oversaw Air Logistics’ rapid growth and was a leader in company and industrywide safety efforts. He is the current chairman of Helicopter Association International (HAI).

Bill Hopkins joined Bristow in 2004, following a 34-year career that focused on safety in the energy services business. Hopkins has led several key global functions at Bristow, including Safety, Quality, Human Resources and Global Standards.

**Duncan, Corr take on larger roles**

Patrick Corr, senior vice president of Global Training, accepted the new position of senior vice president of Global Safety, Training and Standards, effective April 1. He will continue to be heavily involved in the oversight of Bristow Academy.

Mark Duncan, senior vice president, Global Business Development, will transition into Suldo’s role as senior vice president, Western Hemisphere. The Western Hemisphere Division headquarters will relocate to Houston, supported by a small staff.

**Western Hemisphere division reorganizes**

Division functions moving to Houston include Human Resources and Quality and Safety. Michel Couturier, an engineer with significant HR experience at Schlumberger, Smith International and Exterran, will serve as Human Resources director for the Western Hemisphere as well as the Global Standards and corporate groups.

In addition, the Western Hemisphere division is being reorganized into four strategic business units: Gulf of Mexico, Latin America, Arctic and Centralized Operations.

Danny Holder, director of the company’s West Africa operations, will move to New Iberia in July to lead the Gulf of Mexico Business Unit. Mike Suldo will fill that role on an interim basis.

Jeremy Akel will continue as director of the renamed Latin America operations, while Mark Becker will continue leading Centralized Operations. Akel will move to Houston in September as part of the reorganization. Carl Brown will manage the new Arctic Business Unit until a permanent director is named.

More personnel changes associated with the reorganization appear in the Management Changes column on page 9.

**Management Changes**

(continued from page 9)

**Hemisphere Division**

Akel will move to Houston in September as part of the reorganization. Carl Brown will manage the new Arctic Business Unit until a permanent director is named.

More personnel changes associated with the reorganization appear in the Management Changes column on page 9.
U.K. pilot coaches daughter for Olympics  
(continued from page 1)

“I’m there to do my job,” he says, “but there are times, such as competitions, when I need to be there for Hannah. Balancing my schedule isn’t easy, but thanks to Bristow it’s manageable.”

Dedication + innovation = success
Hannah trains at least 24 hours each week. Under Patrick’s guidance, she’s improved each year and continues to win regional and international competitions. “Hannah trains hard,” Patrick says. “She’ll frequently swim with sponges that drag behind her, tied from her waist. She’ll stay fit by running. She puts in the work to succeed.”

In the late 1990s, Patrick applied his knowledge of helicopter flight principles to invent a device to take Hannah’s training up a notch. The Aquapacer includes a handheld device for the coach and a sounding unit that fits inside the swimmer’s swim cap. The swimmer can respond to audio signals, adjusting pacing and stroke frequency to match the program the coach has entered.

“Swimming coaches used to focus exclusively on strokes per minute rather than time per stroke cycle,” Patrick says. The device is now used by many swimmers and coaches worldwide, with Patrick frequently serving as a consultant to those using the gear.

A tight family bond
Although Hannah’s training schedule consumes many hours each week, the Miley family always finds time to be together. Hannah’s two younger brothers, Joseph and Alistair, are competitive athletes with a keen interest in swimming. Patrick’s wife, Carmel, coordinates schedules and helps transport the children to and from activities.

“We have a strong bond,” says Patrick. “Carmel and I insist that we have dinner together each night as a family.” Vacations, though, tend to revolve around swimming competitions.

Their next family holiday will have an Olympic flair. And it could be the most memorable of all.

Stafford: Never be complacent about compliance

by Randall Stafford, General Counsel & Corporate Secretary

It’s been nearly three years since Bristow conducted an intense investigation of its international activities and reported certain violations of law to the United States Government. Since then we settled the outstanding issues with one branch of the government and hope that we will have the entire matter behind us in the near future.

While this sad chapter may soon be history, its lessons linger. We cannot become complacent in the exercise of integrity when doing business on behalf of Bristow. We cannot afford to repeat the errors of the past.

Here’s what I’m asking. Take a moment within the next two weeks to visit the Business Integrity section of our intranet site, and read the policies and guidance. Reread your copy of our Code of Business Integrity booklet. Keep the booklet handy and use it as a reference tool if you face a situation you believe might lead to questionable activity under our code.

If you don’t find an answer there or online, pose your questions to me (randall.stafford@bristowgroup.com, 713-267-7616) or to Mike Munro (michael.munro@bristowgroup.com, 713-267-7613), our director of Compliance.

Please don’t make a mistake by inaction. Don’t justify noncompliant activity by telling yourself or those you work with that you are only doing something in the interest of the company. Under no circumstances is it in the interest of Bristow for you to violate the laws of the U.S., the U.K. or any other country. We are a compliant company and we intend to remain one.

Business integrity training
Mike Munro recently started the 2008 Business Integrity training sessions. Many of us are due for an update. If you are on the required attendance list, make sure to attend the training session when Mike is in your area, and participate fully. For those not on the list who would like to attend a class, let us know and we’ll schedule you in. If you don’t understand something in a class, ask questions.

Let’s apply a Target Zero-approach to compliance by having no violations of any laws. While we’re looking after and caring for one another, let’s look after Bristow, too. That means maintaining our vigilance to ensure zero violations of law. Let’s continue being a good corporate citizen and a favored contractor to our clients.
VP Ware sets new course for Human Resources

Rapid growth creates challenges for businesses, and Bristow is facing its share of challenges, says Hilary Ware, vice president of Global Human Resources. Appointed last August, Ware has the job of leading the HR organization’s effort to help Bristow meet challenges ranging from recruiting pilots and mechanics to developing tomorrow’s leaders. She’s also focused on improving HR service to all employees.

We asked Ware about HR service, how HR is changing and how her organization can help the business units meet their challenges.

BW: You’ve toured much of the Bristow world in the past six months and learned a lot about areas where HR can better serve the business. What are your initial thoughts?

Ware: We have an incredible workforce. At every location, I’ve met talented, energetic people who care very much about the business and about each other.

Everyone in the HR organization across the world is working hard to build our capacity to better serve the needs of employees and the organization. There are a number of core infrastructure issues we are working on to make it easier for us to communicate with and serve employees. I think those improvements will make Bristow an even better place to work.

BW: What kind of improvements?

Ware: It’s obvious to us in HR that we’re not taking full advantage of the synergies of being a global company. In the past, the HR groups around the company have operated somewhat independently. Compounding the problem is the lack of a single global HR data or reporting system, which means that the majority of data collection has to be done manually. We need to connect and align the HR organization to leverage our collective skills, experience and knowledge to benefit the whole company.

BW: What are your plans in those areas?

Ware: We have a three-year plan to build an HR framework. While we won’t see all of the results immediately, it doesn’t mean that it will take three years for employees to see improvement.

Our overall plan includes uniting HR functions under a single functional umbrella with clear objectives. We have added resources, and are committed to better communication. We just completed our first global HR meeting, and the focus was on service delivery. That was helpful in that we shared what is working well around the world. It gave us a starting place to standardize the core of our services so employees have a common positive experience.

Delivering that positive experience requires balancing local and global HR capabilities. We have a small group of specialists at the corporate level who will work across the business globally. This allows us to leverage their deep specialist skills as needed and share best practices. The majority of HR is made up of a group we call “business partners,” people who work closely with the business groups and call in the specialists as they’re needed. These HR business partners have a wide range of skills and experience, and by focusing on a specific business group, they understand the unique business challenges and help shape and implement the “people strategy” with the group.

Another critical item on our plate is a global HR information system, which will probably take about 18 months to select and implement. Our long-term goal is to create the capability for employees to get answers to basic questions and to access their own individual records online or by phone.

BW: Recruiting and retention has to be a top priority, right?

Ware: Yes. A top priority for senior leaders is determining what kind of workforce the company will need in the future, and then recruiting and retaining those people. We’re working with the business units to predict what skills we will need in the future, and where people with those skills will be needed. We’ll then compare that with our current employee base and make estimates about how that could change over the next three years due to retirement, turnover and business changes. From there we’ll determine the strategies and actions that can best help us recruit and retain people.

We just published our first global recruiting materials, so that’s a start.

BW: What about training and development?

Ware: Developing our workforce is absolutely a priority. First and foremost, we need to be sure that our training programs help our employees do their best work. We expect people to learn and grow, and we are committed to supporting our employees in that growth. The Global Standards group is focused on technical training, and HR is focused on helping employees develop their nontechnical skills.

One of our first initiatives is enhancing the skills of supervisors and managers. We just announced two new leader-

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Need help from Human Resources?
Already know your HR contact? Great. Call that person first when you have an HR question. Don’t know the right person to contact? Here’s a list of HR people who are committed to getting the answers you need. All personnel can be emailed at firstname.lastname@bristowgroup.com. Not sure where to start, or have suggestions? Email human.resources@bristowgroup.com.

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<th>Business Group</th>
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<td>New Iberia</td>
<td>Tara Bienvenu</td>
<td>Manager, Gulf of Mexico</td>
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<td>Bristow Academy</td>
<td>Tuscalo</td>
<td>Heather Amaran</td>
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<td>Bristow Australia Ops.</td>
<td>Perth</td>
<td>Rebecca Buckley</td>
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<td>Kevin Gorman</td>
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<td>Andy Morgan</td>
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<td>Bristow Group Inc.</td>
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<td>Michel Couturer</td>
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<td>Hilary Ware</td>
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<td>Lea Winter</td>
<td>Compensation Specialist</td>
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ship programs that will be available in a few weeks. We also recently introduced a performance management process, which is a system designed to help assure that employees understand the key business priorities and how they can contribute to Bristow's success and develop their skills. Assuring we have people with the right skills in the right place at the right time, including building our leadership pipeline, is an essential part of our work.

Bit by bit, we're building a foundation in HR. Even though most employees will never see that foundation, they will benefit from the resulting structures. It's very important to the long-term success of the company.

BW: Look down the road and tell us what employees can expect from HR in the future.

Ware: We will be a fast-response, full-service global team with a network of valuable information and resources. When an employee has a question about benefits, that question will be answered quickly and accurately. When senior management wants help from HR to plan growth for the next year, they'll have workforce data and strategies to help them make those decisions. We'll have leadership and training programs in place to help with career development.

Our employees will understand where Bristow stands in the market, how they can contribute to expanding the business and what is expected of them on a day-to-day basis. They'll also know that we stand behind them 100 percent. They will have the right equipment, training and resources so they can remain the best in the industry.

Happy Birthday, ‘Double India’

In a year that saw the White Album released by the Beatles and Richard Nixon become the U.S. president, an Agusta Bell 206 went into service as a trainer at Bristow’s flying school in Redhill.

And while a lot has changed since then, the G-AVII aircraft known as the “Double India” has continued to serve Bristow with more than 19,000 hours of flight time. Its 40th anniversary was celebrated in March at the Instrument Training School in Norwich, U.K.

Over the course of four decades, Double India has been used for both VFR and IFR training as well as corporate transportation. Dedicated solely to instrument training in the 1970s, it has graduated hundreds of pilots, many of whom have been employed by the Europe Business Unit.

It will continue to have a major role in the production of qualified pilots for the group, as well as providing training services to other Bristow business units.

Celebrating the 40th birthday of the “Double India” training aircraft are (from left) students Luke Bullough and Sasha Jaypalan (brother of Bristow pilot Rosh Jaypalan), Captain Steve Menham, former Bristow flight instructors Mike Freeman and Dee D’e (both attending the ICAO conversion IR course), and Captain Steve Bell.

Management Changes

Rob Phillips, most recently director of Flight Operations for the Europe Business Unit, moves back to his home hemisphere to accept the newly created position of director of Flight Operations for the Gulf of Mexico Business Unit, based in New Iberia. His responsibilities include flight operations, pilot training, pilot workforce and field bases.

…Doug Forslund becomes director of the New Iberia Support group within the Gulf of Mexico Business Unit. His duties include facilities management, fleet management and maintenance, in conjunction with Centralized Operations. A new Technology & Applications department under Doug's leadership will coordinate efforts that include flight-following enhancements, ALERTS implementation and the ongoing relationship with Appareo Systems. …George Bruce has joined Bristow as Eastern Hemisphere Finance director, with direct responsibility for the division Finance team in Redhill and the Finance teams in each Eastern Hemisphere Division business unit. Previously, he was the corporate controller and executive director of Finance for Baker Hughes in Nigeria.

…In Houston, Sarah Snell has been named director, Global HR Standards. She will work to develop standardized processes, programs, policies and systems.

Bristowpedia

Following are definitions and background on some of the words and abbreviations used in this issue.

A&P – Airframe and Powerplant, a term for a U.S. aircraft maintenance technician who holds an FAA Mechanic certificate with both an Airframe and Powerplant endorsement.

FPSO – Floating Production, Storage and Offloading vessel. An FPSO is a floating tank system used by the offshore oil and gas industry to gather, process and store crude collected by nearby drilling platforms.

FSO – Floating Storage and Offloading vessel. See above.

OGP – International Association of Oil and Gas Producers, founded in 1974 to improve communications between the upstream industry and international regulators. OGP members produce more than half of the world’s oil and about one-third of its gas.

Check Airman – A person qualified to conduct flight checks or instruction in an airplane, flight simulator or flight training device for a particular type of aircraft.

RII – Required Inspection Item. Refers to those items on aircraft (10+ passengers) that require a second inspection from an RII Inspector. An RII can be required for scheduled and non-scheduled maintenance.

Hilary Ware was named vice president of Global Human Resources in August 2007. She has more than 25 years of Human Resources expertise and a global perspective, having lived and worked in Europe, Australia, Africa and the Middle East. Prior to joining Bristow, she was HR vice president at BHP Billiton Petroleum, vice president of Human Resources at Hanover Compressor and worked at BP and predecessor companies in a variety of HR positions.
Update

Local champions to begin Focus workshops

Employees will be asked to participate in a four-hour Focus safety workshop later this year conducted by local Target Zero champions. Approximately 120 champions are being chosen and trained from across the company to deliver safety improvement projects – including Focus – and support local initiatives.

This updated Focus behavior-based safety program emphasizes both observation and intervention. As part of the workshops, employees will watch filmed scenarios and role-play to learn to reinforce good behavior and intervene diplomatically and effectively. The aim is to give every employee a tool to help improve safety, show commitment to Target Zero and show their colleagues that they care.

Global Q&S Professional Development Seminar

In February, 23 people from 11 locations and six countries took part in the company's first Global Quality and Safety (Q&S) Professional Development Seminar. The 2½-day event in Houston included workshops on accident investigation techniques, updates on fiscal year 2009 quality and safety projects, and use of the Sentinel safety reporting and investigation database. Guest speaker Colonel Steve Nagel from NASA's Johnson Space Center presented on the lessons from the Apollo 1 fire and the loss of the Challenger and Columbia space shuttles.

Sentinel

Look for a major upgrade in 2008 to both the Sentinel safety reporting and investigation database and the company's process for safety investigation.

“Sentinel is already used to record all air safety reports,” said Andy Evans, manager of Global Quality & Safety Standards. “Sentinel will be expanded to accept all safety reports. It will become the sole database for any aviation, health and safety or environmental accident, incident, near-miss, unsafe condition or deficiency.”

Susan Thomson, a quality and safety coordinator based in Aberdeen, is working to reconfigure Sentinel and to help develop a standard global process for reporting and investigation.

HAI scholarships provide training opportunities for mechanics, pilots

As director of Maintenance for Bristow Academy and a member of the Helicopter Association International (HAI) technical advisory committee, Todd Smith likes to see mechanics take advantage of the training opportunities offered by HAI. “I hate to see any opportunity wasted, especially one as significant as this,” he says.

The opportunity that Smith wants to see more Bristow people seize is the availability of $42,000 in annual HAI scholarships for flight and maintenance training. In 2007, two Bristow Academy employees – Adam Loeffler and James Wyatt – applied for and received HAI scholarships.

Loeffler, a lead mechanic at the Academy’s campus in Titusville, Florida, was awarded second place in the Bill Sanderson Maintenance Scholarship, and will attend MD Helicopter’s 500, 600 and 900 series Factory Maintenance Course, as a result.

“Every mechanic wishes to attend a school that will increase their knowledge and employability, but usually they can’t afford it,” says Loeffler. He’ll also receive $850 to assist with travel and accommodation expenses.

“There are maintenance scholarships for individuals who are just beginning the process of becoming A&P mechanics, as well as scholarships for certificated mechanics who have held their ratings for less than two years,” says Smith. “There are also numerous scholarships for pilots.” That’s what Wyatt was awarded. A mechanic and flight instructor with the Academy at the time of selection, he has since relocated to Pennsylvania to be closer to family.

The application process begins at the HAI website at rotor.com or the Helicopter Foundation International website at helicopterfoundation.org. An HAI committee reviews all applications, and recipients are typically notified in January. The winning applicants are awarded scholarship money as well as a one-year HAI membership, and are encouraged to attend the HAI conference, where they are recognized during the annual Black and White Ball.

“While there is no guarantee that an applicant will win,” says Smith, “not applying certainly guarantees that they won’t.”

To simplify and speed the reporting process, every employee will have access to Sentinel to make safety reports. Sentinel is also being reconfigured to give more key personnel the ability to enter progress reports and allow Q&S department investigators to fully manage and record the entire investigation process.

“We will be changing how we classify reports so we can spot trends far more readily,” added Evans.

Adam Loeffler, a flight instructor and mechanic, received one of two HAI scholarships awarded to Bristow Academy employees.
A $50,000 gift to help fund the purchase of new Life Flight helicopters at Memorial Hermann Hospital in the Texas Medical Center in Houston is among Bristow’s largest corporate gifts ever.

Founded in 1976, the Life Flight program is the only not-for-profit air ambulance program serving Houston and the surrounding area. Memorial Hermann responds to emergency calls regardless of a patient’s ability to pay. More than 115,000 patients have been served by Life Flight.

The Bristow gift supported a $40 million fund-raising campaign to replace and add to the existing fleet. Four of six new EC145 helicopters were put into service in late 2007.

This Bristow ad appeared in the Heli-Expo convention show daily paper and will run in oil and gas trade journals later this year.

4,000,000 hours and flying high

With regular references these days to numbers in billions and trillions, it may not sound like such a big deal that Air Logistics recently surpassed the 4 million flight-hours milestone. But it is.

Especially when you consider that 4 million flight hours is the equivalent of being in the air for nearly 458 years. And Air Logistics did it in just more than 35 years, conducting flight operations worldwide and service in more than 30 countries.

“From the northern-most reaches of Alaska to the tropics of Papua New Guinea, Air Logistics has always strived to provide quality service to its customers,” says Doug Forslund, director, New Iberia Support. “Congratulations to everyone who has made this significant achievement possible.”

Life Flight donation serves Houston-area residents

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The Bell 407 is one of the stalwart small helicopters that helped Air Logistics achieve its most recent flight milestones.

Representatives from Memorial Hermann Hospital and Bristow visited the Life Flight Helicopter deck for a close-up view of the specially equipped EC145 helicopters.

We go the distance to attract the best professionals and the best business partners. And we have 550 aircraft operating in 22 countries to prove it. If you believe excellence is the only way to travel, welcome aboard. Visit bristowgroup.com or call 713.267.7600 to see how we can take your business places. Or discover some very uplifting career opportunities at careers@bristowgroup.com

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High Flyers

Pilot Daryl Mackay defeated a field of 25 competitors to win the 2008 Western Australia State Gliding Championship. While the effects of distant tropical cyclone Melanie made for difficult soaring conditions during the nine-day event, pilots were still able to race for up to four hours each day over distances of more than 400 kilometers and altitudes in excess of 10,000 feet. Daryl wants to thank Air BP for their support of the event and fuel donation. ...Bristow passengers flying in and out of Aberdeen in Scotland deserve a big thank you for supporting the annual holiday drive by the Bristow Traffic department. A check for more than $11,900 (£6,000) was presented to the Neonatal Unit at Aberdeen Maternity Hospital. The funds, approximately $9,775 from passengers and the rest from Bristow, will be used to purchase vital equipment for the unit. ...The annual BP MS150 bicycle ride from Houston to Austin, Texas, attracts about 13,000 riders every April for the two-day, 182-mile fund-raising event. Two of this year’s riders, Marilyn Kowalski and Michel Couturier, raised more than $2,000 from fellow Bristow employees. Monies raised help people living with multiple sclerosis.

Information Technology focuses on key rollouts

New and upgraded software being introduced in 2008 by Information Technology will help to improve flight safety, accelerate data collection, centralize customer contracts and simplify invoicing.

Electronic Flight Bag (EFB)
Pilots will carry this ultra small notebook computer onboard the aircraft for flight calculations and to collect information for invoicing. EFB will link with INTOPS V2 accounting software.

EFB will promote safety of pilots and aircraft around the world. “For the first time, we will be using company-approved algorithms for calculating items such as center of gravity, fuel calculations and takeoff and landing performance calculations,” says Dave McKay, director of Information Technology. “The EFB can be a significant step forward for safety and also will improve the collection part of our billing process.”

The prototype of the EFB should be rolled out by early July, with full deployment starting in the fourth quarter of 2008.

IFS
The upgrade to the company’s enterprise resource planning software will significantly improve performance. Further benefits will include increased global standardization, better processes and deployment into new areas of operations. Along with the upgrade, IT will introduce web-based training to enable new users to learn the software quickly without relying on other team members. This project is one of the largest and most important that the company will undertake this year, says McKay.

INTOPS V2
The new version of this software will start rolling out during 2008. The first major module is a new commercial billing system that will centralize all contracts with customers. This will allow senior management to view individual contract information and escalation points. The software’s global view of contracts will also make it easier to standardize contracts across regions. A trial run of this module is under way in Aberdeen.

A second component, the Common Trainings Records System, is already in use in many locations and is used to keep training records for pilots and engineers. The system will go live at Air Logistics after May 1. The module is also being considered for tracking compliance training and other worldwide initiatives.