BRISTOW WORLD

ISSUE 2 / 2013

BRISTOW HELICOPTERS TO PROVIDE
UK SEARCH AND RESCUE

UK SAR SERVICE STARTS IN 2015; GAP SAR UNDER WAY

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Pilots fly new advanced technology Sikorsky S-92s to deliver Gap SAR services from Sumburgh and Stornoway in the UK.
THE STORY OF
SEARCH AND RESCUE (SAR)

BRISTOW IS IN FULL OPERATION AT THE SUMBURGH AND STORNOWAY BASES, DELIVERING SEARCH AND RESCUE SERVICES AS OUTLINED IN THE GAP SAR CONTRACT WITH THE UK MARITIME & COASTGUARD AGENCY (MCA). AT THE SAME TIME, BRISTOW IS PURSUING AN AGGRESSIVE SCHEDULE TO BUILD OPERATIONAL BASES, TAKE DELIVERY OF AIRCRAFT AND READY PERSONNEL TO DELIVER THE FULL UK SAR CONTRACT THAT COMMENCES IN 2015.
“The sound of the scramble siren is nothing new to most of the Gap SAR transition team, as the majority of us are experienced search and rescue operators who are completing months of intense training,” McIntyre says.

“We hoped that we would be able to give a good account of ourselves when the first live mission came our way. The unpredictable nature of SAR is that there is definitely no such thing as a routine mission. Some are more challenging than others, and they are all different.

“Our first call certainly didn’t look too challenging: a ‘walking wounded’ casualty on a reasonably large trawler in a moderate sea state in daylight,” he continues. “However, we were already airborne on a training mission and needed to refuel back at Sumburgh. We negotiated a priority landing with Sumburgh Air Traffic Control and landed shortly afterwards. We were met at our hangar by the Duty Gap SAR engineers, who were without a doubt the real stars of this mission.

They proceeded to carry out a hot refuel that would have put a Formula 1 pit crew to shame, and before we knew it, we were airborne again and heading out to winch the casualty. The rest of the mission went equally smoothly and what else can I say... the team worked!”

Four state-of-the-art Sikorsky S-92s were delivered in anticipation of the official openings of Sumburgh and Stornoway for Gap SAR. Two arrived earlier this year in Inverness, where crews trained for three months on the advanced technologies these new helicopters offer, including nightvision goggle technology, forward-looking infrared and sophisticated communications equipment. In May, three of these helicopters flew to Sumburgh in anticipation of the June 1 start date of the Gap SAR contract for northern Scotland. In a moving ceremony at Sumburgh, Bristow accepted the watch on behalf of the MCA from the previous provider, CHC. Bristow President and CEO Bill Chiles and Managing Director of Bristow Helicopters Mike Imlach extended a warm welcome to the transitioning CHC crew members and others, some of whom had served under Bristow in the past. On July 1, a similar ceremony was held as the second Gap SAR location was launched in Stornoway.

Building on a Distinguished History of Service

The crews that will serve north Scotland have been conducting SAR missions for many years, including some already in place that are transitioning to Bristow. All share a strong commitment to SAR work and...
a bond with the community. The Gap SAR team includes Captains Ben Clarke, Mark Coupland, Simon Frasier, John McIntyre, Glenn Oldbury, Roger Stringer, Richard Tye, Graham Wotton, and Shiner Wright. The Gap SAR crewmen are Tony Campbell, Roy Egglestone, Gary Forsyth, Smiler Grinney, Norman MacCloud, Ginge Steabler, Rob Seall.

As Bristow prepares to assume the UK SAR contract in 2015, it is mindful of the proud 70-year history of the Royal Air Force (RAF) and Royal Navy (RN), from which it will take over command. In its bid for the UK SAR contract, Bristow outlined how it would ensure continuity of service and benefit from the experience of the RAF and RN crews by bringing over pilots, engineers and rear crews to Bristow in a managed transition process. Immediately after the contract win was announced on March 26, Bristow acted on its plans to meet with the military.

**ROAD SHOW TO RAF AND RN BASES**

Between April 22 and May 10, the Bristow SAR team conducted a presentation with the first SAR helicopter in which it visited all eight RAF and RN bases. Pilot and SAR Development Manager Simon Tye, Global Standards Manager Chris Bond, SAR Flight Operations Manager Clark Broad, SAR HR Manager Sally Toulmin, Training Manager Paul Richardson, U.K. SAR Rearcrew Training Coordinator Tony Campbell and Winchman Paramedic Gary Forsyth represented Bristow. “We communicated face-to-face with nearly every SAR person within the services that relate to search and rescue,” Bond says. “Over the two-week road show, we were able to show that we’re just like them.”

The Bristow SAR team recalls the meetings with the RAF as an overwhelming experience. “When we entered their facilities, we were impressed by walls that are covered in history,” Bond says. “We are following in their footsteps, building on their extraordinary experience of 60 years for the Navy and 70 years for the Air Force. We want to take on that history and take it forward to the future.” In fact, the RAF will contribute some of its heritage material to adorn the walls of the crewrooms.

There were “healthy debates” about the future of UK SAR, Tye recalls. “Our road show reassured everyone that SAR service continuity is key and that future UK SAR provision will be in respectful and professional hands. I think we were successful in conveying that message.”

The responses of the RAF SAR teams indicate the Bristow team accomplished its mission. One Group Captain commented how much they appreciated meeting the people who were going to take “the UK...
SAR baton from us” and having the opportunity to “crawl over a shiny new aircraft.” The feedback, he said, was that “you are as committed to SAR as we are.”

“When the RAF and RN crews transition to Bristow, they will receive extensive training to obtain their civilian licenses and learn to use the advanced technology on the new-generation Sikorsky S-92s and AgustaWestland 189s that will comprise Bristow’s SAR fleet,” says Toulmin.

CLOSE COORDINATION WITH MCA
Bristow’s contract will be managed by the Maritime & Coastguard Agency (MCA), and every aspect of Bristow’s activities will be directed by the MCA. “All search and rescue tasking will come from the MCA and the Air Rescue Coordination Center at Kinloss,” Mike Imlach says. “Bristow will meet the same high standards for response time, personal commitment and quality of service that UK residents have experienced with the military. We’ve worked with the Civil Aviation Authority (CAA) to develop a SAR framework within which our crews will operate,” he adds.

“We will be operating according to a new civil criteria for SAR operations, which is similar to the military framework.”

NEW BASES TO BE CONSTRUCTED
Each of the 10 new bases to be constructed will have two aircraft. Two spare aircraft will provide backup across the bases as needed. Bases are located near areas of high SAR incident rates. “Locating the bases near SAR high-risk areas – along with the new aircraft with increased capabilities and high levels of availability – will enable the MCA to surge up to seven SAR aircraft simultaneously in the mainland UK to a single SAR incident,” says SAR Infrastructure Coordinator Natalie Dillon.

“The new locations will not be dependent on military infrastructure or services, ensuring that the UK SAR service will not be affected by any future changes in defense basing decisions.”

The design of the facilities has involved a strategic process to ensure operational excellence and functionality for pilots, crew and engineers, Dillon says. The placement of rooms will ensure the building meets contract requirements for achieving airborne readiness levels of 15 minutes from 0800-2200 hours and 45 minutes from 2200-0800 hours.

“The facility design has largely focused on ecological sustainability, where we are looking to achieve a BREEAM rating of ‘Very Good,’ which meets with Government policy,” she says. “To achieve this we are incorporating practices such as PHOTOVOLTAIC (SOLAR) PANELS FOR WATER HEATING AS WELL AS RAINWATER HARVESTING FOR AIRCRAFT WASHING AND SIMILAR USES.”

ENGAGING PUBLIC SUPPORT THROUGH EXHIBITIONS
To give the UK public an opportunity to view the proposed facilities, Bristow hosted a series of public exhibitions at Humberside, Newquay, Caernarfon and St. Athan, where the first bases will be constructed. Local stakeholders were invited to view the proposed plans, have their SAR questions answered by Bristow SAR team members Clark Broad and Tony Campbell, and have their technical questions answered by industry experts. Not only the general public attended, but also local Members of Parliament and councillors, heads of planning and economic development departments, police superintendents, executives from local airports and representatives from the Air Ambulance Trust and other rescue organizations. In addition to these four locations, Bristow will build new facilities at Inverness, Manston and Prestwick. It will operate out of existing purpose-built facilities at Lee-on-Solent, Sumburgh and Stornoway.

Tye says the public exhibitions made one thing clear: “Whether it’s the local airports, leaders or communities, they are visibly proud of the RAF and RN SAR. We are very aware of the responsibility we are assuming to deliver the UK SAR service.

“During this time as we build our bases,” Tye continues, “we are working closely with the MCA to coordinate our outreach to ensure that all stakeholders understand how beneficial this will be to the local communities, not only for the quality of SAR services we’ll be
delivering, but also for the jobs and revenues that will result from our investment. It's a very positive addition for us and for these communities.”

**ENGINEERING FOR SUCCESS**

Considerable energy is also going to developing the future SAR engineering teams. “Building on the successful implementation of the GAP SAR service, a considerable number of engineers will be required to populate the 10 proposed bases,” says Ian Middleton, SAR Engineering Manager. “In order to deliver a world-class leading SAR service and keep to the contractual requirement of 98 percent service availability, the Engineering Department will be required to ensure that the SAR helicopters are at constant readiness. This will mean careful planning of scheduled maintenance and rapid but safe and careful rectification of unexpected events.

“We will be manning the Engineering Department at each of the bases with EASA part 66 B1.3/B2 (rotorcraft airframe/engine and avionic) engineers, and the plan is to have a mix of experience levels,” Middleton continues. “The chief engineers and supervisory engineering staff will be experienced Bristow personnel. A number of engineers will come from the Bristow apprentice program, current members of the Royal Air Force and Royal Navy Fleet Air Arm, the Sea King SAR engineering service, other applicants from within Bristow and finally from the external aviation engineering community. We will provide aircraft type training where necessary for the Sikorsky S-92 and the AgustaWestland AW189. Our goal is to provide a well-balanced, enthusiastic and committed engineering team at each of the 10 bases.”

In a recent meeting with analysts and investors, Jeremy Akel, Senior Vice President, Operations, talked about how Bristow Group views the UK SAR commitment. “We do not take the trust and confidence lightly that the government of the United Kingdom has placed in Bristow. This is an incredibly important service, and we are privileged to serve the people of the United Kingdom. We are committed to perform up to the standard that’s been set forth.”

Bristow responded to the UK government’s search for a replacement service driven by the need to replace the aging Sea Kings that have delivered SAR services for 40 years with a cost-effective, lower risk, modern technology solution. It was Bristow’s heritage, commitment to operational excellence and world-class service that distinguished us – captured in a bid package that was submitted in four separate stages, each stage comprising 85,000 documents assembled by a team that dedicated hundreds of hours over 15 months. Team members included Simon Tye, Chris Bond, Clark Broad, Natalie Dillon, Peter Gay, George Bruce, Sally Toulmin, Ian Middleton, Malcolm Reavell, James Howell-Richardson and Allister Duthie.

Managing Director of Bristow Helicopters Mike Imlach credited this dedicated SAR team with helping to “build up a fair bit of trust and integrity with the Department for Transport that awarded the contract.” As Chris Bond put it: “We work tremendously as a team.”
"BRISTOW WILL MEET THE SAME HIGH STANDARDS FOR RESPONSE TIME, PERSONAL COMMITMENT AND QUALITY OF SERVICE THAT UK RESIDENTS HAVE EXPERIENCED WITH THE MILITARY." – MANAGING DIRECTOR OF BRISTOW HELICOPTERS MIKE IMLACH
BUILDING ON BRISTOW’S HISTORY OF INNOVATION AND TECHNOLOGY LEADERSHIP

A FISHING VESSEL SINKING OVERNIGHT MORE THAN 200 MILES OFFSHORE IN THE Icy NORTH ATLANTIC WOULD HAVE MEANT ALMOST CERTAIN DOOM FOR ITS CREW JUST A FEW SHORT YEARS AGO. NOW, WITH INCREASED RANGE, INFRARED CAMERAS, NIGHT VISION CAPABILITIES AND SPEEDY DUAL-HOIST WINCH SYSTEMS, BRISTOW AIRCRAFT AND THEIR HIGHLY TRAINED CREWS OFFER THE BEST POSSIBLE CHANCE FOR SURVIVING A LIFE-THREATENING INCIDENT.
Bristow’s track record of advancing technology is unparalleled in the industry, its engineers having designed and implemented thousands of innovations over the years, from smart onboard storage solutions and the first child-sized winching harness, to the life-saving health and usage monitoring systems (iHUMS) that monitor airborne data recording and analysis, identifying early signs of possible malfunction.

That leadership continues today, both in the commercial fleet that serves oil and gas industry clients and in the search and rescue (SAR) fleet of Sikorsky S-92s and AgustaWestland AW189s that will serve the growing number of corporate and government entities relying on Bristow for SAR services. Bristow has worked closely with aircraft manufacturers to implement a significant number of innovative technologies.

**NVG ON SAR AIRCRAFT**

In anticipation of the Gap SAR contract for northern Scotland, Bristow Helicopters began collaborating with Sikorsky to further develop the S-92 configuration for search and rescue. When the Gap SAR contract was awarded to Bristow in February 2012, Bristow and Sikorsky continued development of these enhancements with a focus on night vision goggle (NVG) technology. When Bristow bid for the UK SAR contract, it specified these advanced S-92s and AgustaWestland’s AW189s to provide SAR services to the UK. Bristow was awarded the UK SAR contract in March 2013 (see related article on page 2). Bristow now has four of these advanced technology S-92s at Sumburgh and Stornoway to deliver Gap SAR services. By year-end 2013, Bristow expects to take its first delivery of the AW189 for SAR activities in its oil and gas business. By 2015, Bristow will take delivery of an additional 18 advanced technology SAR aircraft.

Global SAR Development Manager Simon Tye has piloted numerous SAR missions in the past and says he wishes he had these aircraft when he was at the controls. “This is a monumental leap in technology,” he says. “These are the most advanced SAR helicopters in the world.” Tye offers two real-world rescues that demonstrate how the new technology can make rescuers’ jobs safer and improve outcomes: the first, a mission he flew three years ago from Den Helder, the Netherlands.

“We got a call from an offshore platform about a fall where the victim suffered a compressed skull fracture, a potentially fatal injury,” Tye says. “There were snow showers and the freezing level was at sea level. We performed a risk assessment and we decided to launch.”
Bristow Technical Services in Redhill, UK, has designed and implemented more than 5,000 modifications to helicopters over the years. Paul Nouch, Design Office Manager, says, “Several of our modifications set new industry standards and influenced regulatory changes.”

In 2008, Bristow announced a helicopter safety world first with the passenger flight of a helicopter fitted with TCAS II (traffic collision avoidance system). In the near future, Bristow will install TCAS on 44 more helicopters in its European fleet. Bristow also has been commissioned by Bell and Eurocopter to design and certify externally mounted life raft solutions.

Following is a list of Bristow’s contributions:

• Health and usage monitoring systems (HUMS) vibration sensors for early detection of possible malfunctions
• Traffic collision avoidance systems (TCAS II) to detect possible traffic conflict and prompt the pilot to climb or descend
• Jettisonable life raft systems for the Bell 212, 412 and 430, and Eurocopter AS332
• Emergency flotation systems for the Bell 204, 205, 212 and 412
• Automatic float deployment systems to supplement existing manual systems
• Helicopter operations monitoring program (HOMP) for the S-76 and Bell 412
• Lightweight flotation systems for the Bell 212 and 412
• SAR modifications (Nitesun and FLIR installations, dual rescue hoist, stretcher installations, auto-hover)

The second incident involved a fishing vessel that sank about 230 nautical miles offshore in a stormy North Atlantic. Bristow Captain Clark Broad launched at 2:00 a.m., joined by helicopters from the UK Royal Navy and Irish rescue services. “We fueled the aircraft to its absolute maximum, which gave us a range of 236 nautical miles,” Broad says. “We arrived on scene to find a life raft and rescued six people, but had to return to shore almost immediately. We arrived with four minutes of fuel to spare.” The tragedy is that the rest of the vessel’s crew, floating in the water at a distance from the life raft, could not be located in the darkness. That wouldn’t happen today. “These new aircraft go a lot farther, a lot faster and have better forward-looking infrared and thermal imaging camera technology so you can scan the entire scene well before you arrive,” Tye says. “We also have the best nightvision goggle (NVG) technology available for civilian SAR crews and dual-hoist systems that speed up the entire process.”

For NVG, Bristow worked closely with Sikorsky to achieve certification and obtain the necessary International Traffic in Arms Regulations (ITAR) export license for a product mostly used in military applications. As a result, Bristow’s new S-92 SAR aircraft was the first type in Europe to be certified for NVG and have the first “glass cockpit” – or all-digital instrumentation – to be certified NVG compatible.
**DUAL-HOIST, WIRELESS AND INTERCOM SYSTEMS**

The dual-hoist system was developed by Bristow in 1998 following the loss of one of its own winchmen, Billy Deacon. He was the last person on a ship on the rocks when the hoist cable snapped. “We needed to send a backup helicopter to get Billy, but by the time it got there, he had been washed overboard and lost,” Tye says. “With the dual-hoist system, you can instantly go to the backup and continue the rescue operation.” The company worked with the OEMs and a hoist and winch maker to create the dual-hoist system and bring a new level of industry-leading, life-saving technology to SAR operators around the world.

The new S-92s are the first aircraft in Europe to be fitted with Trulink® wireless capabilities for communications between the aircraft and crew. A wireless intercom system allows winchmen to communicate with the aircraft as well as nearby vessels in case they are left at the scene. An improved external public address system allows SAR crews to communicate much more clearly with casualties on the ground.

Inside the aircraft, a medical zone intercom splits the cabin and cockpit into isolated zones so medical teams can work on patients without distracting the flight crew. Improved cabin lighting, including emergency white light, enables advanced medical procedures to be carried out on board. Additionally, the cabins are fitted with 230-volt AC power outlets to operate advanced medical equipment and are designed to accommodate more casualties and medical equipment.

The aircraft also have a new data transfer system that lets the crew send information about vital signs and a summary of the patient’s condition to the hospital so they can be ready when the helicopter arrives. “The final touch is the Bristow-designed cabin storage facilities that keep all the SAR equipment safe and secure within the aircraft,” Tye says.

**Continued Collaboration with OEMs**

Tye reports a new development effort is under way with OEMs and electronics firms seeking to take advantage of mobile phone detection technology. “This product will enable the aircraft to essentially become a mobile phone network,” he says. “If a person is in the middle of nowhere and there is no cell coverage, the aircraft starts broadcasting as a mobile phone or cell network and picks up the signal of anyone down there who has a mobile phone.” The phone then locks on to the aircraft’s network to establish its location and enable a rescue. “It’s about three or four years out, but we’re working on it,” Tye says.

“**These new aircraft go a lot further, a lot faster and have better forward-looking infrared and thermal imaging camera technology so you can scan the entire scene well before you arrive.”** — Simon Tye, Global SAR Development Manager
RESILIENCE IN THE FACE OF ADVERSITY:

CHALLENGES OF THE GULF OF MEXICO

BRISTOW’S NORTH AMERICA BUSINESS UNIT (NABU) AND CENTRALIZED OPERATIONS BUSINESS UNIT (COBU) REPRESENT BRISTOW IN THE GULF OF MEXICO REGION TODAY, BUILDING ON A LONG HISTORY OF SAFETY AND SERVICE TO CLIENTS THAT SPANS 50 YEARS.

NABU AND COBU FACED SIGNIFICANT CHALLENGES IN THE WAKE OF THE DEEPWATER HORIZON SPILL THAT CURTAILED PERMITTING, EXPLORATION AND PRODUCTION IN THE GULF OF MEXICO. DESPITE THIS ADVERSITY, BRISTOW ADAPTED, DEVELOPED AND IMPLEMENTED NEW STRATEGIES AND SOLUTIONS. AS ACTIVITY PICKS UP IN DEEPWATER EXPLORATION, OPPORTUNITIES ARE EMERGING FOR BOTH MEDIUM AND HEAVY AIRCRAFT TRANSPORT THAT WILL OFFER NEW AND EXCITING BUSINESS OPPORTUNITIES.

NABU Director Danny Holder, who had been with Bristow eight years and managed NABU for past five, retired in July 2013. Rob Phillips, who succeeds him, has extensive experience, including serving as Director of Flight Operations, Chief Pilot, Director of Training and Check Airman. While the leadership team deserves credit, Vice President of Operations Transformation and CTO John Cloggie is quick to point out that it is the employees who have brought the business units through challenging times and remain dedicated to the company and its mission to provide the safest and most efficient helicopter transport service in the Gulf of Mexico.
ALYCIA BOUDREAUX HAS WORKED FOR BRISTOW AT ITS NEW IBERIA LOCATION FOR NEARLY 30 YEARS AND IS RESPONSIBLE FOR MANAGING PRE-FLIGHT, IN-FLIGHT AND POST-FLIGHT COORDINATION AND SUPPORT. THESE ACTIVITIES ARE CARRIED OUT THROUGH THE COMPANY’S SCHEDULING, FLIGHT FOLLOWING AND DATA ENTRY DEPARTMENTS, RESPECTIVELY.

“I work with many people across the company, and I enjoy the interaction and being part of the process that effectively makes each flight happen,” she says. “Everyone does their part and makes it all come together in the end. I think this is something we do very well on a daily basis.”

The team really stands out, Boudreaux says, when a hurricane forms in the Gulf and the frenzy of evacuations begins. “Everyone goes above and beyond for our clients, from the senior management to the people preparing lunches and drinks and helping in any way they can,” she says.

In Flight Operations, that means getting thousands of people off the platforms as quickly and safely as possible and reversing the process as soon as conditions allow. “It’s everything – long hours, challenging conditions, lots of adrenaline, but I’m fortunate that the Flight Operations team is dedicated and committed to doing their jobs, and they do them cheerfully and professionally,” Boudreaux says.

Because of that “can do” culture characteristic of Bristow, Boudreaux sees more good days ahead. “Bristow is a very strong company with a bright future worldwide,” she says. “Things have also really picked up in the Gulf and I see a strong future here as well.”

DURING HIS NINE-YEAR CAREER AT BRISTOW, JAMES DICKENS FIRST SERVED IN THE PARTS DEPARTMENT, THEN ADVANCED THROUGH FLIGHT FOLLOWING TO HIS CURRENT ROLE AS FLIGHT FOLLOWING SUPERVISOR. FLIGHT FOLLOWING PROVIDES A CRITICAL FUNCTION AS THE DEPARTMENT TRACKS EVERY FLIGHT FROM START TO FINISH AND PROVIDES FLIGHT CREWS AND OTHER OPERATIONAL FUNCTIONS WITH CRITICAL INFORMATION.

“We strive to go above and beyond with each client interaction,” Dickens says. “Our job is to know the answer or find the answer in short order, and our 12 operators do a great job of making the team look good.”

In addition to his pride in his team’s performance, Dickens says he’s enthused by the commitment he’s seeing across Bristow to support its employees, get involved with the local communities and give clients the best experience possible. His own performance excellence was recognized recently, when he received the Bruce English Award.

“Bruce was a long-term pilot for the company who was known for his work ethic and willingness to help others both on and off the job,” Dickens says. “He was well liked and respected by everyone, so for me to receive this award is truly a high honor.”

Dickens, a self-professed technology fan, is excited by what he sees going on around the company. “I think Bristow is doing a great job in many areas. I’m really impressed with the work going into the UK SAR project,” he says. “In our region, I see the fleet growing and getting newer. Current projects such as eFlight and SAP and the potential for iPads in the cockpit are all things that stir up the geek in me.”
SHAWN VAUGHN
Pilot/Check Airman

SHAWN VAUGHN has spent the last five years of his eight-year Bristow career in the NABU Training Department and says he has been rewarded with many memorable experiences.

“Many of the new pilots I train are in their first commercial pilot job,” he says. “It’s rewarding to be part of the molding process that will help ensure them a long, safe flying career.”

Vaughn is particularly proud of the level of pilot training provided by the Training Department. “Our high standards for pilot training not only make us the safest company to fly for, but also help us create a more professional and more elite pilot corps that the competition has a hard time measuring up to.”

Adhering to and exceeding those high standards is all in a day’s work for Vaughn and his colleagues. “Our job is to provide the safest and most professional transportation service possible,” he says. “That means it’s our job to go above and beyond for our clients, so if we’re doing our jobs, we’re going above and beyond every day.”

On the business side, Vaughn says things are looking good from his view in the cockpit. “Everyone knows things slowed down after Deepwater Horizon, but it seems to be picking up in the Gulf of Mexico,” he says.

“From a pilot’s perspective, it’s a bright outlook with opportunities to fly a multitude of aircraft,” Vaughn says. “The introduction of the Sikorsky S-76D is a great example of that.”

JAMES KENNEDY
Gulf Coast Maintenance Manager

JAMES KENNEDY has a simple description for his job – “keep everything safe and everything flying.”

Covering the entire Gulf Coast, Kennedy can spend one day at the Galliano, Louisiana, base and the next day in Angleton, Texas, nearly 400 miles away. “I go where the biggest need is and make sure everything gets taken care of,” he says.

A 15-year Bristow veteran, Kennedy took on his current position three years ago and was almost immediately confronted with a challenge that proved as rewarding as it was intimidating. “Less than 30 days after I started, the explosion at the Deepwater Horizon took place, and we got a call that we would be flying for BP out of Mobile, Alabama,” he says.

One minor detail: Bristow had no assets in Mobile. “We had to rent hangar space, move people, parts and machines, and open up an operational base,” Kennedy says. “Thanks to a tremendous team effort, we were flying from Mobile within seven days of receiving the call and continued to do so for several months.”

Another standout team effort occurred last year when the Mississippi River was running high and the decision was made to release water downstream, potentially impacting the base in Patterson, Louisiana. “After the aircraft completed their flight day, we moved them and everything else to Intracoastal City about 60 miles away,” Kennedy says. “We pre-positioned mechanics for overnight service and didn’t miss a beat the next day – not even a five-minute delay.

“I’ve been fortunate to be surrounded by outstanding people throughout my Bristow career, as mentors and co-workers,” he says. “We live operational excellence – it’s just the way we do business.”
Byron Briggs, a 22-year Bristow employee, oversees the servicing of avionics at the Acadiana Regional Airport in New Iberia.

“Taking part in the first Target Zero safety champion training program and watching it grow into a culture here is a real highlight for me,” Briggs says. “Working with the Bristow Uplift team to help in the renovation of a New Iberia safe house for abused women and children is another memorable event.”

On the job, Briggs takes pride in making repairs in-house and keeping Bristow’s costs as low as possible. “Outside vendors can cost two to three times more than if we do the work ourselves,” he says.

Briggs notes that the work that goes on in his shop also helps Bristow deliver on its client promise. “With communication between pilots, radio operators and clients so vital, we built our Flight Following network to be the best in the Gulf by providing a centrally located, fully monitored, all-digital voice system,” he says. “Redundancies and backup systems let us operate Flight Following anywhere we have an Internet connection regardless of conditions, including hurricanes.”

He also points to the Sky Connect satellite tracking equipment installed in each aircraft to give a constant visual of its location. If voice communication is lost, Sky Connect has a texting feature so the pilot can communicate with the radio operator.

“The client promise describes our commitment to deliver safe, reliable, efficient and friendly service through our unique programs focused on Target Zero Accidents, Target Zero Downtime and Target Zero Complaints,” Briggs says. “I truly believe our Flight Following system fulfills that promise.”

Bruce Isenberg has worked for Bristow for 25 years, the last 10 in his current position in which he is responsible for managing the inspection and records departments, fleet support, international registry, all FAA bills of sale, applications for registration, imports and exports of aircraft and the 135 maintenance program that applies to all aircraft for hire.

Isenberg believes there is no such thing as “above and beyond” when it comes to his job. “Anything I do I consider part of my duty, even if it is something that’s not part of my regular responsibilities,” he says. It all boils down to a simple rule he’s followed throughout his career: “I never ask someone to do something I would not do myself.”

Isenberg is proud of Bristow’s Target Zero safety initiative, which he says raises awareness of safe practices across the industry and around the world. He sees good things ahead for Bristow in the Gulf as the deepwater business expands.
BRISTOW, LIDER AND COUGAR SHOW ROUTE TO EXCELLENCE IN GLOBAL CUSTOMER SERVICE

TODAY’S MARKET PRESENTS GROWTH OPPORTUNITIES FOR COMPANIES THAT CAN DEMONSTRATE CONSISTENT AND SUPERIOR COORDINATION IN SERVICE DELIVERY AND OPERATIONAL EFFICIENCY. BRISTOW GROUP HAS AFFILIATED WITH STRONG PERFORMERS IN KEY MARKETS THAT ARE COMPATIBLE IN THEIR CULTURES, SAFETY PERFORMANCE, GROWTH PROSPECTS AND MANAGEMENT OF RISK.

When talking about Bristow Group’s affiliations with Líder Aviação (Lider) in Brazil and Cougar Helicopters in Canada, Bristow Senior Vice President Commercial Mark Duncan is quick to point out how the companies leverage their combined strengths in strategic markets to provide clients with the services they need, where they need them.

“All three companies share consistent policies in the critical areas of safety and operational standards,” he says. “They also share a commitment to do whatever it takes to meet clients’ expectations.”

For Lider, that meant building an entire terminal for its client Petrobras, the largest oil and gas company in Brazil, when it required helicopter transport service 50 miles east of São Paulo and the local airport’s facilities could not accommodate this new demand. “Another large oil and gas company was already on location and there simply wasn’t any more room,” says Lider Vice President and Chief Operating Officer Junia Hermont. “We designed and built the Campos dos Goytacazes facility in six months to meet their needs.”

Since joining forces, the companies have pursued opportunities to provide clients with consistent, high-quality service across the markets in which they operate. In one instance, Cougar needed to bring in additional aircraft when Norway’s Statoil was expanding operations in Newfoundland a couple of years ago. “We actually worked with Bristow to accommodate Statoil even before we formed our partnership,” says Cougar General Manager Hank Williams. “We couldn’t meet that need alone, but we were able to work with Bristow in order to support a mutual client.”

KEY MARKETS FOR GROWTH

These affiliations benefit Bristow Group in that they have provided entry into two important markets – Brazil, considered the largest offshore deepwater growth market in the world, and eastern Canada, an established, high-value market with future growth potential. “These are two target markets for us,” Duncan says. “Lider and Cougar are ‘number one’ in their respective markets. They have strong safety cultures with great safety records, and they share our core values.”
“Cougar recently performed extensive operations offshore in Greenland. The Arctic areas are the new frontier, and between Bristow and Cougar we are able to offer valuable and unique experiences to our customers in these emerging markets,” says Duncan.

Lider and Cougar contribute not only to Bristow’s bottom line, but also to the potential for growth. “Both companies bring Bristow access to growth that investors are excited about,” says Senior Vice President and CFO Jonathan Baliff. “We are able to assist each other’s bids. Bristow is also able to help Lider and Cougar take advantage of our global supply chain and strong balance sheet.”

**CONSISTENCY AND GLOBAL SCALE**

Bristow, Lider and Cougar jointly serve several clients that are among the biggest players in the oil and gas industry. Transferring aircraft as needed to service these clients is a competitive advantage that these strong, collaborative relationships provide. “I believe that all of our clients see that our access to aircraft going forward is much stronger, thanks to the Bristow connection,” Williams says. “From a day-to-day operations perspective, I would say nothing has changed, but we’re now able to bid on opportunities that require additional aircraft through our arrangement with Bristow. I think we’re much stronger and our clients see us as much stronger and deeper when it comes to access to more aircraft.”
One of those opportunities is emerging in Greenland, where the challenge is a working season that is only six months long. “Where do you find four S-92s for a six-month program and commit to it?” Williams asks. “If Cougar had to do it alone, I would say it’s virtually impossible. But working together with Bristow, we might be able to provide that service.”

Williams says the pairing made sense from day one. “As a company and for me personally, we are very proud to be associated with Bristow. I don’t think there is any other company that we would want to partner with,” he says. “We share the same values, and when we listened to (Bristow CEO) Bill Chiles talk about the company’s mission and vision, we saw that we are very similar in culture, especially our safety culture, and in almost everything else we do.”

**SHARED EMPHASIS ON SAFETY AND OPERATIONAL EXCELLENCE**

All three companies are passionate about safety and operational excellence. Lider’s GoSafe safety program, for example, is comparable to Bristow’s Target Zero safety culture. GoSafe is part of a larger initiative called “Decolar” (which means “to take off” in Portuguese) that includes customer service, leadership development and metrics to enhance performance in sales, marketing and other key areas.

Lider’s clients closely monitor the depth and effectiveness of GoSafe and are pleased with the company’s performance. “Clients such as Royal Dutch Shell, which we’ve served exclusively in Brazil for more than 10 years, speak highly of GoSafe and rank us among the best,” Hermont says.

Cougar’s Integrated Safety Management System comprises 12 safety elements with the goal of providing the highest level of safety for passengers and employees. The company seeks to identify threats or hazards before they occur and supports that effort by creating an effective corporate safety culture with systematic risk management, clear responsibilities and accountability at all levels.
In pursuit of operational excellence, Lider has advanced its training programs, including a joint venture with CAE-Simuflite to provide state-of-the-art S-76 simulator training for flight crews. Since the start of the program in December 2012, more than 220 pilots have been trained through the joint venture. Lider’s Technical Training Program has qualified hundreds of professionals who provide maintenance services to Lider aircraft. Everyone who completes the program and passes the government’s certification exam has an opportunity to start their career as a Lider maintenance assistant. Additionally, Lider and Bristow Academy are working together to provide a “suretrack” program for new pilots for the growing Brazilian market.

“Lider’s success has been achieved through years of providing reliable service with well-trained people and offering the best aircraft available in the market,” Hermont says. “The fact that we have more than 40 percent of Petrobras’ contracts and 50 percent of non-Petrobras clients is a testament to the efforts of our team.”

TECHNOLOGY LEADERSHIP

The three companies also lead in reducing operational risk through adopting new practices and technology solutions, some adapted from the fixed-wing aviation industry. Cougar, for example, has a state-of-the-art Operational Control Center located in St. John’s, Newfoundland, Canada. All Cougar flights anywhere in the world are scheduled, planned and dispatched from this location. Cougar employs a Co-Authority Type B Flight Dispatch System that is standard in commercial fixed-wing operations but unique to Cougar in the rotary-wing industry. In addition to its aircraft, Cougar tracks East Coast vessels owned and operated by numerous offshore support companies. It also offers third-party asset tracking using its satellite-based tracking system.

LIDER AND COUGAR CONTRIBUTE NOT ONLY TO THE BOTTOM LINE, BUT ALSO TO THE POTENTIAL FOR GROWTH.

Bristow purchased a minority stake in Cougar in September 2012. Cougar is Canada’s largest domestic offshore and search and rescue (SAR) helicopter operator. It is the only helicopter provider in Canada to operate with a Transport Canada approved SAR program. In addition to a share purchase, Bristow bought Cougar’s fleet of Sikorsky S-92 helicopters as well as offshore passenger, maintenance and SAR facilities at St. John’s and Halifax airports. The S-92s are leased back to Cougar, and Bristow provides long-term maintenance and logistics support for the aircraft through its Centralized Operations Business Unit (COBU).

- 1984: Cougar Helicopters incorporated in Nova Scotia
- 1991: Is awarded first Canadian civilian search and rescue contract
- 1993: Begins Emergency Medical Services operations in Nova Scotia, Ontario
- 1995: Begins offshore oil & gas support in St. John’s, Newfoundland & Labrador
- 1996: Completes construction of St. John’s Heliport
- 2003: Becomes part of privately held VIH Aviation Group
- 2010: Begins transfer and emergency response operations in Greenland
- 2011: Officially opens a new heliport in Halifax
- 2012: Officially opens a built-for-purpose SAR facility in St. John’s
NEW STRUCTURES, PROCESSES AND PEOPLE SUPPORTING OPERATIONAL EXCELLENCE

BRISTOW’S PURSUIT OF OPERATIONAL EXCELLENCE REQUIRES HAVING THE RIGHT STRUCTURE, PROCESSES AND PEOPLE RESPONSIBLE FOR EXECUTION AND RESULTS.

**Transformation Office:** Bristow has created a Transformation Office headed by Vice President of Operations Transformation and CTO John Cloggie to ensure all corporate and operational projects move the company toward operational excellence and enhanced delivery of our client promise. Cloggie will lead efforts to ensure “business readiness” and role alignment, prioritize projects and allocate resources.

**Fleet Management:** Global Director of Fleet Management Nina Jonsson is working on both short- and long-term strategies to standardize the Bristow fleets and reduce the number of fleet types. This will reduce cost and complexity, make it easier to move aircraft where they are needed and support broader adoption of standard practices.

**Supply Chain:** Global Purchasing Manager Scott Fyvie is identifying best practices and ensuring they’re adopted across global operations. With the goal of achieving greater availability, efficiency and operational excellence, Supply Chain will focus on inventory, parts exchanges, export regulatory compliance, improved technology and controlling costs to “deliver inventory to the right place at the right time in the right condition at the right cost,” he says.

**Service Delivery Manager:** Bristow business units are introducing the new role of Service Delivery Manager, who is responsible for coordinating, overseeing and improving daily service delivery to clients. Daniel Bowden (AUSBU), Renee De Jong and Oladapo Oyeleke (EBU), and Jon Oakey (OIBU) have been appointed to date.
**BRISTOW LAUNCHES OPERATIONAL EXCELLENCE CERTIFICATE PROGRAM**

Bristow’s commitment to operational excellence means that it collectively strives to do the best job possible every day and in everything that it does. Employees have embraced operational excellence as a part of their role and are demonstrating it consistently through their actions. To recognize employees that have made a superior contribution to operational excellence, a new certificate program has been introduced. The operational excellence recognition program enables business units and departments to identify employees that have gone above and beyond in delivering operational excellence. Employees that are selected by their business units or departments are awarded an operation excellence pin and a formal certificate signed by Bristow CEO Bill Chiles, a member of the senior management team and their business unit director.

Each year, a committee of Bristow leaders will select the top annual contributors for additional awards and recognition. Bristow HR Director Michel Couturier describes the importance of recognizing employees. “Motivation comes in many forms, and while we all work to make a living, we also want to feel that our efforts are being recognized by the organization. When an employee exceeds expectations in delivering operational excellence, it’s our duty as a company to let them know that it does not go unnoticed and we truly appreciate their commitment and dedication. This is how we are going to achieve operational excellence.”

Since the program’s inception, there have been six certificates awarded. In Turkmenistan, Andy Stockden was recognized for flying and personally hand delivering a key piece of the HUMS monitoring kit for an S-76C++ aircraft. In Nigeria, two separate contributions were recognized: Henry Nnanta received an award for detecting water in aviation fuel, and Andrew Wray and Olusegun Nuatin were award recipients after their heroic fire rescue. In Trinidad, pilot Michael Frost, copilot Kevin Maharaj and aircrewman Corporal Nicholas Job were awarded certificates for safely landing an AW139 after flight controls malfunctioned. Fiona Smith in EBU was awarded an operational excellence certificate in recognition of her selection as this year’s Triton Top Performer.
Bristow Academy announced that its first four R44 Raven 1 training helicopters with the Garmin 500H electronic flight display have been introduced into service. Bristow Academy trainees flying this R44 aircraft will be using dual 6.5-inch LCDs, mounted side-by-side in the bezel, with both Primary Flight Display (PFD) and Multifunction Display (MFD) capabilities directly in the field of view to help streamline instrument scanning. Real-time True Airspeed calculations and selectable Winds Aloft data – as well as aircraft ground speed, GPS active waypoint, distance-to-waypoint and desired/actual track are just a few of the features available in the cockpit. On the left-hand side, the PFD consolidates all primary situational information regarding the aircraft’s position, speed, attitude, vertical rate, altitude and flight progress. For added visual orientation, a scaled version of Garmin’s SVT™ Synthetic Vision Technology will also be fitted creating a 3-D “virtual reality” perspective view of flight and en route terrain features. In place of sensitive gyro instruments, the G500 uses Garmin’s super-reliable GRS 77 Attitude and Heading Reference System (AHRS). Combining inputs from GPS, magnetometer and air data computer, the Garmin AHRS provides an accurate digital referencing of the aircraft’s dynamic orientation in space.

Matt Rhodes, Offshore Operations Manager for Bristow Helicopters based in Aberdeen, UK, says, “With North Sea clients now favoring the latest technically advanced helicopters available for the transportation of their personnel to the offshore platforms, the Bristow European Business Unit has invested heavily in aircraft fitted with the latest and safest glass cockpit technology. Training on the R44 with the G500H cockpit will afford students the opportunity to become familiar with glass-cockpit operations and make the transition from training helicopter to the main operational fleet a smoother process.”

Bristow has introduced into service its first four R44 Raven 1 training helicopters with Garmin 500H electronic flight display.
**JEREMY AKEL PRESENTS AWARD TO PILOT MICHAEL CAMPBELL**

On August 9, 2013, Senior Vice President Operations Jeremy Akel presented a Bristow Broken Wing Award to Michael Campbell for his heroic landing of a civilian helicopter in the Hudson River.

“Pilots like Mike are an inspiration to us. He inspired us with his poise, courage, execution, and humility in June 30. He is a hero to me not because of executing a flawless water landing in 20 seconds but because of his sense of purpose and the care he took of his passengers before, during, and after he landed on the Hudson. For embodying all the Bristow core values, validating Bristow training in one single day, and becoming an inspiration to all of us, I presented Mike with the Broken Wing Award on behalf of his training school, the Bristow Academy,” Akel said. Michael graduated from the Bristow Academy in Titusville, Fla., in August 2011.

**BRISTOW RECOGNIZES TWO EMPLOYEES IN WASBU FOR HEROIC ACTIONS**

Andrew Wray and Olusegun Nuatin of WASBU were recognized for their heroic actions following a fire aboard an S-92 aircraft.

In Nigeria, Sikorsky S-92A 5N-BOA was about to taxi for flight when a fire was spotted by the ground crew. After evacuating the passengers, Andrew and Olusegun extinguished the fire. In recognition of their bravery, both were presented with operational excellence award certificates, S-92 models and plaques.

WASBU Director Akin Oni said, “These critical safety actions demonstrated by Andrew and Olusegun to first evacuate the passengers under supervision and then to perform firefighting underpin the ethos of operational excellence – the commitment by every Bristow employee, every day, on every job.”

“THESE CRITICAL SAFETY ACTIONS DEMONSTRATED BY ANDREW AND OLUSEGUN TO FIRST EVACUATE THE PASSENGERS UNDER SUPERVISION AND THEN TO PERFORM FIREFIGHTING UNDERPIN THE ETHOS OF OPERATIONAL EXCELLENCE – THE COMMITMENT BY EVERY BRISTOW EMPLOYEE, EVERY DAY, ON EVERY JOB.”

– WASBU DIRECTOR AKIN ONI
Bristol introduces new safety and ethics hotline

Bristow’s success in delivering its strategic objectives and client promise requires trust, integrity and respect in every aspect of its operations. Safety and ethical concerns can be submitted at www.reportlineweb.com/bristow or by phone at +1 (888) 840-4147 or International (770) 582-5277.

Safety & Ethics Hotline

Captain Omokore, Captain Oteikwu continue successful legacy of Bristow-sponsored Nigerian pilots

For more than 25 years, Bristow has been sponsoring helicopter training for Nigerian-born residents. Throughout the years, many of these students have gone on to successful professional careers with Bristow. Past sponsorship graduates include Bristow Nigeria Managing Director Captain Akinbolaji Oni and UK Area Manager Captain Oladapo Oyeleke. Today, in Eket, Nigeria, Captain Emmanuel Omokore and Captain Fredrick Oteikwu continue the successful legacy of Bristow-sponsored pilots. After receiving his private pilot license, Omokore began Bristow-sponsored training in March 2006, at 43 Air School in Port Alfred, South Africa. In 2007 he joined Bristow and has since gone on to earn pilot command. Oteikwu began his sponsored training at 43 Air School in 2006 and recently completed his airline transport pilot license at Bristow Academy in New Iberia. To date, he has logged more than 3,000 flying hours. He now serves as Unit Flight Safety Officer at the Port Harcourt NAF Base Operation. With plans to invest $4.8 million in training this year for 16 Nigerian residents, Bristow continues to strengthen its commitment to the development of the Nigerian aviation industry.

Bristow signs contract for 11 AW189 SAR helicopters

On July 18, 2013, on behalf of Bristow Group, Managing Director of Bristow Helicopters Mike Imlach and Senior Vice President Commercial Mark Duncan signed a contract to purchase 11 AW189 search and rescue helicopters. The signing took place at a ceremony in London. The aircraft will be built at AgustaWestland’s Yeovil facility. Bristow will introduce the aircraft into its SAR operations in phases beginning in 2015. Mike expressed Bristow’s enthusiasm for continuing its long-standing partnership with AgustaWestland. “The aircraft has great potential and will be a tremendous addition to the Bristow Group SAR aircraft fleet, and the fact that they will be assembled in Yeovil will help the UK economy further.”
AUSBU ACHIEVES GOLD STATUS IN BARS AUDIT

Bristow Helicopters Australia was awarded the Gold registration status under the Flight Safety Foundation’s BARS (Basic Aviation Risk Standard) Program. To achieve the highly coveted Gold status, aircraft operators are required to remain registered with the BARS audit program for three consecutive years and close out any findings by the original due date.

Bristow Australia Director Allan Blake attributes achieving the award to teamwork and a commitment to operational excellence. “The success of Bristow Australia in achieving the BARS Gold status is due to the excellent teamwork between the various Bristow departments: Operations, Engineering, Technical Services and Quality & Safety. They all worked together with a dedicated and professional team of staff to meet and indeed exceed the rigorous standards set down to assure aviation safety.”

QUICK RESPONSE TO LOCAL EMERGENCY EARN SAR TEAM MEMBERS PRESIDENT’S CERTIFICATE

Malcolm Reavell of the IT support team was walking from his hotel in Shetland, UK, to the Sumburgh hangar when he witnessed a nearby car accident that sent two cars off the road and into a ditch. Malcolm ran to the cars and found one person trapped and unresponsive. Quickly, he phoned Rear Crew Training Coordinator Tony Campbell to request a paramedic. Tony dispatched Winchman Paramedics Jason Bibby and Norman MacLeod to the scene.

Both Jason and Norman were the first medics to arrive. For more than 30 minutes, Jason and Norman worked together to successfully revive the injured passenger. Norman also climbed into the car to comfort the victim and perform a full spinal assessment. In recognition of their heroism, all four men were presented with President’s Certificates and vouchers. Managing Director of Bristow Helicopters Mike Imlach presented the men with the awards at a joint welcoming ceremony at Sumburgh.

BRISTOW CAPTAIN JUDY SMITH RECEIVES AWARD FROM CHEVRON AVIATION TEAM

Bristow Captain Judy Smith recently received an award from the Chevron Aviation team in Escravos, Nigeria, for her exemplary leadership, dedication to the job and commitment to delivering the Bristow client promise.

Judy,

On behalf of the Chevron Aviation team in Escravos, I commend your team spirit and the support you offer in support of our operation. You have demonstrated this by constantly proffering safe and efficient ways of handling what appears to be a difficult task.

You are always happy to take up any challenging issue and you do not believe that any task is impossible, rather you will request for time to find a safe way of accomplishing it.

We are reminded of the role you played in coordinating the aerial search at short notice, from May 26 to 28, 2013, as a result of the Jascon 4 incident. Yesterday, you did it again by personally conducting the planned flight to Yenagoa despite the long delay caused by inclement weather to mention but a few.

We will present a token of our appreciation to you tomorrow, Saturday, July 20, 2013, at about 1600hrs during our monthly safety meeting.

From our hearts, we say a big thank you for your unalloyed support.

Regards,
Roland Essien
Aviation Superintendent
**BRISTOW DOUBLES UPLIFT MATCHING LIMIT**

To further strengthen the company’s commitment to the local community, Bristow is pleased to announce that it has raised the Uplift matching limit for employees from $1,250 to $2,500. Bristow will now match all employee contributions dollar-for-dollar starting with a minimum USD $25 to $2,500 (or non-U.S. equivalent) per year.

**VANGO MAKES SIGNIFICANT IMPACT THROUGHOUT SCHOOL YEAR**

In January 2013, Bristow Uplift awarded a $25,000 grant to the VanGo mobile art museum. The mobile art museum brings the fine arts to elementary, middle and high school students in low-income areas of Central Florida. With the Uplift contribution, VanGo was able to complete its most successful school year to date, hosting 124 sessions with 6,536 participants at 46 schools.

**FLYING HIGH TO OVERCOME ADversITY**

Bristow flew skydiver and double amputee Dana Bowman to deliver an American flag in a breathtaking and inspirational presentation at a local charity golf tournament in Houston, Texas. Dana is a retired Sergeant First Class with the U.S. Army. An accident during a routine training drill severed both his legs. Since his injury, he has resumed skydiving and gone on to become one of the world’s most inspirational speakers.
SWINGING FOR SY RAISES $20,000

The “Swinging for Sy” golf tournament helped to raise $20,000 in support of Sy Bodin. Sy was an A&P Technician for Bristow based at Galliano, Louisiana. Injuries sustained in a car accident rendered Sy paralyzed from the chest down. Bristow employees organized the golf tournament to raise proceeds to support his recovery.

BRISTOW PARTICIPATES IN AUSTRALIA’S BIGGEST MORNING TEA INITIATIVE

Bristow employees from the Perth Office participated in this year’s morning tea initiative. During what is officially known as “Australia’s Biggest Morning Tea,” groups of friends, families and co-workers host morning tea fundraising events in support of Australia’s Cancer Council. In total the Perth Office’s morning tea raised more than 285.00 AUD. HR Coordinator Kylie Cardinal was proud of the team’s commitment to the initiative. “The day was a great success and special thanks go to everyone for bringing in a plate to share and helping to raise money.”

IN SUPPORT OF THE NEW IBERIA COMMUNITY, BRISTOW DONATES $55,000

Bristow donated $55,000 to New Iberia, Louisiana, to help fund a new playground for its City Park. As Bristow Project Specialist Jessica Ditch describes it, City Park represents all that is good about the city and its people. As it’s centrally located, she says the park serves to unite local residents through its countless festivals, programs and music events.

Jessica currently serves as the park project’s chairperson and felt the initiative was directly aligned with Bristow Uplift’s guiding principles. “We see this as a quality of life issue; New Iberia has supported us, and we will now support them.” The playground is expected to be fully installed by November 2013.

NORWICH 100 REACHES MILESTONE

Bristow team members from both the Norwich and Humberside bases in the southern North Sea successfully completed a 100-mile cycling event that raised £1300 for the British Heart Foundation. Andy Beattie, Chief Pilot in Norwich, was proud of all the participants. “A big thank you to the team for giving up a day of their time for the event.” The team included Andy Beattie, John Prentice, Guy White, Eamon Green, Dave Redding and Chris Skinner.
**BRISTOW CLIENT WINS**

**PARTNERSHIP WITH ALLIED ENERGY GROWS WITH SOLE USE AIRCRAFT CONTRACT**

Bristow’s West Africa Business Unit (WASBU) signed a sole use agreement in June with Allied Energy Plc for a Sikorsky S-76C++ aircraft, representing a major milestone for WASBU and showcasing Bristow’s partnership with Allied Energy in Nigeria.

In late 2011, Bristow began its Allied Energy relationship with a spot charter arrangement. In October 2012, Allied Energy took a 40 percent share of an aircraft operating out of Bristow’s bases in Port Harcourt and the Osubi/Warri area.

Beginning in the third quarter of 2013, Allied Energy will take sole use of the S-76C++ aircraft operating out of Bristow’s base in Lagos. Over the years, Bristow has been limited to having a single client operating medium aircraft out Lagos. With this new agreement, Bristow will see a significant increase in activity at its Lagos base.

**RECENT CONTRACT HIGHLIGHTS**

- Bristow’s International Business Unit (IBU) contracts with Repsol for an S-76C++ aircraft based in Trinidad.
- IBU closes a new five-year contract, as well as two one-year contract options, for two AW139 aircraft with a major oil and gas company in Trinidad.
- The North America Business Unit (NABU) closes a new monthly contract for hurricane preparedness with a major oil and gas company using an AW139 aircraft.