PREPARING FOR OPERATIONAL EXCELLENCE

BRISTOW GROUP FLIGHT TRAINING

DEVELOPING THE NEXT GENERATION OF PROFESSIONAL PILOTS

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Bristow's Vision, Mission and Values

The Foundation of Our Success
IN THIS INTERVIEW, BRISTOW PRESIDENT AND CHIEF EXECUTIVE OFFICER BILL CHILES TELLS THE STORY OF HOW BRISTOW HAS EVOLVED RAPIDLY OVER THE PAST DECADE TO BECOME A GLOBAL LEADER – A JOURNEY THAT BEGAN IN 2004 WITH A MEETING IN HOUSTON, WHEN LEADERS FROM ALL OVER THE GLOBE CAME TOGETHER TO FORGE THE COMPANY’S VISION, MISSION AND CORE VALUES.

HOW DID OUR VISION, MISSION AND CORE VALUES COME ABOUT?

When I joined the Company in 2004, I found there was no defined vision, mission, core values or strategy. We had a holding company in Lafayette, Louisiana, called Offshore Logistics, with two totally separate subsidiaries, Air Logistics, primarily operating in the Western Hemisphere, and Bristow, for the most part in the Eastern Hemisphere. People were doing great work, particularly on the frontlines. But it was unclear how the companies were connected. It was to their credit that the companies were running well despite having no leadership or direction from the top.

So I said, we need to get together and figure out what we want to be, what we want to achieve, what our strategy is, and what our core values are. Within weeks of joining Bristow in the summer of 2004, we started planning a meeting at The Woodlands Conference Center in The Woodlands, Texas, with the intent to gather the entire leadership team – about 50 people – from all over the world and develop together our vision, mission and core values, and the framework for a global strategy. We hired Right Management to facilitate. Most of the 50 people didn’t even know each other and did not have a history of working together as one company. If we really needed a joint vision, mission and values, some said, why not have Bill write them? My response was – if I write it, you won’t own it, and it won’t mean anything to you.

So the first meeting in The Woodlands was held in October – four very difficult days as we participants discussed what we wanted to achieve together as a company, and how we would describe that in vision and mission statements and core values that we all could agree on. Some were struggling with the idea of integrating into a global organization in the first place, so the vision and mission statements were hammered out word by word. When we started talking about what our core values should be, everyone agreed on safety as the top priority. There was a lot of discussion about that too; we knew if we made a commitment to safety and the other core values, the commitment had to be wholehearted. These would be the “rules of the road” that would govern how we conducted ourselves going forward. Together, the vision, mission and core values would make it clear to all of us – all 3,500 employees – what we’re here to do.

WHAT HAPPENED AFTER THE INITIAL LEADERSHIP MEETING IN THE WOODLANDS?

There were five meetings in The Woodlands in successive years to reaffirm our vision, mission and values, and evolve our business strategy. In the beginning, we had no global business development, with both companies, Air Logistics and Bristow, doing things in the market that were totally disconnected from each other. We knew we needed to start coordinating across global operations with our clients and suppliers. Based on our vision, mission, values and business strategy, we continued to integrate the company. We started ordering helicopters to pursue our growth strategy and began building the infrastructure we needed globally to run a service company with the global reach we now had. We rebranded as Bristow and moved our headquarters to Houston.

HOW WOULD YOU EXPLAIN WHAT VISION, MISSION AND CORE VALUES ARE?

The analogy I’ve used is that the vision is really a visual of what success looks like to you. Mission is what you’re going to do to achieve that vision. Core values are the “rules of the road” – the non-negotiable hard line rules that govern everything you do. Strategy flows from the mission, based on the core values. Strategy is how you’re going to achieve your mission, which will get you to your vision. Strategy sets out the steps to get there – which is what we’ve done with our strategic objectives for clients, execution, people and growth.
When I think about vision, mission and core values, I think about Sir Edmund Hillary and Tenzing Norgay climbing Mount Everest on the 29th of May in 1953. You’ve seen photos of them holding the flag at the top. That’s the vision. Sir Edmund Hillary’s vision was – I’m going to get to the top. Then you think about his mission; it was – I’m going to climb Mount Everest. He and Tenzing agreed on their core values or the rules of the road: We’re a team. We’ll look out for each other. We’re going to use proper safety equipment. They laid out their strategy for how they would achieve their mission in accordance with their core values. They identified the infrastructure required and the timing. They organized support teams, food, cooking fuel, supplemental oxygen, rope, hardware, tents to be dispatched in stages to the successively higher camps on the mountain. They chose carefully what they would wear. Every decision was essential to their survival.

WHY DO YOU LIKE TO TELL THE STORY OF SIR EDMUND HILLARY?
I think it shows how vision, mission and values all fit together. When you simplify it that way, then you understand the difference among vision, mission, core values and strategy. In the case of Sir Edmund Hillary and Tenzing Norgay, they were able to succeed where seven teams had failed before. Sir Edmund Hillary was noted for his humility and can-do spirit. These play a big role in vision, mission and values. But he was also noted for his pragmatism, which underscored his strategy. He was very thorough; he planned his strategy to come down the mountain as carefully as his ascent.

HOW DO OUR VISION, MISSION AND VALUES CONNECT WITH OPERATIONAL EXCELLENCE?
Operational excellence is embedded in our vision and mission. We can’t achieve either without operating excellently in everything we do. Operational excellence is how we execute our business strategy and run our business in accordance with the first three of our core values – safety, quality and excellence, and integrity.

Operational excellence is not our business strategy. We have our business strategy, which we call our Strategic Objectives for Clients, Execution, People and Growth. We achieve our Strategic Objectives by operating excellently. In other words, operational excellence is all about execution. It includes achieving our Target Zero goals and having the right processes and procedures in place.

WHAT’S THE DIFFERENCE BETWEEN STRATEGY AND EXECUTION?
Strategy is about the right things to do. Execution and operational excellence are about doing things right. You can have the wrong strategy and be operating excellently, but if you’re doing the wrong things, you won’t get where you want to go. Likewise, you can have the greatest strategy, but if you’re not executing excellently, you won’t get where you want to go. We’re going to do things right, in support of the right strategy, to achieve our mission and vision for Bristow.

WHY DO YOU BELIEVE IT IMPORTANT AT THIS TIME TO SHARE THE HISTORY OF BRISTOW’S VISION, MISSION AND VALUES?
When people understand how we developed our vision, mission and values, I believe they’ll have a greater appreciation for how important they are. We have added many new employees since 2004 who don’t know how these were developed, and who may think they were written in a casual exercise or by a consultant. I think it’s important to know where they came from, how they lie at the heart of every decision we make, and how they define who we are.

HOW DO YOU VIEW THESE PAST NINE YEARS? WHAT DO YOU SEE LOOKING FORWARD?
I view these years as having been a major building phase when we created a strong foundation for Bristow that will sustain it for many years to come. I’m proud that we’ve come such a long way in only nine years. It’s been a long journey, and I think most of us feel Bristow is a better company today. We’ve grown our business significantly during this time, but we have to make sure we continue to look forward. We need to remember to stay humble; we can’t sit on our laurels, because someone will come along and take away our lead position.

At this point, perhaps it’s time to take another look at where we’re headed and where we’re driving the company. Probably this summer we’ll get the leadership together again to look at our vision, mission and core values in light of our growing search and rescue business, and refine our strategy for the next 10 years.
“WE’RE GOING TO DO THINGS RIGHT, IN SUPPORT OF THE RIGHT STRATEGY, TO ACHIEVE OUR MISSION AND VISION FOR BRISTOW.”
FREEZING RAIN. HEAVY SNOW. 60 MILE-PER-HOUR WIND GUSTS. BRISTOW PILOTS MUST NAVIGATE ALL YEAR ROUND, DAY AND NIGHT, THROUGH CONDITIONS THAT WOULD GROUND A TYPICAL COMMERCIAL AIRLINE FLIGHT. HERE’S A LOOK AT HOW THEY PREPARE TO MEET THESE CHALLENGES.
BOARDING A BRISTOW HELICOPTER ANYWHERE IN THE WORLD, YOU CAN BE CERTAIN OF THIS: THE FLIGHT CREW HAS EARNED THE COMMAND OF THAT AIRCRAFT AFTER COMPLETING AN INTENSIVE TRAINING PROGRAM OF MANY YEARS THAT ENSURES THEY ARE READY TO FLY WITH THE UTMOST COMMITMENT TO SAFETY AND KNOW WHAT TO DO IN ANY SCENARIO THEY MAY ENCOUNTER.

Being a helicopter pilot in the North Sea, Gulf of Mexico, West Africa or other challenging environment is not for everyone. To develop a pilot to be the best of the best, Bristow holds a unique advantage in that it operates Bristow Academy, the world’s largest commercial helicopter training service provider. But the initial training pilots receive at the Academy is only the start; more intensive training then occurs on specific aircraft types and in the environment in which they will fly. While experienced pilots joining Bristow with military or civilian aviation backgrounds may not train at the Academy, they still face years of training in the unique flying conditions of a specific region and in how to fly a specific aircraft type like the Sikorsky S-92.

STARTING OUT AT BRISTOW ACADEMY
Bristow Academy, with locations in Titusville, Florida; New Iberia, Louisiana, Carson City, Nevada, and Gloucester, UK, has trained thousands of civil and military helicopter pilots from around the world. The first day for incoming students is spent learning about Bristow’s Target Zero safety program. “Students learn immediately that we take their safety as seriously as they do and that they are entering into a very distinct culture, the Bristow Target Zero culture of safety,” says Academy Director Todd Smith. “Safety is continually reinforced and embedded in all our training programs. Because they learn to fly in a Target Zero culture, Academy students leave with a profound understanding of the core values required to be a pilot of Bristow’s caliber.”

PILOT PROFILES OVER THE LAST FIVE YEARS, MORE THAN 200 BRISTOW ACADEMY GRADUATES HAVE BEEN HIRED BY BRISTOW AND ARE STATIONED AROUND THE WORLD SERVING CLIENTS AND COMPILING AN EXEMPLARY SAFETY RECORD.

PILOT: JASPER GERRITSEN
LOCATION: ABERDEEN, UK
GRADUATED BRISTOW ACADEMY: 2011
AIRCRAFT: SIKORSKY S-92

“I graduated Bristow Academy with both U.S. (FAA) and European (JAA) pilot licenses and an instrument rating. The high level of knowledge from the JAA ground school instructors, and their commitment to our being knowledgeable upon leaving the Academy, was impressive and inspiring. The Academy provided a place where I could safely commit a considerable amount of resources toward becoming a professional pilot with a successful outcome. The classroom knowledge gained at the Academy can be put to good practice on the job. For instance, the temperamental North Sea weather presents daily opportunities to observe, understand and use what we learned in the meteorology classes. Also, the busy airspace close to the airfield in Titusville helped to increase situational awareness, which is essential in any flying job.”
Job one at the Academy is teaching students the basics of flying helicopters and meeting the regulatory requirements of the region where they will be flying. Job two is to identify students with the most potential and put them on the path to becoming a Bristow pilot. “We’re looking for students with the understanding and thought processes that go well beyond just working the controls,” says Academy Standardization Manager Phillip Wynands. “We set the bar higher for these students with our SureTrac program.”

SureTrac has higher minimums across the board for evaluating pilots than any regulatory agency. The U.S. Federal Aviation Administration, for example, sets 70 percent as a passing grade. In SureTrac, 85 percent is required to stay in the program. “That’s how we know a person leaving the Academy as a SureTrac graduate is a high achiever who is well suited to move on to the commercial operating sector,” Wynands says. “But the training never stops.”

EBU PREPARES PILOTS FOR CONDITIONS IN THE NORTH SEA

While the Academy excels at turning out qualified pilots, Bristow’s business units around the world do the bulk of the training that gets a pilot ready to move into the captain’s seat. Capt. Matt Rhodes, Offshore Flight Operations Manager for Bristow’s operations in Europe (EBU), talks about preparing pilots for the conditions they’ll encounter in the North Sea. “We operate in one of the harshest environments to support the oil and gas industry,” says Rhodes. “It is essential that we provide our crews with the best possible training to ensure that they are equipped to deal with the conditions. All pilots that join us – whether they come from the Academy or the civilian or military market – go through the same level of training. The first week consists of an in-depth induction in health and safety, Target Zero, HUET (Helicopter Underwater Escape Training), dangerous goods and Crew Resource Management (CRM), which is training focused on the ‘soft’ skills of leadership, decision making and communication in the cockpit. Then they complete two weeks of intensive ground school to familiarise them with the systems of the aircraft they are going to be operating. This is followed by simulator training, then aircraft training, before they are able to start line training, which is completed on revenue flights with a line training captain who instructs them on the complexities of North Sea operations.”

PILOT PROFILE

PILOT: GEOFF BELL
LOCATION: ABERDEEN, UK
GRADUATED BRISTOW ACADEMY: 2007
AIRCRAFT: SIKORSKY S-92

“Becoming a helicopter pilot is one of the toughest, most challenging things I have done. I got through it thanks to a stubborn, dogged determination to achieve my dream of flying helicopters for a living. For anyone thinking of becoming a commercial helicopter pilot, I would say there is no better place available to train than Bristow Academy. But no one should enter into this profession lightly. The challenges do not end when you finish your training. I achieved it and stuck at it only because there is nothing else in the world I would rather do for a living than fly helicopters.”
THE TRAINING FACILITY AT EBU HEADQUARTERS IN ABERDEEN, SCOTLAND, IS EQUIPPED WITH THREE FULL-MOTION FLIGHT SIMULATORS.
The training facility at EBU headquarters in Aberdeen, Scotland, is equipped with three full-motion flight simulators featuring high-definition exact cockpit replicas of the aircraft Bristow operates. “The simulators provide a safe training environment where crews are taught and can practice the various procedures we’ve developed to operate safely,” says Rhodes. “The simulators are also programmed with more than 200 emergency and system failure scenarios. We train our pilots to a standard higher than the minimum set by the Civil Aviation Authority (CAA). In fact, Bristow has been instrumental in developing industry best practices.

“During the past few years,” says Rhodes, “Bristow has replaced its aging fleet with a new fleet of modern complex types. The EC225, S-92, S-76C++, AW139 and AW189 represent the most up-to-date digital technology available to the industry. Each of our aircraft boasts a number of enhanced safety designs such as a Traffic Collision Avoidance System (TCAS), an Electronic Ground Proximity Warning System (EGPWS) and highly advanced autopilot systems, which help to reduce pilot workload and improve safety.” Bristow’s training and simulators provide the necessary experience to fly these advanced technology aircraft. “We are the only North Sea operator that has this standard of facility,” Rhodes continues. “Our pilots are encouraged to use the simulator whenever possible in addition to the six-month training checks that we conduct in accordance with Bristow requirements.”

Pilots that complete their training at Bristow Academy and go on to EBU spend the first four years building their experience under close monitoring until they reach a standard where they can be considered for command. As co-pilots, they are encouraged to make maximum use of the simulators and are measured against a checklist to ensure their progression takes place at a steady pace. They fly with line training captains on a regular basis and complete Qualifying Flight Reports (QFRs) that assess their decision-making skills as well as their ability to operate the aircraft correctly according to Bristow’s procedures. At the four-year mark, co-pilots undergo an intensive training course and a command assessment in the simulator before they are signed off as competent to command a Bristow helicopter.

“Operating over the North Sea is a demanding but rewarding experience, and our crews pride themselves on delivering safe, efficient service to our clients,” Rhodes says. “Our pilots seldom require a reminder that safety comes first and that they have the responsibility to say ‘Stop’ if they have a concern with any aspect of the task at hand.”

PILOT PROFILE

PILOT: INGAR BLOMSO
LOCATION: BERGEN, NORWAY
GRADUATED BRISTOW ACADEMY: 2007
AIRCRAFT: SIKORSKY S-92

“My goal was to finish helicopter training quickly and have the opportunity to gain experience by working as a flight instructor, so Bristow Academy was a very good choice. People from all over the world come to the Academy to train, which creates a very international environment. The Academy provides a lot of practice on emergency situations and ‘hands-on’ flying. While there is a big difference between flying the smaller helicopters at the school and the big offshore helicopters with autopilot, the training gives you a good platform to advance to bigger helicopters and different flight operations later in your career.”
AUSBU NEW HIREs RECEIVE EXTENSIVE TRAINING

Bristow’s operations in Australia (AUSBU) are extensive, requiring travel over vast areas of oceans, from the cold southern ocean to the tropics of the Timor Sea. The distances flown vary, but can range from 40 miles to more than 350 miles.

“Added to the wide variety of bases, Bristow also operates quite a number of different types of helicopters to suit our clients,” says AUSBU Head of Training Steve Pearson. “The BK117 is very popular for the short-range, multi-stop operations, with the S-76s and AW139s taking over the medium ranges. The backbone of the fleet has been the AS332L Pumas and EC225s, and now the S-92s.”

Pearson explains how AUSBU obtains its pilots. “We regularly take two pilots a year from Bristow Academy, but the majority of our new crews are gained from smaller operators in Australia. The recruiting and interview process is well defined and tested, and generally reduces the applicants to around 10 percent of those who apply. Similar to EBU, our pilots complete a CRM program following their induction, integrated with an initial instrument course conducted in AUSBU’s simulator in Perth. Following this, they are sent on their helicopter type’s ground school, from which they progress to the helicopter simulator.” Australian pilots travel to Malaysia for simulator training on the EC225 and AW139, China for the S-76, Norway for the AS332L and the United States for the S-92. Once they’ve completed this initial phase, the pilots are trained on a non-revenue basis on flights to offshore facilities. Once this is complete, they then fly with a line training captain, a process that normally takes six months.

PILOT: KIERAN BELL
LOCATIONS: KARRATHA, WESTERN AUSTRALIA; MELBOURNE, VICTORIA, AUSTRALIA
GRADUATED BRISTOW ACADEMY: 2009
AIRCRAFT: SIKORSKY S-76 C++

“I was lucky enough to be one of the first two pilots selected for the Bristow Australia SureTrac cadet program. The Bristow Academy experience is one that I will never forget, because its remarkable community feel grasps you on arrival and stays with you forever. From the first day, the Bristow way of life is taught to everyone. Target Zero and FOCUS cards are just a couple of the core values that help me stay safe at work as well as at home every day. I can safely say the skills I learned at the Academy are the skills I use every day in my current role in Australia. All I have had to do is adapt them to a larger scale of operations and a more sophisticated aircraft.”
First Officer (FO) Peter McClelland, FO John Stanley and Senior FO Matt Tueller complete familiarization training in oil and gas operations before moving into their new roles supporting the European Business Unit and UK Search and Rescue for Bristow.
Training is a continuous process of checks every six months along with assessment interviews. To be promoted to senior first officer requires additional licensing exams, and technical and flying skill tests before the pilot is considered suitable for promotion by Bristow training and management staff.

“From senior first officer to command generally takes another two to three years where the continuous processes of assessments are made,” says Pearson. “Once selected as a suitable candidate, the pilot undergoes an intense two-week simulator course specialising in command judgment and multi-crew coordination. After successfully passing this stage, the pilot progresses through instrument check to the simulator for a Line Oriented Flight Training (LOFT) session with command assessments. These assessments are generally flown with three different co-pilots, each at a different stage of development, in varying environments. Once this section is passed, the next hurdle is a day and night line check in the pilot’s local area, after which the new captain will only be permitted to fly with an experienced first officer for the first year.”

Like the leading airlines, Bristow’s training assessments have reached a new level where not only knowledge, skills and attitude are assessed, but also Crew Resource Management. Assessments are computer based, so the data demonstrate the trend of not only the individual but also the pilot group. “With this data,” says Pearson, “we can continuously review our standards and trends, which leads to continuous improvement.”

**NABU REQUIRES SEMIANNUAL CHECK RIDES AND TRAINING FOR SINGLE-ENGINE PILOTS**

In addition to hiring from Bristow Academy, Bristow’s North America Business Unit (NABU) hires experienced pilots. “We look first to Bristow Academy when we are in a hiring phase,” says NABU Director Rob Phillips. “However, we’ve been fortunate in that our pilot attrition has been very low the last few years. So for the few we do hire, we can be very selective.”

Once on board, new hires go through an extensive two-week ground school that provides the basics on aircraft and operations. While they’re going through ground school, they’re going through flight training. The first section of training is to transition to the NABU aircraft type, the Bell 206. The second week is focused on offshore training and flying in the offshore environment. When they complete the training and check ride, they are turned over to commercial operations. “We are one of the few companies in the Gulf of Mexico that conducts semiannual check rides and training for pilots of single-engine aircraft,” says Phillips. “Our Training Department conducts check rides on all of our pilots twice a year, which include simulator training and check rides in the aircraft.”

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**PILOT: JAMES GAITHER**

**LOCATION:** NEW IBERIA, LOUISIANA  
**GRADUATED BRISTOW ACADEMY:** 2008  
**AIRCRAFT:** BELL 206, BELL 407, EUROCOPTER EC135

“After receiving my Certified Flight Instructor Instrument Certificate at Bristow Academy in 2008, I joined Bristow’s Gulf of Mexico operations in January 2009. After four years flying passengers, I am now a Check Airman in Bristow’s Training Department. It was the training I received from Bristow Academy that had a large influence on my desire to return to a training position. The Academy plays a very important role in the helicopter industry, serving many diverse cultures and ensuring that students are well prepared for any direction they choose to advance their careers. I enjoyed my time as an instructor at the Academy, and now as a Check Airman I feel it is important to pass on my experience and knowledge to both new and veteran pilots. There is no greater reward than to be a part of their career pursuits and help them achieve their dreams.”
For the recurring training, pilots first complete computer-based training and ground school before moving to the simulator, where Line Oriented Flight Training (LOFT) provides realistic scenarios and emergencies to deal with. “We can monitor how they respond in an emergency,” says Phillips. “We use medium and heavy aircraft simulators for the S-76s, AW139s and S-92s at Flight Safety International in Lafayette, Louisiana, where pilots do their scenario training followed by their check rides in the aircraft.”

Training is customized to address emerging issues before they become problems. “We look at any leading indicators or trends in certain types of incidents that may be occurring in the Gulf of Mexico, and we focus our ground schools around these trends. The computer-based training encompasses all the regulations we have to touch, as well as any safety-related trends. We modify the simulator sessions to incorporate these trends to make sure the pilot reacts properly.”

OIBU TRAINS PILOTS FOR COMPLEX ENVIRONMENTS

With operations ranging from the Baltic Sea to Brazil and from Trinidad to Turkmenistan, Bristow’s Other International Business Unit (OIBU) faces some of the most difficult pilot training challenges because flight

“EACH NEW CONTRACT BRINGS A NEW SET OF PILOTS, TRAINING REQUIREMENTS AND CHALLENGES. IT IS A UNIQUE GROUP OF PEOPLE WHO CAN MEET THIS TYPE OF CHALLENGE WHILE PURSUING THE GOALS OF TARGET ZERO AND OPERATIONAL EXCELLENCE.” – CAPT. PAUL MASSINGBERD-MUNDY, TRAINING AND STANDARDS SUPERINTENDENT, OTHER INTERNATIONAL BUSINESS UNIT

PILOT PROFILE

PILOT: ROSH JAYPALAN
LOCATION: TANZANIA
GRADUATED BRISTOW ACADEMY: 1999
AIRCRAFT: AS332L/L2, SIKORSKY S-76, AW139

“I was fortunate enough to be selected for sponsorship by Bristow Helicopters in 1999, and was enrolled on the first UK CAA Commercial Helicopter Pilot course undertaken in the USA, at Bristow Academy when at its former location in California. Since then, recurrent training with Bristow has been an integral part of the job while flying over the North Sea and various locations worldwide within the Other International Business Unit. Over the years, the aircraft flown have developed with the times, with increased automation. The training has had to adapt accordingly, and the use of simulators has proved invaluable as a training aid. One thing that hasn’t changed over the years is the standard of training provided by Bristow.”
crews need to be trained to operate anywhere, anytime, under a variety of national registers. Head of Flight Operations for OIBU Stephen Hogarth says their training system has traditionally looked to the EBU for guidance on standards, training methods, support, documentation, facilities and access to training staff. More recently, Bristow's Australia Business Unit (AUSBU) and North America Business Unit (NABU) have helped the group meet its training objectives for both oil and gas and search and rescue (SAR). “Our modern aircraft and the ability to train in simulators have made things easier compared with local training, where anything from sandstorms and typhoons to language issues with air traffic control can complicate the process,” Hogarth says. “But the biggest factor in helping us maintain our high standards is the dedication of the training staff.”

“These individuals are able to provide quality training under often difficult circumstances to ensure that the pilots under their supervision are properly prepared for every situation,” says Training and Standards Superintendent Capt. Paul Massingberd-Mundy. “Each new contract brings a new set of pilots, training requirements and challenges. It is a unique group of people who can meet this type of challenge while pursuing the goals of Target Zero and operational excellence.”

**WASBU SENDS NIGERIAN PILOTS TO BRISTOW ACADEMY**

Bristow’s operations unit in West Africa (WASBU) has trained more than 90 Nigerians as pilots, beginning with candidates who first must meet high entry standards and pass intensive screening. Cadet pilots are sent to Bristow Academy for immersion in the Target Zero culture of safety. This year alone, 13 fully qualified pilots have gone through the Bristow Academy from Nigeria. (See related article on page 16.)

**FLYING INTO THE FUTURE**

As helicopters have evolved from providing mostly utility functions like lifting heavy machinery to moving people all around the globe, they’ve followed a similar safety and pilot training path as seen in commercial fixed-wing aviation. “More people are aboard helicopters today than ever before,” says Bristow Academy’s Smith. “That trend is going to continue, and as an industry we’re moving toward the level of safety seen today in U.S. airlines, which was regarded as practically unachievable just a few years ago.”

The good news is that solutions to issues facing the helicopter industry have already been identified and implemented in the fixed-wing commercial sector. “We don’t need to reinvent the wheel,” Smith says. “We’re looking at what they did and adapting it to helicopters.”

**PILOT PROFILE**

**PILOT: ABIMBOLA JAYEOLA**
**LOCATION: PORT HARCOURT, NIGERIA**
**GRADUATED BRISTOW ACADEMY: 2008**
**AIRCRAFT: SIKORSKY S-76**

“From a technical perspective, my Academy experience is the foundation of my success on the job today. More broadly, exposure to the rich and multicultural diversity at the Academy greatly facilitated my understanding and appreciation of different cultures and the way they do things. Effective communication, establishing good interpersonal relationships, networking and sharing ideas are just some of the important ‘soft’ skills I developed and honed during my Academy training. Coming from a part of the world where some professions are viewed as the exclusive preserve of men, I found enormous encouragement in the Academy. I learned to believe in myself because I was determined in my choice of becoming a pilot. I’ll always remember what one of the instructors said to me: ‘If you have faith in yourself, other people will have no choice but to believe in you.’”
TARGET ZERO FOSTERS CULTURE OF SAFETY AND AN OUTSTANDING SAFETY RECORD

Captain Akin Oni, Managing Director of Bristow Helicopters Nigeria, talks about how Bristow’s Target Zero program has contributed to WASBU’s achieving an outstanding safety record.

“When we say safety is our number one core value, we can verify it with our safety record. As of December 2013, we had achieved 365 days or 1,913,914 man hours without a Lost Work Case,” says Oni. “This is a major achievement for our team in West Africa.” This accomplishment is critical to Bristow’s clients. “Our safety record has endeared us to our clients in the country, where safety is a major concern,” says Oni. “On this account, we are getting a growing number of business proposals.”

Oni explains how WASBU has been able to achieve this goal. “Target Zero defines our safety culture and how we manage safety,” he says. “Every aspect of our operations, our processes, our procedures, is managed to reduce risk and ensure the highest standards for safety are met.

“This has an impact not only on our company and clients, but on the country as well,” he says. “Oil being the mainstay of Nigeria’s economy, we’ve been able to positively affect the local economy over the years by offering safe, timely, reliable and efficient services that contribute to helping boost oil and gas production levels. For our clients, this has meant a reduction in offshore exploration and production downtime and increased uptime. Through our superior delivery of service, we are partnering with clients to reduce their lifting cost and helping...
them achieve their exploration and production goals.” Bristow is the leading provider of helicopter services to Nigeria’s offshore energy industry based on the number of aircraft operated. Currently Bristow has facilities around the Niger Delta, from which it transports drilling and production crews offshore safely and efficiently. It also conducts heavy-lift operations from its operational base at Eket, Nigeria. “We transport vital oil field equipment to production platforms and drilling rigs,” explains Oni. “Our heavy-lift capability also can be used for oil dispersant spraying in the event of oil spills. This means we can use our helicopters for both commercial and humanitarian operations.” Since deepwater exploration and production activities by oil and gas companies have increased recently, Oni says the business unit has become even more conscious of the safety challenges of its clients and upped its game by becoming more proactive about safety throughout its operations. Core to safety is training, and WASBU is taking a lead role in developing highly skilled pilots for a safer future.

“In Nigeria we are particularly committed to training local manpower,” says Human Resources Manager Femi Collins. “To date, we have trained more than 90 Nigerians as pilots. Our trainee entry standards are very high, and the process entails several layers of tests and screening.” After the initial training to private pilot’s license level at aviation colleges in Nigeria, the cadet pilots are sent to Bristow Academy in Titusville, Florida, in the U.S., where they are immersed in the Target Zero culture of safety. This year alone, 13 fully qualified pilots have gone through the Bristow Academy from Nigeria. “In addition to giving us highly trained pilots who contribute to ensuring safe transport for our clients, this has helped to grow capacity in the Nigerian aviation industry, as the Academy turns out highly qualified pilots,” says Collins.

**GIVING BACK TO THE COMMUNITY AND THE COUNTRY**

Bristow is investing in the future of Nigeria through the Bristow Uplift program that provides financial support to local organizations. “It really matters to us, when we see an avenue to help, that we can step in and truly make a difference,” says Mayowa Babatunde, Commercial Manager for Pan African Airlines (Nigeria) Limited (PAAN), who serves on the global Bristow Uplift Committee and coordinates local participation. “There is no better way of giving back to society. Through our Bristow Uplift initiative in Nigeria, we have been responsible for equipping schools and pupils in the communities of Eket, Esit Eket, Ibeno, Onna and Ekpan, and in Surulere, Lagos. We are involved in initiatives to make education easier and more accessible to the Nigerian child.

**WASBU PRIDES ITSELF ON PROVIDING THE SAFEST AND MOST RELIABLE SERVICE TO CLIENTS IN THE COUNTRY. BRISTOW’S INDUSTRY-LEADING SAFETY PROGRAM, TARGET ZERO, HAS CREATED A CULTURE OF SAFETY THAT HAS RESULTED IN ITS ACHIEVING AN OUTSTANDING SAFETY RECORD.**
“Recently, the Bristow Uplift initiative refurbished the computer lab of Wesley School for the Hearing Impaired,” he continues. “We provided computers, Internet facilities and a solar power system. In Nigeria where power is still a challenge, we recognize how this negatively impacts on the learning process, so we provided the more reliable solar system.” (See related story on page 34.)

Bristow also is participating in an ongoing education program to make a difference in aeronautical engineering knowledge in Nigeria. “We are investing more than $1 million in the development of aeronautical/aircraft engineering technology at the Nigerian College of Aviation Technology (NCAT) in Zaria, Kaduna State,” says Collins. “This premier aviation institution in West Africa has received grants from Bristow to develop and equip classrooms. We’ve also provided aircraft maintenance tools and test equipment to NCAT. Recently, four instructors from the college were sponsored on training programs in the U.S., and a Robinson R-22 helicopter was purchased for the college to use as a basic ground engineering training helicopter.”

BRISTOW HAS OPERATED IN WEST AFRICA FOR MORE THAN 50 YEARS, SERVING CLIENTS IN SIX NIGERIAN FEDERATION STATES, INCLUDING LAGOS, WARRI, EKET AND PORT HARCOURT.

Clients consist mostly of major integrated oil and gas companies. More than 1,000 employees work for these companies operating in Nigeria:

- Bristow Helicopters Nigeria Limited (BHNL)
- Pan African Airlines (Nigeria) Limited (PAAN)
- BGI Aviation Technical Services (BATS)
Bristow’s contributions to the country and to education have drawn the attention of the Nigerian government. The Lagos State Ministry of Education presented Bristow Nigeria with an award on December 3, 2013.

Oni is justifiably proud of what his organization has accomplished. “We can boldly say that we have contributed in no small measure to the growth of Nigeria’s economy. That’s one reason why the Lagos State Ministry of Education, having recognized our efforts through the Bristow Uplift initiative, presented Bristow Nigeria with this award.”
AS PART OF ITS COMMITMENT TO ACHIEVING THE HIGHEST STANDARDS OF EXCELLENCE, BRISTOW IS IMPLEMENTING IMPORTANT TRANSFORMATIONAL CHANGES THAT WILL IMPROVE DRAMATICALLY ITS ABILITY TO RUN ITS GLOBAL BUSINESS OPERATIONS EFFICIENTLY AND ENHANCE ITS SERVICE TO CUSTOMERS.
BRISTOW’S NEW GLOBAL FLIGHT OPERATIONS SYSTEM, EFLIGHT, WAS IMPLEMENTED IN BRISTOW’S TRINIDAD OPERATIONS IN OCTOBER. AS CHIEF PILOT CAPTAIN JOSE DOS SANTOS DESCRIBES IT: “IT’S A REALITY NOW. A NEW CONCEPT OF FLIGHT OPERATIONS IS BEING IMPLEMENTED IN TRINIDAD TO HOUSE FLIGHT OPERATIONS AND SCHEDULERS AT THE SAME LOCATION, OPTIMIZING RESOURCES AND EFFICIENCY.”

With the introduction of eFlight, Bristow achieves a new standard for excellence in the company’s flight operations. Among its many features, eFlight will optimize information, provide improved customer service and reporting, and deliver a comprehensive view of Bristow’s contracts, customers, aircraft and crew worldwide. With its efficient planning feature, eFlight will provide efficient and accurate reporting, and increase utilization of assets. Excel spreadsheets and other manual processes are being replaced by a system that automates flight operations. eFlight will also streamline work activities and help Bristow optimize flight resources and schedules. Some of the eFlight system improvements are still under development and will be deployed in the near future.

The goal is to deploy eFlight globally in coming months, with the expectation that other business units will derive benefits similar to what Trinidad is experiencing. “eFlight has enabled Trinidad to manage the day-to-day operation with greater efficiency and thereby put us in a superior position to successfully deliver operational excellence to our customers,” says Vice President and Chief Technical Officer John Cloggie. “Standardizing and simplifying flight operations are part of Bristow’s ongoing commitment to ensure consistent, world-class performance and deliver on our strategic objectives for clients, execution, people and growth. Achieving operational excellence will help differentiate Bristow from our competitors and build on our strong reputation for safety, reliability and service.”

WE’RE ON BOARD!

“Yes, we’re on board. After nearly two years, from the initial concept to reality, eFlight is here. The past six months have been filled with anxiety and challenges for the deployment in Trinidad. From user acceptance testing in July to soft deployment to implementation in October, there has not been a single dull moment. There has been lots of training and lots of hours devoted to testing the application, fixing bugs and adding new requirements. It’s a reality now. The feedback that I receive from the users is very positive as they get more familiar with the application.

“A new concept of centralized operations is being implemented in Trinidad to house flight operations and schedulers in the same location, optimizing resources and efficiency. The ‘operations center’ concept is new to Trinidad and I am sure it will be replicated in other Bristow locations globally. eFlight will be a key element to the concept of ‘partnership of excellence,’ which embraces new technologies and continues to develop concepts and applications that are cutting edge in our industry.”

Captain José Dos Santos
Chief Pilot, Bristow Caribbean Limited
BRISTOW AND SAP

Bristow also is embarking on a journey to replace its highly customized finance, maintenance and inventory system (IFS) with a market-leading enterprise resource planning (ERP) application known as SAP. Bristow’s goal to standardize and simplify its ERP represents not only a big step for Bristow, but a new era for the helicopter transport service industry.

The initial implementation of SAP in the late summer of next year will address primarily finance and inventory, and then a few months later the maintenance activities will move onto SAP. Once the implementation is complete, Bristow will enjoy both integrated maintenance planning and an integrated system of financial reporting, sourced from a global system of record.

Vice President and Chief Information Officer Steve Sidney describes the benefits Bristow will derive as business processes become more standardized across global operations, supported by these new enterprise-wide platforms. “SAP is the same business management application used by Bristow’s aviation industry suppliers and clients, thereby supporting a better business-to-business relationship,” he says.

“Transitioning to SAP will eliminate many of Bristow’s current labor-intensive processes and allow more efficient transfer of knowledge across the organization. The information captured can be aggregated and made visible to help improve the way we do things, speed up our decision making and help us plan for the future.

“Our systems contain vast quantities of data,” Sidney continues. “The challenge is to extract the knowledge that is hidden within it – what we refer to as business intelligence – which will enable us to more effectively manage all our assets, understand our profitability, improve customer service and safety, and grow the company.”

“AT A GLOBAL LEVEL, FINANCE WILL BE ABLE TO PRODUCE EXTERNAL FINANCIAL REPORTS FOR SHAREHOLDERS AND PROCESS TRANSACTIONS MORE EFFICIENTLY TO MAKE FINANCIAL REPORTING MORE TIMELY,” SAID BRIAN ALLMAN, VICE PRESIDENT AND CHIEF ACCOUNTING OFFICER. “BY REDUCING THE NEED FOR DATA MANIPULATION, THE ORGANIZATION CAN FOCUS ON MAKING BUSINESS DECISIONS AND DELIVERING HIGHER VALUE SERVICES.”
Bristow’s financial operations will benefit from improved internal financial reporting to support managerial decisionmaking. “At a global level, finance will be able to produce external financial reports for shareholders and process transactions more efficiently to make financial reporting more timely,” said Vice President and Chief Accounting Officer Brian Allman. “By reducing the need for data manipulation, the organization can focus on making business decisions and delivering higher value services.”

SAP will give Bristow’s supply chain organization the tools to help it manage purchasing, inventory and shipping more effectively and accurately. The system will deliver significant improvement in non-aircraft purchasing with opportunities for supplier consolidation and more effective pricing. It will give the organization the ability to better optimize levels held at storage locations for unscheduled maintenance, and enhanced material planning capabilities will provide improved stock availability for scheduled maintenance.

“Bristow’s extensive maintenance operations will leverage SAP’s robust capabilities to consolidate global maintenance programs for each fleet type. The system also will account for the configuration differences between the oil and gas business and search and rescue aircraft,” says Cloggie.

SAP will allow for an integrated maintenance planning program that will enable maintenance engineers to efficiently execute and track component removals and installations, as well as perform nearly real-time work order execution. It also will provide improved visibility into maintenance functions such as deferred items, parts availability and current aircraft status. Maintenance relies on accurate data, and SAP, over time, will provide that accuracy in maintenance data and configuration control so that maintenance tasks are easier and more predictable for the mechanics.

“Understanding our business processes and being able to analyze our business activities not only gives us increased efficiency and flexibility, but also will allow us to quickly adapt to better serve our customers,” explains Senior Vice President of Operations Jeremy Akel. “SAP will enable Bristow to be more agile in responding to change and new market opportunities, thereby making our operating model a competitive advantage through common, standardized fleet management, maintenance, supply chain and business processes.”
BUSINESS PROCESS OWNERS

Business Process Owners (BPOs) in each business unit serve as the single point of contact for a business process area. BPOs assist with defining global requirements, designing new best-practice business processes, aligning or modifying the organization in advance to support the new business processes, and ensuring the successful deployment and adoption of the new standardization and global enterprise-wide business processes.

BPO ROSTER

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Bristow Global Supply Chain Director Angus Kerr discusses key stakeholders, the SAP implementation and supply chain management.
BUSINESS UNIT/BUSINESS READINESS TEAMS

Business Unit/Business Readiness Teams (BU/BRTs) ensure employees are fully prepared to transition to new processes, new tools and potentially new roles, with no major disruption to “business as usual” at Bristow. Teams consist of employees in various roles that help and manage change, communicate clearly and regularly with local audiences, raise awareness of issues, understand training needs, ensure required training occurs, offer support with go-live activities and ensure employees know how to use the new functionality.

ACADEMY
GREG GOSNELL
BU/BRT Team Lead and BU Communications Lead

AUSBU
ALLAN BLAKE
BU/BRT Team Lead
DANIEL BOWDEN
BU Communications Lead

COBU
RANDY BLANCHARD
BU/BRT Team Lead
ELLIE RUNCIMAN
BU Communications Lead

EBU
PAUL DOXEY
BU/BRT Team Lead and BU Communications Lead

IBU
DUNCAN MOORE
BU/BRT Team Lead
AMLA RAMNASIBSINGH
BU Communications Lead

NABU
ROBERT PHILLIPS
BU/BRT Team Lead
JESSICA DITCH
BU Communications Lead

WASBU
OBINNA OJI AKO
BU/BRT Team Lead and BU Communications Lead

Bristow Director of Financial and Reporting Systems Mark Long is also IT leader for the BPOs managing all SAP processes within the Bristow finance organization.

Bristow Project Specialist Jessica Ditch is the Communications Lead for NABU and the BPO for Fixed Assets.
**NEWS BRIEFS**

**BRISTOW LANDS IN TANZANIA**

On November 23, two brand new AW139 aircraft arrived in the port of Dar es Salaam in Tanzania. The arrival marked the end of their long sea journey from AgustaWestland’s facility in Philadelphia. Following a successful effort by the Bristow team to re-assemble the aircraft, the helicopters were flown to their new home at Everett Aviation’s facility at Julius Nyerere International Airport.

The aircraft will support a new contract with a major oil and gas company as of January 1, 2014. The services will be delivered by Bristow’s alliance partner, Everett Aviation. A third search and rescue aircraft was scheduled to arrive in December, with operations commencing shortly after.

IBU Area Operations and Service Delivery Manager Jon Oakey was delighted to see the aircraft arrive in Tanzania. “These are the first steps by Bristow into a new market in East Africa. Our alliance with Everett Aviation demonstrates the benefits that can be achieved while working closely with a local partner. This partnership and the success of getting these aircraft ready for service demonstrate our commitment to achieving operational excellence in a new country and region of operation. The effort put in by the whole team in arranging the specification, delivery and re-assembly of these two aircraft is a perfect start to our new beginnings and partnerships in Tanzania.”
CHANGE, WIN, GROW STRATEGY REVITALIZING NORTH AMERICA

A few months ago, Bristow’s NABU set its sights on achieving best-in-class service and operational excellence across the board in what NABU Director Rob Phillips called its Change, Win, Grow strategy focused on enhancing NABU’s ability to execute and grow the business. After taking on his new role over the summer, Phillips is on a mission to boost activity in the Gulf of Mexico. “We have enjoyed decades of success here, but once the market flattened out, we knew we needed to reorient our operations to meet the emerging needs of our clients and win more deepwater business.”

That means changing every aspect of NABU’s business so that it can achieve operational excellence, win business from the major oil and gas industry leaders and deliver a customer experience that competitors can’t match. Phillips rolled out the new Change, Win, Grow strategy in a series of town hall meetings to explain how NABU would improve its operations and to encourage everyone to contribute their ideas. An area of significant emphasis was Bristow’s Safety Management System (SMS) and the need to reinforce participation at every level of operations.

“Thanks to the superb efforts of the Training Department and Director of Training Shawn Vaughn, we delivered SMS training to more than 700 employees in a 12-week period,” Phillips says. “We are a safe company, and we achieved our goal of connecting SMS with Target Zero safety to make sure everyone knows their responsibilities to prevent accidents and incidents on a daily basis.” Streamlining the fleet is another essential component of the strategy, and some personnel changes are occurring in every department. The strategy also focuses on improving the customers’ experience. “When it comes to flying, we are pleased to hear from clients that they think we already deliver best-in-class service,” Phillips says. “Now we’re working on everything else, from the moment the passengers arrive until they board the aircraft.”

While the Change, Win, Grow strategy has only recently been implemented, Phillips says it is already paying dividends. “We recently passed client audits with flying colors and are getting opportunities to win new business,” he says. “We’ve made a big change in a short period of time. My thanks go to all of my colleagues in NABU who are working hard every day to help us achieve the huge potential we’ve outlined in our strategy.”

BRISTOW ROLLING OUT INDUSTRY FIRST FLIGHT STATUS APP

Passengers can now check their flight status using Bristow’s new mobile application, available for Apple iPhones and iPads as well as devices using the Android operating system. Users can go to the Apple app store or the Android marketplace and search for Bristow. While the Flight Status app is available for download globally, the initial focus is on Bristow’s North Sea scheduled flights principally from the UK and Norway. Coverage will be expanded over time to include all scheduled Bristow flights from bases around the world.

Once the app is downloaded, users can expect fast and real-time access to information that includes departure time, flight number, client company, estimated time of arrival, routing information and current status of the flight.

Bristow’s new Flight Status app allows passengers fast access to real-time flight information.
Bristow, together with Avincis Group and CHC Helicopter, recently announced that they have launched a review of safety practices that will deepen their commitment to share best practices and consistently operate at the highest possible level of safety. The three companies leading this effort will reach out to other helicopter operators to encourage them to join the review group.

The joint review of safety-related processes, procedures, training and equipment will identify best practices on the ground and in the air, combining the operators’ collective experience. Experts in safety, training and flight operations from the three companies will participate in the review initially, with subsequent involvement to include their maintenance personnel and other key industry professionals. The group first will focus on European operational procedures, but will explore and adopt best practices from the global industry and scale its review accordingly.

The Singapore Armed Forces conducts yearly military exercises in the military training area at Shoal Water Bay in Central Queensland, Australia. The exercise varies in size but can involve land, sea and air elements, heavy-lift helicopters and various fixed-wing aircraft. As the contractor to the Republic of Singapore Air Force Super Puma fleet in Oakey, Bristow Defence Industries (BDI) has just completed its 15th consecutive year of support for this exercise. The exercises have varied in duration; however, for the last four years they have been approximately 10 weeks long. BDI typically deploys upwards of 35 staff for the majority of this period to support the current fleet of six Super Pumas.

This year BDI supported more than 450 flying hours with no injuries to staff, either deployed or at the home base in Oakey. BDI was also able to complete a major service in the early phase of the exercise, allowing the serviced aircraft to deploy for the later part of the exercise and supplement the five aircraft that were already deployed. BDI staff also manned a 24/7 search and rescue capability within the exercise area of operations.

Amid blizzard conditions the night of December 18, 2011, Royal Navy Search and Rescue (SAR) Pilot Craig Sweeney led a daring mission to a Scottish mountaintop to rescue an injured climber. His efforts on that day were recognized earlier this year when he received the UK Air Force Cross, which honors grit, determination and courage in non-combat aviation. “Sweeney demonstrated exceptional levels of leadership, grit and composure, enabling him to fly the most demanding sortie of his career,” said Sweeney’s commanding officer in the Royal Navy.
awarded for the finest feat of naval aviation. “In every SAR aircraft, there are four people working very hard together to execute any rescue,” Sweeney says. “The Fleet Air Arm Sword is a team award that truly reflects the efforts of all on board that day. In particular, crewman Jason Bibby provided me with exceptional and seamless support in the most extreme Scottish weather conditions.”

Bristow is leveraging the skills and experience of its former military crew members in the development of enhanced SAR-related training activities. Bibby has played a key role in contributing to Bristow’s night vision goggle training. “I am proud that we have the opportunity to continue to work together as partners, now providing SAR services for Bristow on behalf of the Maritime & Coastguard Agency (MCA),” says Sweeney.

**SCOTT BARKER RECEIVES QUARANTINE AWARD**

Ground handler Scott Barker was recently presented a Quarantine Award on behalf of a Bristow client for his attention to detail that led to the discovery of non-indigenous ants aboard offshore cargo. As Barker was unloading cargo from an aircraft, he spotted a large quantity of ants coming from a piece of freight. He alerted a client quarantine officer, and together they sealed off the contaminated area. A sample of the ants was then sent to a lab for analysis. Lab results revealed that the ants were non-indigenous and posed a significant risk to the local ecosystem.

**CAPTAIN MARK PRIOR HONORED BY AERONAUTICAL SOCIETY**

Bristow’s Global Operational Standards Manager Mark Prior received the 2013 Rotorcraft Specialist Group Award and the Alan Marsh Medal from the Royal Aeronautical Society. The awards were presented in recognition of Prior’s continuous series of contributions, and the standards that he has been instrumental in setting, in relation to flight safety based around flight test and regulatory improvement.

Prior received the awards at the Society’s headquarters in London on November 6, before the annual Brabazon lecture. Prior to his current position, he served as a Bristow test pilot for nearly 11 years and in the Royal Air Force for 19 years, including six years as an experimental test pilot.

“The Alan Marsh Medal is well-deserved recognition of a lifetime of exceptional safety achievement and service by Capt. Prior. We’re so fortunate to have Mark’s caliber of expertise and experience on the Bristow team. We salute him not just for his past accomplishments, but for his ongoing commitment to enhancing the safety of our operations into the future,” says Vice President and Chief Safety Officer Steve Predmore.

Established in 1866 to advance the science and engineering of aeronautics, the Royal Aeronautical Society now has 67 international branches and is the world’s only professional body dedicated to the entire aerospace community. It has honored outstanding achievers in aerospace since 1909, when Wilbur and Orville Wright came to London to receive the society’s first gold medal.
BRISTOW CELEBRATES 30 YEARS AT SUMBURGH

On November 30, Bristow celebrated a significant milestone – 30 years of delivering search and rescue (SAR) services from Sumburgh on behalf of the Maritime & Coastguard Agency (MCA). Bristow crew members past and present, and representatives of the MCA, Sikorsky and local search and rescue operational partner organizations gathered at the SAR base at Sumburgh Airport to mark the anniversary.

Director of MCA Richard Parkes presented a Coastguard Meritorious Award to the base. A letter of commendation from Sergei Sikorsky and an award was also presented by Sikorsky. Bristow presented individual operational excellence awards to employees Robin Atkinson, Mike Cockerill, Wendy Cooper, John Grant, Scott Lobban, Martin Naylor, Eric Turfus, and Josh Williams. Member of Parliament Stephen Hammond sent a videotaped message, as did Bristow Group President and CEO Bill Chiles and Bristow Helicopters Managing Director Mike Imlach.

From left, Global SAR Development Manager Simon Tye and UK SAR Director Samantha Willenbacher presented operational excellence awards to Scott Lobban, John Grant, Mike Cockerill, Martin Naylor, and Wendy Cooper during the November 30 celebration at Sumburgh. Also receiving operational excellence awards were Josh Williams, Robin Atkinson, and Eric Turfus.

Participating were former and current Bristow SAR management and crew members, representatives from Sikorsky and the MCA, and local dignitaries.
SAR ENGAGES STAKEHOLDERS

In preparation for taking over the UK Search and Rescue (SAR) contract from April 2015 and in partnership with the Maritime & Coastguard Agency (MCA), on whose behalf Bristow will deliver the contract, Bristow’s UK SAR team has been conducting dedicated engagement events at locations across the UK, including Prestwick, Berwick/Boulmer, Caernarfon, Humberside, Inverness, Manston and St. Athan in 2013, and Newquay and North Devon in 2014. These events are aimed at operational partners and local stakeholders and give Bristow the opportunity to provide an overview of how the new service will operate as well as giving attendees the chance to ask questions. To date, more than 300 individuals have attended the events. Questions from attendees focused on the new kit and technology Bristow will be bringing to the service, how the transition from the current military service to Bristow’s service will be managed and how Bristow will organize joint training exercises in the lead-up to and throughout the contract.

COBU AND WASBU ACHIEVE TARGET ZERO MILESTONES

During October, COBU reached a Target Zero milestone when it passed 1,500 days without a Lost Work Case and 1,250 days without any type of reportable accident. In recognition of the accomplishment, COBU Director Mark Becker said, “This safety record is a credit to every single person in our business unit. Our challenge now is to maintain that record by being ever more vigilant in the way we observe safety, intervene where we see hazards and recognize the good safety behavior of our work colleagues.”

On December 3, at the final Quality, Health, Safety and Environment meeting of the year at the Nigerian Air Force base in Port Harcourt, Bristow staff and client representatives from two major oil and gas companies celebrated the achievement of significant Target Zero milestones including the base’s completing 553,690 man hours Calendar Year to Date and more than 700 days without a recordable accident and Lost Time Injury. During the celebration, awards were presented to Bristow Engineering Superintendent Mick Glover and Ramp Control Officer Kingsley Nwachukwu.
BRISTOW PARTICIPATES GLOBALLY IN R U OK? DAY 2013

On September 12, Bristow employees from all across the world participated in R U OK? Day 2013.
On Thursday, September 12, 2013, Bristow celebrated R U OK? Day, a company-wide day of awareness to promote connections and conversations on a personal level among individuals and to prevent small personal problems from becoming larger ones. The R U OK? initiative is part of Bristow’s pursuit of Target Zero safety.

Dressed in yellow R U OK? T-shirts, Bristow employees around the world took time to reflect about how they personally affect others, how they can impact the lives of their colleagues and how they can make a difference. With a focus on mental and physical well-being, Human Resources coordinated activities that included healthy meals, massages, guest speakers and other activities to promote wellness.

“It is not uncommon to hear co-workers ask each other ‘R U OK?’ during the normal course of work, and this shows that colleagues truly do care and look out for each other.”
– Bristow HR Business Partner Sally Lemet

“The awareness and participation in 2013 was significantly higher than in 2012. Employees welcomed the events as an opportunity to participate in something together.”
– Bristow HR Business Partner Beverly Breaux

“R U OK? has heightened everyone’s awareness regarding looking after your fellow workers as well as yourself. A small effort can go a long way.”
– Bristow HR Manager Yvonne Savage

“Taking a few moments throughout the year to check in with one another can and does make a big difference.”
– Bristow HR Manager Heather Jehnes

“The phrase R U OK? is now commonly used to start genuine conversation and give some helpful kind words or advice.”
– Bristow HR Manager Femi Collins

“More and more employees are getting involved in the day and joining in events around the bases. We hope that if an employee or a member of their family ever does need support, they know where to find it.”
– Bristow HR Coordinator Kylie Cardinal

“Employees have truly embraced the principles of looking out for one another.”
– Bristow HR Manager Ellie Runciman

“I think the biggest impact has been awareness and the realization that our mental attitude in some way affects everyone. The whole day really brings a feeling of comradery to the office.”
– Bristow HR Manager Susannah Schoen
**EMPLOYEES CONTRIBUTE TO FIGHTING BREAST CANCER**

During the month of October, Bristow employees at both the global and local levels helped to support the fight against Breast Cancer by supporting the Susan G. Komen organization.

In Houston, employees led by Senior Vice President of Administration Hilary Ware collectively raised $10,250 in support of the Susan G. Komen Race for the Cure 5K. Ware was also recognized by the Susan G. Komen organization as the events fourth highest personal fundraiser.

At the global level, employees overwhelmingly responded to Senior Vice President and CFO Jonathan Baliff’s call to action. In an email addressed to all employees, Baliff pledged to donate $500 on behalf of each Bristow team that wore pink and sent in a photo. Employees from all around the world sent in a total of 57 team photos. Baliff, together with an “anonymous” Bristow leader, donated a total of $28,500.

**BRISTOW DONATION TO PHILIPPINES DISASTER RELIEF**

Bristow has donated $25,000 through the Disasters Emergency Committee (DEC) to help alleviate the suffering of the people in the Philippines affected by Typhoon Haiyan on November 8, 2013. DEC consists of 14 leading UK charities working collectively to raise money quickly in response to global disasters. In addition to this donation approved by the Bristow Uplift Committee, Bristow also matched all employee donations up to $2,500.

**WASBU’S DONATION TO SCHOOL RECOGNIZED BY LAGOS MINISTRY OF EDUCATION**

Through Bristow Uplift, Bristow Helicopters in Nigeria has awarded the Wesley School for the Hearing Impaired with a large grant that will provide the school with a solar-powered photovoltaic system, 14 new computers, and lighting and fans. In recognition of the grant, the Lagos State Government through its Ministry of Education presented an award to Bristow on December 3, 2013, as part of the International Day for Persons Living with Disabilities.

“I am impressed with the level and quality of support provided by Bristow. Providing computer access, while ensuring there is constant energy to power the computers and the schools’ sick bay, thereby giving the children more learning opportunities, will be so much more rewarding for the children and teachers,” said retired director in the Federal Ministry of Education Mobolaji Adenubi.

The Commissioner of Education Olayinka Oladunjoye and First Lady of Lagos State Her Excellency Dame Abimbola Fashola presented an award from the Lagos State Government to Bristow at an event on December 3. Bristow Analyst Iyabo Bello accepted the award on behalf of Bristow.

During Breast Cancer Awareness month, Administration Officer Susan Shyllon, Intern Sofiat Abioye and HR Business Partner Bukola Kale were selected as the team that best “represented” pink in support of SVP and CFO Jonathan Baliff’s call to action.

Employees in New Iberia overwhelmingly responded to SVP and CFO Jonathan Baliff’s call to action.
AUSBU BUILDS RELATIONSHIPS WITH CLIENTS THROUGH BRISTOW UPLIFT ACTIVITIES

Human Resources (HR) and Business Development (BD) leadership in AUSBU have brought the benefits of Bristow Uplift to clients as a way to build stronger relationships and increase engagement. One example is the R U OK? program, which Bristow HR Manager Keir Williams has brought to a client offshore. In September, she traveled to visit with the client’s staff. “I did a presentation on the foundation of the R U OK? day and Bristow’s support of the Afield program, which targets fly-in and fly-out employees. These employees are exactly the type of hard-to-reach individuals the program hopes to connect with,” Williams says.

At the Oakey base in Queensland, Bristow staff invited members of the Republic of Singapore Air Force (RSAF) to participate in R U OK? day. The event was such a resounding success, the Detachment Commander declared next year’s event a “no fly day,” to allow his staff time to focus solely on the messages of the day. The BD teams now use Uplift photos and literature in their Health, Safety and Environment presentations and tender documents. The BD teams also offer clients the opportunity to partner in Bristow Uplift activities and sponsorships.

EMPLOYEES INDIVIDUALLY TAKE ON MAJOR UPLIFT INITIATIVES

Several Bristow employees have demonstrated the “power of one” by taking on their own personal Uplift initiatives.

In EBU, Bristow Pilot David Preston participated in three separate endurance events in September and October to benefit Marie Curie Cancer Care, a charity dedicated to alleviating the suffering of cancer patients. His three initiatives totaled more than 232 miles of running, cycling and kayaking. As a result of his personal determination, Preston was able to raise £1,206.86.

In WASBU, Jose “Pepe” Gimenez scheduled three separate long distance endurance races totaling 240 kilometers in support of local charities. He donated all of his proceeds on behalf of WASBU to the Asociación de Padres con Niños con Cancer (ANDEX), Fidelis et Fortis and Colegio Las Esclavas.

In AUSBU, Julia Garland is preparing to take on the trek of a lifetime in support of the fight to end poverty in the Philippines. Julia will be participating in Good Return’s Inaugural Women of the World: Trek to End Poverty, scheduled for March 3-13, 2014.
MANAGEMENT CHANGES

Scott Clark, Head of Centralized Engineering for COBU
Kristina McGrath, Director of Corporate HR and Talent Management
Tolu Olubajo, Legal Counsel based in Redhill
Mark Plunkett, Head of Engineering for IBU
Amla Ramnasibsingh, Service Delivery Manager for Bristow Caribbean Limited (BCL)
Silvia Testa, Associate General Counsel based in Houston

Global Communications
Tricia Morley, Director
Taylor Long, Specialist
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Global Communication Network (GCN)
Janet Abadie, NABU
Iyabo Bello, WASBU
Allan Blake, AUSBU
Christopher Bond, Q & S
Daniel Bowden, AUSBU
Beverly Breaux, NABU
Kylie Cardinal, AUSBU

On October 1, 2013, Steve Predmore was appointed Vice President and Chief Safety Officer. In this role, Predmore will be responsible for providing senior leadership and technical expertise related to all safety, safety auditing, health and environmental matters. He will lead the refinement and implementation of Bristow’s safety policies and procedures ensuring that the company has an effective Safety Management System (SMS) and has demonstrated proactive industry leadership in safety in accordance with the company’s Target Zero Culture of Safety.

Renee de Jong, EBU
Jessica Ditch, NABU
Linda Gilbert, Corporate
Heather Jehnes, Academy
Amanda Lawrence, Academy
Sally Lemet, IBU
Christine Longtin, Academy
Jon Oakey, IBU

Oladapo Oyeleke, EBU
Amla Ramnasibsingh, IBU
Sandie Richardson, Legal
Inger Marie Roenneberg, EBU
Audrey Smith, EBU
Keir Williams, AUSBU

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Bristow
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ZERO COMPLAINTS