

IAC contract extension supports S-92 purchase, North Sea growth

Bristow will introduce five new, state-of-the-art Sikorsky S-92 aircraft into the Shetland Islands in the North Sea in mid-2007 as part of a three-year contract extension with Integrated Aviation Consortium (IAC), the consortium of Shell, CNR, BP, Petrofac and BP Sullom Voe.

Valued at more than \$165 million, the contract extension calls for Bristow to replace six Eurocopter AS332L Super Puma aircraft, which will be relocated to take advantage of other opportunities. Bristow has exercised options under a sales agreement with Sikorsky Aircraft Corporation to purchase four additional S-92 helicopters. One of two S-92s ordered in May 2006 will also be used to fulfill the IAC contract.

In addition to providing helicopter services to the Shetland Basin, Bristow also supports IAC with fixed-wing aircraft ferrying passengers between Aberdeen and Shetland.

"This is exciting news for Bristow," says Mark Duncan, senior vice president, Global Business Development. "We were able to secure this contract extension with IAC through direct negotiation based on our ongoing excellent service and having firm delivery positions with Sikorsky of new S-92 helicopters. We are already in discussions with several customers regarding future redeployment of the Super Pumas."

Bristow has worked for IAC since 1996.

Doing the right thing helps win customer confidence

by Gavin Sinclair, vice president, Compliance

You've heard a lot about business ethics at Bristow in the past year, and by now you should have received the *Bristow Code of Business Integrity* (COBI) booklet. The next step? Integrating business integrity deep into the Bristow culture.

It might be tempting to think this is a burden on the business. In fact, it's just the opposite. Consider the following:

- Increasingly, customers prefer or insist on doing business with suppliers they can trust to do the right thing.
- Investors are increasingly interested in ensuring that their cash goes to companies with high business standards.
- Research shows that companies who practice integrity find it much easier to attract and retain employees.
- Employees are generally more comfortable working in an environment where managers can be relied on always to act with integrity, and it is absolutely clear that policies and laws must not be broken.

Late last year I visited many of Bristow's major business locations to deliver Business Integrity training to over 300 managers. What struck me most during these visits was the high degree of support for this initiative.

Training continues

During the rest of 2006 we will continue to roll out the COBI online training to employees. Those of you who have access to the Bristow intranet should take a look at the new Business Integrity site (click in the



Gavin Sinclair

box just below the picture of Bill Chiles on the welcome page), where you can find policies and guidance notes on many aspects of our Compliance Program.

Although our COBI provides guidance in many areas of business activity, it can never answer every question that arises. If you come across something in your work that

(continued on page 7)



Air Apparent

Engineering apprentices begin six months of hard work at Tullos Training College in Aberdeen. Next they'll head for Air Service Training in Perth (UK) to complete their Category A3 engineering license examinations. On the front row, left to right: Matthew Gillam, Mark Ewenson, Mark Salter, Stuart McCallum, Jonathan Watson and Bristow Engineering Training Coordinator Paul Richardson. Aircraft door, top to bottom: Scott Stitchell, Garreth Morgan and Scott Everest.

Work to begin in Kenya, Libya

Add Kenya and Libya to the growing list of countries where Bristow operates.

In November, Bristow will begin transporting crews for Woodside Energy to drilling rigs offshore Kenya. Two Eurocopter AS332L helicopters are being provided to support the project, Bristow's first in East Africa. The work is covered by a three-year contract that also includes Woodside projects in Australia.

"We're seeing increased interest by energy companies in East Africa," says Pedro Blazquez, vice president, Other International.

"We've heard from companies interested in our services in Kenya, Tanzania and Madagascar."

Bristow also has secured Woodside work in Libya through Mediterranean Aviation Company Limited (Medavia). The Woodside exploration program is expected to begin in early 2007 and continue for at least six months. Bristow will provide one Eurocopter AS332L and flight and maintenance crews. Aircraft will be based at Misurata City, on the Libyan coast east of Tripoli.

HELICOPTER SERVICES

Significant contracts reported recently by Bristow business units include:

EUROPE

Talisman Energy

The Canadian oil and gas company became a new Bristow customer in 2005 and recently requested that we provide a second EC225 helicopter to support its expanded North Sea operations. The second EC225 will begin operations first quarter 2007.

NORTH AMERICA

Chevron

Two S-76C++ helicopters have been requested in mid-2007 to support the Tahiti deepwater production facility located in Green Canyon 640 of the Gulf of Mexico.

Devon Energy

A Bell 214ST will go on contract with Devon in February 2007 to support locations in the Walker Ridge area of the Gulf of Mexico.

Pioneer Natural Resources

A four-year offshore contract with Air Logistics of Alaska started earlier this year using a Bell 412 helicopter (redeployed from Mexico). A 40-well drilling program will commence in 2007 in a field expected to have a production life of 25 years.

Woodside

The provision of an S-76C++ helicopter to support a Gulf of Mexico deepwater drilling program will begin in February 2007. The contract has the potential to run up to three years.

OTHER INTERNATIONAL

Agip KCO

Bristow International is providing two S-76C++ helicopters in Kazakhstan to help satisfy a three-year Agip contract awarded in June.

Petronas Carigali Morocco

A letter of intent has been received for the provision of one S-76A++ to support short-term exploration offshore Morocco due to start in Q2 2007. This award was received because of our successful operations for Petronas in Turkmenistan.

Sinopec

Sakhalin Bristow Air Services added this new customer, winning a short-term contract in Sakhalin for crew change operations using an Mi8MTV helicopter.

SOUTH & CENTRAL AMERICA

Global Geophysical

This win marks Bristow's entrance into another South American country. Working through a damp lease to a local contractor, we are providing a Bell 212 helicopter in Peru to support seismic work beginning in October.

Pride International

A direct contract with the Houston-based drilling contractor began September 1, supplying a Bell 412 helicopter to support operations offshore Mexico.

SOUTHEAST ASIA

Santos

Australia-based Santos has asked for an additional AS332L to support an extended drilling program offshore northwest Australia. The aircraft will initially be based at Karratha.

Woodside Petroleum

The base contract for Woodside Petroleum, Australia's largest publicly traded oil and gas exploration and production company, has been extended by two years. The relationship with Woodside has led to work in other areas, including Mauritania and Kenya.

PRODUCTION MANAGEMENT

Maritech Resources

The E&P subsidiary of TETRA has awarded Grasso Production Management an operations and maintenance contract that potentially could exceed \$150K in monthly revenue. Approximately 16 Grasso employees will work on 12 Maritech facilities in the High Island area of the Gulf of Mexico.



From left, front row. Mike Meaux, Jim LeJeune, Josh Constant and Paul Turner are part of the Grasso team working for Maritech Resources. In the background is John Copeland of M&M Crane.

Knudson elected chairman, Bolden joins board



From left: Ivar Eie of Norsk Helikopter, Bristow Chairman Tom Knudson, CEO Bill Chiles and new board member Charles Bolden.

In August, Tom Knudson, a member of the Bristow board of directors since June 2004, was elected chairman, while former NASA astronaut Charles Bolden was named to join the board. Bolden is chief executive officer of JackandPanther LLC, a military and aerospace consulting firm.

Knudson is chair of the Corporate Governance and Nominating Committee. He retired from ConocoPhillips in 2004, following a distinguished 29-year career. A former aerospace engineer, U.S. Naval Academy graduate and Vietnam veteran who flew the A-7, Knudson serves on the boards of NATCO Group and Williams Partners L.P.

Bolden serves on the Compensation Committee as well as the Governance and Nominating Committee. He is a graduate of the U.S. Naval Academy who also earned a master of science degree in systems management from the University of Southern California. A space shuttle pilot astronaut for NASA for 13 years, Bolden flew four space missions, commanding two of them. He retired from the United States Marine Corps in 2003 as a major general serving as the commanding general of the Third Marine Aircraft Wing. Bolden's 34-year military career included serving as commanding general, 1 MEF (FWD) for Operation Desert Thunder in Kuwait. During the Vietnam War, he flew more than 100 sorties into North and South Vietnam, Laos and Cambodia in the A-6 Intruder.

In February, Thomas Amonett, president and CEO of Champion Technologies Inc., and Michael Flick, retired executive vice president and chief administrative officer at First Commerce Corporation, joined the board.

"We are extremely fortunate to have these experienced leaders on the Bristow board," says CEO Bill Chiles. "Their expertise and independent thinking are incredibly valuable company assets. They will help make Bristow a better, more successful company."

Shell promotes safety first



For more than 25 years, Shell companies collectively have been one of Bristow's largest customers. Today approximately 20 Bristow helicopters are dedicated to Shell in the North Sea, Nigeria, Alaska, Australia, Sakhalin, Egypt and the U.S. Gulf of Mexico, making us the oil giant's largest single provider of aircraft services.

What kind of customer is Shell? "We are demanding," says Bob Sheffield, managing director of Shell Aircraft Limited. Sheffield's organization manages the company's corporate fleet and sets the standards for aircraft providers around the world.

Safety requirements

"Traditionally, we have led the industry in terms of safety requirements. We've also funded key research with Bristow affiliates in the North Sea that have led to some important safety improvements." Those improvements include the industry's first flight-data monitoring program and helicopter underwater escape training.

"We have a good collaborative relationship with Bristow that always looks at what can be done to improve safety. That's not true with all helicopter operators," says Sheffield, a former U.S. Air Force jet pilot and petroleum engineer.

Currently, Shell and Bristow are testing an evolution of the Traffic Collision Avoidance System (TCAS) that locates aircraft based on transponder signals. The system also tells a pilot which way other aircraft are headed and a proper course to avoid them. The two companies also are collaborating on competence-based criteria for pilots and engineers.

7/7 = 1 initiative

Shell wants travel by helicopter to be as safe as travel by commercial airliner. "We've identified seven key measures from our research that can reduce the accident rate from around seven fatal accidents per million hours of flight time to one per million hours," says Sheffield. "That's our goal, and Bristow has committed to implementing those standards." (See sidebar.)

Sheffield's longer-term vision for air travel includes aircraft operators and oil companies establishing a common global standard for the selection of aircraft, how they'll be equipped and maintained and how the pilots will be trained. "Those standards are steps toward oil companies' sharing aircraft," Sheffield says.

"Together with Bristow we have one of the best safety records in the business," Sheffield concludes. "The Bristow name has a lot of positive association with it. I



"Together with Bristow, we have one of the best safety records in the business," says Shell's Bob Sheffield.

was extremely pleased to see the company brand itself Bristow Group. I think it's very smart marketing."

Bristow implementing new standards

"We've shown that fully implementing the 7/7 = 1 safety standards in an organization with the right safety culture can reduce the helicopter accident rate by 80 percent," says Shell Aircraft's Bob Sheffield. His view of Bristow's implementation:

- 1. Latest helicopter standards.** "Bristow is buying Sikorsky S-92 and EC225 Super Puma helicopters."
- 2. Simulator training.** "Bristow has its own Super Puma simulator in Aberdeen and meets our requirements for annual simulator training in most locations."
- 3. Quality and safety management systems, with effective operational controls.** "Bristow has led the industry in the development of these systems."
- 4. Integrated Health and Usage Monitoring Systems (iHUMS).** "Bristow was the first company to test these systems, as part of a Shell-funded project."
- 5. Helicopter Operations Monitoring Program (HOMP).** "Again, Bristow was an equal partner with us in developing these systems."
- 6. Takeoff and landing profiles.** "Bristow pilots know how to use performance charts to determine the best profiles to minimize the potential consequences of engine failure during takeoffs and landings."
- 7. Technical equipment on board.** "Bristow is a leader in implementing systems that help prevent aircraft from flying into the ground, water or other aircraft."

Road to safety excellence starts with data

by Dick Healing

"Just the facts, Ma'am!" LAPD Sergeant Joe Friday, played by TV actor Jack Webb in the TV series *Dragnet*, always made it clear what he needed to solve whatever crime he was investigating. It all depended on "facts."

The same principle applies to improving safety. The road to improvement is built on a foundation of facts. At the U.S. National Transportation Safety Board, investigators rely on facts to determine the probable cause of an accident and to ensure that NTSB's safety recommendations are surely going to prevent any recurrence of the accident and result in improvement.

Bristow is laying that foundation, and I've been impressed by the strong support and commitment of Bristow corporate leaders to Quality and Safety. Their commitment and involvement in the safety process, along with acceptance of accountability when things go wrong, ensure ultimate achievement of the "zero injuries, zero accidents" goal.

Corporate and individual accountability are a backbone for success. When every person in an organization, in every workplace and in every activity holds himself accountable for his actions, the mistakes that can lead to accidents are rare occurrences that can be targeted for mitigation. Personal accountability in the workplace also influences behavior when off duty or at home, reducing the likelihood of accidents and injuries that can cause lost workdays.

At Bristow, the goal of zero accidents and injuries is achievable. The road to achieving this level of excellence is being mapped out by corporate leadership, built on a basis of facts, paved with corporate and personal accountability, and bound together by strong communication of the safety message by a well staffed, fully qualified Q&S team. Whether you are conducting operations or supporting staff or corporate leadership, your acceptance of the safety challenge and your personal commitment to making it happen will enrich your life and the lives of all your coworkers.



Dick Healing

Richard F. Healing, a professional engineer and safety expert, is a senior partner in R Cubed Consulting LLC and a consultant to Bristow. He is a former member of the National Transportation Safety Board and a founder of a U.S. Navy program responsible for major reductions in aviation accidents.

EASTERN HEMISPHERE

Tradition of quality and safety supports international growth

The Bristow helicopter business is organized into two divisions. Next issue we'll profile the Western Hemisphere division.

SNAPSHOT

Countries: 16

Employees: 2,337

Bases: 37

Aircraft: 117 (does not include aircraft owned by joint ventures)

Flight hours (fiscal 2006): 91,663

Top Five Customers: Shell, UK Coastguard, ExxonMobil, Woodside, Talisman

Key Joint Ventures: Norsk Helikopter, FBH, Petroleum Air Services (PAS), Atyrau Aye Zholi, Turkmenhovayollary, Aviashef

2006 Revenues: \$502 million

Headquarters: Redhill, England

From the harsh conditions of the North Sea and Sakhalin to the sandstorms of Mauritania in West Africa, Bristow's Eastern Hemisphere division faces some of the world's most challenging environments in transporting clients safely.

"When it comes to serving remote locations, no one does it better," says Richard Burman, senior vice president, Eastern Hemisphere.

One reason is experience. More than 100 employees in the division have worked for Bristow for more than 30 years. Another reason is dedication to safety that protects employees and clients, wins awards and earns praise from clients. "Safety is absolutely the top priority," Burman says. "It's a team effort supported by a safety management system (SMS) that is second to none."

Ask Burman about the division's recent highlights, and he points to improved financial performance, a stronger management team, enhanced focus on clients, improved morale and the upcoming delivery of many new aircraft. "Heavies" on order include four EC225 Super Puma helicopters and six Sikorsky S-92s.

North Sea still dominates

Five business units comprise the division, which contributed about 65 percent of Bristow revenues in fiscal 2006. Approximately 50 percent of revenues came from the European Business Unit, which provides transportation to offshore platforms in the North Sea and performs search and rescue (SAR) services for the Coastguard in the UK (four bases of operation) and a consortium of clients in Holland (from the Den Helder base).

In the past two years, long-term contracts with Shell, Chevron and Talisman have strengthened Bristow's position in the North Sea.

Joint-venture partner Norsk Helikopter, with its 13 helicopters, extends Bristow's capabilities. Bristow owns 49 percent of Norsk, which in turn owns Lufttransport, an air ambulance business serving Scandinavia with 29 aircraft, predominantly fixed-wing.

Another joint venture is UK-based FBH, whose work includes pilot training, maintenance and support services to the British military under a contract that runs through March 2012. Bristow owns 50 percent of FBH.

Blake leading the Bristow effort. I know we can demonstrate that we're best suited for the contract."

While Bristow continues to conduct SAR missions under its existing contract with Her Majesty's Coastguard, work from that contract will begin to diminish from mid-2007.

West Africa faces short-term issues

Bristow knows the challenges of doing business in West Africa, especially Nigeria. Led by Danny Holder, the West Africa Business Unit is determined to conduct business ethically and make an acceptable rate of return for Bristow.

At the end of fiscal 2006, the West Africa Business Unit operated 48 aircraft, had more than 1,000 employees and had a 14 percent increase in revenues. Despite more revenue, profits were flat. Legal fees related to the SEC investigation, as well as higher local operating costs and overhead, contributed to the problem.

"Expect fiscal 2007 to be a transition year in the region," says Burman. "We have to improve pricing, bring expenses in line with



"Bristow's core values are embedded here. We continue to strive for a fair 'society' built around performance recognition, improved communication and integrity in everything we do." – Richard Burman

SAR-H on the horizon

FBH is part of a consortium with Bristow and Serco, a base operator and training provider, that will compete for a huge SAR contract from the UK government. Set to be awarded in 2010 and go into effect in 2012, the contract could be worth more than \$5.6 billion over 25 years.

"Bristow had the UK's SAR business for 22 years, flew 10,000 missions and rescued 6,500 people," Burman says. "We lost this business in 2006, and we want it back. Our consortium is well organized, with Allan

revenues and be realistic about the region's considerable opportunities and the current political and business climate. Attraction and retention of key staff are imperative."

Southeast Asia and Other International

The Southeast Asia Business Unit in fiscal 2006 consisted of operations in Australia, China and Malaysia. Australia had the lion's share of the aircraft, with 13. In Malaysia, the government strongly supports the growth of local helicopter services. Still, Burman sees it as an area for future growth.



- **European Business Unit**
2006 Revenues: \$243 million
Number of aircraft owned: 36
Number of employees: 520
Led by John Cloggie
- **West Africa Business Unit**
2006 Revenues: \$107.4 million
Number of aircraft owned: 39
Number of employees: 1,090
Led by Danny Holder
- **Southeast Asia Business Unit**
2006 Revenues: \$61.2 million
Number of aircraft owned: 17
Number of employees: 289
Led by Paul Gliddon
- **Other International Business Unit**
2006 Revenues: \$35.3 million
Number of aircraft owned: 21
Number of employees: 289
Led by Pedro Blazquez
- **EH Centralized Operation**
2006 Revenues: \$55 million
Number of employees: 186
Technical Services led by Grant Ireland

In China, initiatives are in place to secure a larger and stronger foothold while allowing us to share in market growth spawned by the expansion of Chinese oil companies outside of their home territory.

The greatest percentage growth at Bristow is coming from the Other International Business Unit. The Business Unit includes operations in Russia, Kazakhstan, Turkmenistan, Mauritania, Egypt, India, Kenya and Libya. Flight hours in the region nearly doubled last year, while revenues increased 66 percent. "This year the focus is on profitable growth. We are currently ahead of plan," Burman says.

In Egypt, the company benefits from 25 percent ownership of Petroleum Air Services and its fleet of 36 aircraft.

"We've strengthened relationships internationally and are expanding into countries in a very strategic, focused way," Burman says. The recent award of work in Libya for Woodside is an example (see page 1 for more information).

Centralized Operation Management and Technical Services

Division offices are in Redhill, England, where the Technical Services group provides aircraft services and also works on innova-

tions to improve passenger and crew safety. In some cases, these innovations are marketed to other companies.

"There's a lot of pride about what the division has accomplished," Burman concludes. "The new Bristow brand has been well accepted here, and we're very excited about the addition of new aircraft. The Business Unit structure has helped focus accountabilities, and the new management team appears to be well accepted. The support of Mark Duncan in global business development is helping us to focus our marketing better and optimize rates. All in all, we have a lot of reasons to be optimistic."



Innovations from the division's Technical Services group include a dual-hoist rescue system and an aircraft flotation device that inflates automatically. In 2003, Bristow received the Queen's Award for Innovation for continuous development of equipment and services in support of search and rescue missions.

FACES OF BRISTOW More than 2,300 Bristow employees work in the Eastern Hemisphere division. Here are just a few.



Kofo Macaulay is a quality and safety manager for the West Africa Business Unit in Nigeria. *Highlight:* Importation of 14 new aircraft and associated training.



Dan Summers is the project manager of the Perth Heavy Maintenance Hangar in Australia. *Highlight:* Achieving his current position and becoming a qualified Search and Rescue Aircrewman.



Captain John Whale, of Cornwall, England, flies out of Aberdeen for Bristow North Sea clients. *Highlight:* On September 5, he passed his 20,000th flying hour. More than 95 percent of those hours over the past 37 years have been flown for Bristow and associated companies.

Finance helps fuel business growth

For most of us, last year's investigations were distractions. In the Finance organization, employees had their jobs changed for months. Instead of helping to build the business, they were required to help dissect and fix it.

No more. Chief Financial Officer Perry Elders, who joined the company a year ago, says most of that repair work is done. That's good news for the divisions and business units that count on Finance for timely and accurate information. "Instead of being the ball and chain that Operations was dragging around, Finance is now supporting Bristow's drive toward business growth," Elders says.

Examples of that proactive approach include the sale of \$230 million of preferred stock, a \$125 million credit facility and on-time reporting to management and the board of directors. Finance also is leading efforts to improve the company's cash management, simplify the organizational structure and minimize the company's overall tax bill in accordance with U.S. and local-country laws.

Elders proud of Finance accomplishments

Elders heaps praise on the Finance organization, which includes teams in accounting, treasury, investor relations, planning, tax and internal audit.

"There have been mammoth accomplishments in the past year," he says. "It wasn't just the amount of work, but it also was the potential for the negative tone of the investigation to affect morale. I give credit to the people who were here during the entire investigation and to the new people." Those new people include Liz Brumley, chief accounting officer; Mark Frank, planning director; and Joe Baj, treasurer. "The chemistry in Finance is working really well."

More than 100 people report in to the Finance division. Many of those work in accounting roles across the Bristow world. A priority for them and the entire organization is equipping company executives and managers with the information they need to run the business.

"A few months ago Bill Chiles said Bristow was 'flying blind' because managers didn't have financial results quickly enough to make necessary changes," Elders says. "Today we're providing information weeks sooner, and there's a greater depth of information."

Aberdeen terminal gets makeover

A major refurbishment of the Bristow passenger terminal at Aberdeen Airport in Scotland is giving more than 3,000 passengers weekly a better travel experience and a better impression of Bristow.

The \$900,000 terminal makeover is part of a \$2.3 million project designed to improve passenger comfort, safety and security at the base. Highlights for passengers include satellite TV, Internet access, improved lighting, a breakfast bar area, more inbound space, a second departure gate and a quiet lounge where cell phones

and laptop computers are off limits.

"We are all striving to make sure that Bristow has the best heliports in the North Sea," says Duncan Moore, the Bristow project manager who oversaw the refurbishment. "The feedback we've heard from the oil companies is very positive, underpinning our goal to build value with our clients."

The total base makeover includes a new dedicated supply-chain logistics center, upgrades to maintenance facilities and new offices for Bristow staff.



The refurbished passenger terminal handles approximately 35 flights daily. A highlight of the new air-conditioned terminal is this brightly lit passenger lounge. *Photograph courtesy of Ken Taylor Photography*



High Flyers

Pilots **Philip Murphy** and **James Launder** finished eighth in their division of the Avon Descent, billed as the world's greatest white-water race. The team spent a combined 15 hours and 25 minutes paddling a kayak along 85 miles of the Avon River in Western Australia. Fellow pilot **Matthew Garth** managed and coached the team... **Marion Ede** and **Ian Scott** raised nearly \$1,400 for the British Heart Foundation as part of the annual London-to-Brighton bicycle ride. They thank their Bristow sponsors.

Marion Ede was bewitching among the 27,000 riders in a 54-mile British Heart Foundation bicycle ride.

James Launder (shown right) and Philip Murphy were among 700 competitors in the annual Avon Descent race.



Core Values in Action

Hurricanes can't stop team in New Iberia

From time to time, we'll showcase how Bristow people are living the core values of safety, quality and excellence, integrity, fulfillment, teamwork and profitability. This issue profiles teamwork among flight followers in New Iberia, Louisiana.

When two major hurricanes flattened much of the Louisiana Gulf Coast in 2005, flight followers at Air Logistics in New Iberia teamed up in the skies – literally – to make sure pilots and customers were safe.

In late August 2005, Hurricane Katrina demolished the base in Venice, Louisiana. Less than a month later, Hurricane Rita flooded the Intracoastal City base and nearly destroyed the base in Creole.

Employees, meanwhile, suffered personally. A number of support staff, pilots and mechanics lost everything except for what they could carry during the evacuation.

"All reported to work as usual and performed their jobs as normal despite the heavy loss they incurred," says Harold Causey, Gulf Coast manager.

While no aircraft were damaged by the hurricanes, the destruction of radio structures onshore and offshore posed new challenges to operations, especially for the team of flight followers.

The solution? The team used a corporate King Air and two Cessna 172 aircraft to provide flight following from the air. Flight followers took flight plans, using paper and notebook PCs, and coordinated flights with other airborne flight followers. This went on for three months, four operations daily.

"We went up every day," says Yvonne Vining, flight follower. "Many of us hated flying. Some of us even suffered from motion sickness, but we all managed, working as a team to keep our pilots and customers safe."

"Our team has worked in some very unusual circumstances," says Causey. "It was the very best example of teamwork I've seen."



Two shifts of flight followers work in New Iberia. Left to right: Becky Griffin, Dawn Breaux, Kathy Chilton, Roslyn Delahoussaye and Kellie Lemaire. Schedule 1 flight followers not pictured: Delaine Naquin, Kristi Jackson, Sonia Knight.



Left to right: Candace Broussard, Yvonne Vining, Renee Broussard and Joanna Kelly. Schedule 2 flight followers not pictured: James Dickens, Debra Rock.

Doing the right thing (continued from page 1) just doesn't feel right, visit with your supervisor or HR representative. Because circumstances sometimes can make this step difficult, the Confidential Hotline is available. The number of calls to our hotline is steadily rising, which tells me that employees are more confident about raising issues that concern them.

CONFIDENTIAL HOTLINE
888.840.4147 (U.S. only)
770.582.5277 (Int'l. only)
www.tnwinc.com/webreport

Management Changes

In the European Business Unit, **John Cloggie**, Bristow technical director since 2004, has been appointed acting director of European Operations based in Aberdeen. **Jim Goodbourn**, former head of the RAF Search and Rescue Service, has joined Bristow to help win the recently announced Search and Rescue Harmonization (SAR-H) contract in the UK.



John Cloggie



Mike Simon

Jeremy Akel, who was named director of the Central & South American Business Unit in July, has announced several changes in his organization. Appointments in the New Iberia team managing business in South America include **Ivan Culver** to commercial manager, **Mark Fontenot** to operations manager and **Tim Dobbs** to maintenance manager.

Mike Simon has joined the Grasso Division as executive vice president, reporting to Bill Donaldson. Mike has 34 years of exploration, drilling and production experience with Houston Exploration, Sonat Exploration and Gulf Oil.

News Briefs

A letter of commendation from Shell to **Danny Holder**, director of our West Africa Business Unit, praises Bristow's Nigerian operations following Shell audits of our Port Harcourt and Warri operations... Bristow is sponsoring the Excellence in Training and Development Award in this year's Surrey (England) Business Awards. **Allan Blake**, director of Corporate Affairs for the Eastern Hemisphere, is a principal judge for the award... The Queensland (Australia) Government has awarded our Bristow Defense Industries affiliate a Ministers Award for Excellence for Employers of Australian Apprentices. For seven years, a BDI apprenticeship program has supported a contract to maintain eight Super Puma helicopters on behalf of the Republic of Singapore Air Force at Oakey in Queensland.

Senior managers go to flight school

For a week in late September, Bristow senior managers traded in their desks for a helicopter cockpit, taking flight lessons at Helicopter Adventures in Florida.

"The main reason that we did this was to better understand the business that we are in, since only one (Mike Suldo) of the nine senior managers has any helicopter experience," CEO Bill Chiles says. "We came away with a great deal of insight about the difficulty and skill required to fly a helicopter. When we think about our pilots, who sometimes make up to 110 takeoffs and landings in one hot and humid day in a single-engine machine with no air conditioning, we are amazed at the amount of stamina, dedication and concentration required."

At ground school the fledgling pilots learned the mechanics and physics of the rotor system and rotary wing theory, as well as basic aerodynamics and flying skills. They each recorded 10 hours of flight time in a Schweizer 300 CBi, a single-reciprocating-engine machine.

"The management team always appreciated the difficult job our pilots do, but we have a much better understanding of what it takes every day to do the job," Chiles says. "Our next stop will be for all of us to spend some real time in our shops and on the line."



Bristow senior managers, standing, from left, Bill Hopkins, Richard Burman, Mike Meyer, Randall Stafford, Perry Elders, Bill Chiles, Mike Suldo, Bill Donaldson and Mark Duncan join flight instructors at Helicopter Adventures.



Art in Motion

Andrew Murphy, a Licensed Aircraft Engineer based in Warri, Nigeria, won the Bristow photo contest with this artistic view of a rotor blade. He used a Canon EOS20D camera (shutter speed: 1/20 sec. F.36, 135MM focal length, ISO 100). He sharpened the image and applied the chrome effect using Photoshop Pro 9.

GET YOUR BRISTOW GEAR

The Bristow online company store debuts in early November. Check the intranet for updates.

Woodlands III to feature action plans

Nearly 80 company executives and managers will gather in The Woodlands, north of Houston, on November 9-12, to create action plans that Bristow will use in fiscal 2007-2008 to win more business, enhance safety and improve operations.

Dubbed Woodlands III, the conference is the third annual meeting of company leaders from around the world. In addition to year-to-date progress reports from the corporate management team, the group will participate in a safety leadership discussion and hear an energy industry forecast from experts at PFC Energy Consultants.

Action plans will be developed in "global functional tactical team meetings" covering the following 10 areas:

Global Team

Human Resources
Business Development
Quality and Safety
Finance and Accounting
Legal/Compliance
Business Integrity
Maintenance/Engineering
Flight Operations
Production Management
Supply Chain
Information Management

Discussion Leader

Edie Hunt
Mark Duncan
Ray Wall
Perry Elders
Randall Stafford
Gavin Sinclair
John Cloggie
Mark Fontenot
Bill Donaldson
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Edie Hunt – Corporate (Houston)
Clive Knowles – West Africa (Nigeria)
Wayne Martin – Western Hemisphere (Arizona)
Agnita Moore – N. & S. America (Gulf of Mexico)
Jeff Peabody – N. America (Alaska)
Adita Ramnasingsingh – S. America (Caribbean)
Sandie Richardson – Other International (Redhill)
Audrey Smith – Europe (Aberdeen)

Submit your story idea to your local team member.

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