

Target Zero: Culture of safety begins with you

Bristow is recognized by customers and the industry for focusing on safe operations, proven safety programs and technical innovations known to save lives. Add up the benefits of all these efforts, and the results are impressive – but still less than perfect. Accidents continue to happen, and people continue to be hurt on the job.

TARGET ZERO

**Zero accidents. Zero incidents.
Zero harm to people.
Zero harm to the environment.**

Becoming an accident-free, injury-free workplace requires more than programs, policies and technology. It requires a companywide culture that puts safety into the forefront of every employee's thinking.

That's the message and intent of Target Zero, a new companywide framework for current and future safety initiatives that establishes a safety target for Bristow

employees worldwide: *Zero accidents. Zero incidents. Zero harm to people. Zero harm to the environment.*

Improvement built on data

A 2006 survey showed that the vast majority of Bristow employees feel free to report safety concerns to their supervisors and generally believe that safety is the company's highest priority. At the same time, many employees believe that while they personally do their jobs in the safest manner possible, there are others who do not.

“The best companies have great safety and financial performance, and they consistently have cultures that embrace continuous learning. They are never quite comfortable that they've done all they can to improve.” – Bob Sheffield, managing director, Shell Aircraft Limited



The Bristow Group Culture of Safety

“As a starting place, we need a common safety vision and clearly articulated interim goals to move our safety efforts to a higher level and improve our results,” says Bill Hopkins, vice president, Human Resources, Quality & Safety. “That's what Target Zero is about. We want people to understand and believe in their hearts that an accident-free, injury-free workplace is possible.”

Over the next several months, two-day Target Zero safety leadership workshops will be held for more than 400 Bristow company managers. The workshops will convey Bristow's overall safety philosophy and vision, reiterate what's expected of safety leaders and provide the tools those leaders need to explain Target Zero to their work teams. *(continued on page 8)*



VIP Passengers

Former President George Bush and actor George Clooney got a lift from Air Logistics to deliver a check for \$2 million to help rebuild a 25-bed hospital in Cameron, Louisiana, destroyed by Hurricane Rita in 2005. The hospital is the primary source of emergency medical treatment for workers on offshore oil rigs. From left: George Clooney, Co-pilot Sam Mitchell, Senior Sales Manager Kade Monlezun, former President Bush and Captain Stan Dearhamer.

Bid to secure UK SAR contract moving ahead

The consortium of Bristow, FB Heliservices and Serco has moved to the next stage of competition for a search and rescue (SAR) contract valued at nearly \$10 billion (US) over 20 to 30 years and using about 25 helicopters.

Dubbed UK Air Rescue, the consortium recently made a successful prequalification submission to the British Maritime Coastguard Agency (MCA) and the Ministry of Defence (MoD), which are overseeing the contract award. Three other groups are competing for the contract, expected to be awarded by 2009. All UK SAR bases, including eight bases currently operated by the RAF and the Royal Navy, will be covered by the contract.

By August 2007, UK Air Rescue and its competitors will meet *(continued on page 2)*

HELICOPTER SERVICES

EUROPE

Chevron

To support its operations in the UK sector of the North Sea, Chevron has contracted for an additional EC225 for 4 1/2 years. Bristow will have an opportunity in Q2 2007 to extend the contract.

ConocoPhillips

The Houston-based energy giant has contracted for an additional Sikorsky S-92. The work offshore Norway is being performed by Norsk Helikopter, a Bristow joint venture. The contract is for 4 1/2 years with a renewal option in Q2 2007.

IAC

IAC has added a sixth S-92 helicopter to its Shetland contract.

SOUTHEAST ASIA

Roc Oil

One of Australia's leading independent oil and gas companies, Roc Oil has extended by four years its contract for a Bell 206 L3 helicopter.

The Peak Group

Bristow will provide a Super Puma AS332L to support up to 18 months of drilling operations offshore Australia, starting in March or April.

WEST AFRICA

Chevron

Thanks to a one-year extension of a contract to supply 12 aircraft, Bell 206 L4 and 407 helicopters, into Escravos, Nigeria, Bristow will supply services to Chevron at least through September 2008.

PRODUCTION MANAGEMENT

W&T Offshore

The E&P company has more than tripled the number of Grasso Production Management employees working on its Gulf of Mexico projects. Currently, 58 Grasso employees are helping to operate 45 W&T properties.

Heliservicio on Board

Mexican joint-venture partner Heliservicio recently adopted the Bristow brand, repainting its helicopters and hangar. Heliservicio has now extended a brand that is associated with quality and safety in Mexico.

Since being founded in 1977, Heliservicio has been a primary provider of helicopter services to Petróleos Mexicanos (PEMEX), the national oil company of Mexico. In addition to crew transfer services for PEMEX, Heliservicio's fleet of 23 aircraft operates throughout Mexico, performing challenging missions such as tower lifting and seismic surveys.



Entering its 30th year in business, Heliservicio has logged 300,000 flight hours.

Turbo Engines sold to Timken

In late November, Bristow announced the sale of its aircraft engine overhaul business, Turbo Engines, to Ohio-based Timken Alcor Aerospace Technologies for approximately \$14 million. Turbo Engines was acquired in 2001 and employs 35 people in Tucson, Arizona.

"While Turbo Engines has been a profitable part of Bristow for the past five years, we are pleased to capitalize on this opportunity to allow us to concentrate capital on opportunities in our core offshore helicopter services business and to strengthen our relationship with an important supplier, Timken," said Bill Chiles, Bristow president.

UK SAR contract *(continued from page 1)*



individually with the customer's project team.

Following that process, the number of bidders will likely be reduced to two.

Bristow employees working on the UK Air Rescue project include:

- Jim Goodbourn, former group captain RAF in charge of six RAF SAR bases
- John McIntyre, SAR pilot and MCA SAR manager

- Chris Bond, rear crew on the MCA contract
- Mark Prior, test pilot
- Allan Blake, team leader

If UK Air Rescue wins the bid, it will be responsible for delivering the entire SAR service. This includes services provided by military pilots and rear crew who will work alongside civilian crews in order to retain their SAR operating experience.

Competitors for the UK SAR contract are CHC/Thales, Vosper Thorneycroft/Lockheed Martin (associated with British International Helicopters) and Westland (associated with Bond Helicopters).

Bristow has the advantage of providing SAR service to Her Majesty's Coastguard for the past 23 years. Work under that contract is expected to wind down in mid-2007.



The nearly \$10 billion SAR contract is expected to be awarded in 2009.

Global agreement with BP supports safety, efficiency



Employees of BP Trinidad and Tobago get their first look at one of five new Bell 412 helicopters that Bristow is providing. "We've been very impressed with the way Bristow has managed the change to the new helicopters," says BP's Steve Hawkes. "I think everyone at Bristow should be proud of the job being done in Trinidad."

BP Exploration and Production operations, drilling and project managers want crew transportation to be safe, convenient and simple to arrange. A new agreement with Bristow that promotes safety and common standards around the world is helping BP concentrate on E&P fundamentals and leave the flying to Bristow.

"Helicopter services are a strategic consideration in our overall business," says Steve Hawkes, director of BP Aviation Services. "The global framework agreement with Bristow and the accompanying global model contract take BP staff out of the realm of trying to be aviation experts so they can concentrate on their specific areas of expertise."

Long-term relationship moves to new level

Bristow is one of BP's largest providers of helicopter services, providing crew transportation in Alaska, Trinidad, UK, Norway, Colombia and Egypt. In the latter three countries, Bristow joint ventures are involved.

Ask Hawkes what he likes about doing business with Bristow and he responds: safety, geographic scope and operational scale. "I'm also very impressed with the way Bristow is piecing together its organizations and rebranding for greater consistency. That's important for a company like BP operating in so many countries."

Another new element of the work with BP is the establishment of key performance



Steve Hawkes is BP's director of Aviation Services. He began his career as a pilot for Amoco.

indicators (KPIs) and regular performance reviews, both locally and globally. "This lets Bristow know how we view their performance overall. It also provides the means to evaluate and monitor how each of the Bristow operating companies is doing within the BP structure. For example, the Bristow group in Trinidad will be

able to monitor their performance versus the group in Egypt."

Yet another beneficial part of the global relationship is the commitment by BP and Bristow to work more closely together and openly discuss future projects and requirements. "The idea here is to be open and transparent, and see if there are places where we can work together so that each of us benefits," Hawkes explains.



BP Chief Executive Lord John Browne, right, recently was a Bristow passenger in Trinidad.

Your Bristow Gear Is Here



Hats, shirts, backpacks, coffee mugs and other items with the Bristow logo and various company names are available through the online company store at www.costore.com/bgs. Merchandise may be ordered for Bristow, Bristow Eastern Hemisphere, Air Logistics, Grasso and Medic Systems.

Correspondence concerning online company store logins, international shipments and more was recently mailed to employees worldwide. If you have not received your login and password information, please submit a helpdesk ticket to IT.

Management Changes



Bob Old

In the European Business Unit (EBU), **John Cloggie** has been confirmed as director, while **Alan Grant** becomes head of Commercial and **Duncan Moore** moves to manager of Ground Services.

Other appointments include **Akin Oni** as area manager of the Northern North Sea sector and **Peter Gay** as area manager of the Southern North Sea. ... **Rob Phillips** becomes head of Flight Operations for the EBU, moving from Air Logistics, while **Stuart Jackson** joins Bristow as the head of Engineering for the same business unit, bringing an extensive background in North Sea operations. **Bob Old** takes over for Phillips as chief pilot at Air Logistics. ... Elsewhere in the Eastern Hemisphere, **Glenn Pinsent** becomes HSE manager, while **John Parker** replaces **Andy Evans** as Quality & Safety manager. Evans moves to Houston to become manager of Global Quality & Safety Standards. ... **Neil Marshall** has joined the International Business Unit as business development manager.

WESTERN HEMISPHERE

Safety, responsiveness win loyal customers for Air Logistics

The Bristow helicopter business is organized into two divisions. In the previous issue we profiled the Eastern Hemisphere division.

why customers stick with us for years.”

Air Logistics has been rewarded with a client roster that is a who's who of major and independent energy companies. Chevron, Shell, Anadarko, Apache and Newfield Exploration are among the largest customers.

Safety is the top priority for customers and Air Logistics. “Clients want more sophisticated aircraft with the latest safety equipment, including health usage monitoring systems (HUMS), flight data recorders and enhanced ground proximity warning systems. In some countries where we operate there's even an age limit on the helicopters used,” Suldo says.

To attract and retain customers – and keep them safe – the division has an aggressive aircraft acquisition and retirement program. The result is a fleet whose average age has been reduced by four years since 1999. That, combined with extensive training, has helped Air Logistics reduce its total reportable injury rate (TRIR) to 1.05 per 200,000 hours worked. The division's five-year safety record is improving and substantially better than the global industry average.

North America Business Unit

The North America Business Unit consists of operations in the U.S. Gulf of Mexico and



An expanding Western Hemisphere fleet now stands at more than 200 company-owned aircraft.

exploration work increasingly involves longer flights farther offshore to deepwater drilling projects.

The modest increase in revenue and flight hours in fiscal 2007 follows the previous record-breaking year, which saw hurricanes devastate the Gulf Coast of Texas, Louisiana and Mississippi, including several Air Logistics bases. A light hurricane year in calendar 2006 gave Air Logistics time to rebuild bases and improve infrastructure, but it also meant slower growth.

The most prominent part of the reconstruction effort was a \$4 million rebuilding

“The biggest source of pride at Air Logistics is our adaptability and ability to get the job done safely.” – Mike Suldo

Alaska. For fiscal year 2007, Suldo forecasts a 97 percent aircraft utilization rate throughout North America. Through nine months of fiscal year 2007, flight hours totaled 79,761, up 8 percent over the same period a year prior.

Approximately 92 percent of the helicopter operations revenue and 93 percent of the flight hours during that period were from Gulf of Mexico clients. Air Logistics has more helicopters serving the Gulf than any other provider.

Work in the mature Gulf of Mexico market is split fairly evenly between supporting production work and exploration. Supporting

project in New Iberia, Louisiana, at the division's headquarters and largest base. “Now we're a first-class operation with a first-class facility,” Suldo says. That first-class facility includes a sophisticated security system, full standby power, a fire alarm system, an expanded hangar and two large paint bays.

While hurricanes damaged Air Logistics' infrastructure, they also created opportunities. One of those opportunities was assisting Vortex Flight School to relocate to the New Iberia airport from a facility in Mississippi destroyed by Hurricane Katrina. That relocation has meant a closer association with the school and an improved ability to recruit

SNAPSHOT

Countries: 7

Employees: 1,200

Bases: 21

Aircraft: 205

Flight Hours (fiscal 2006): 180,878

Top Five Customers: Island Operating, Chevron USA, Newfield Exploration, W&T Offshore, Mariner Energy

Key Joint Ventures: Heliservicio Campeche, Hemisco Helicopters International

2006 Revenues: \$273 million

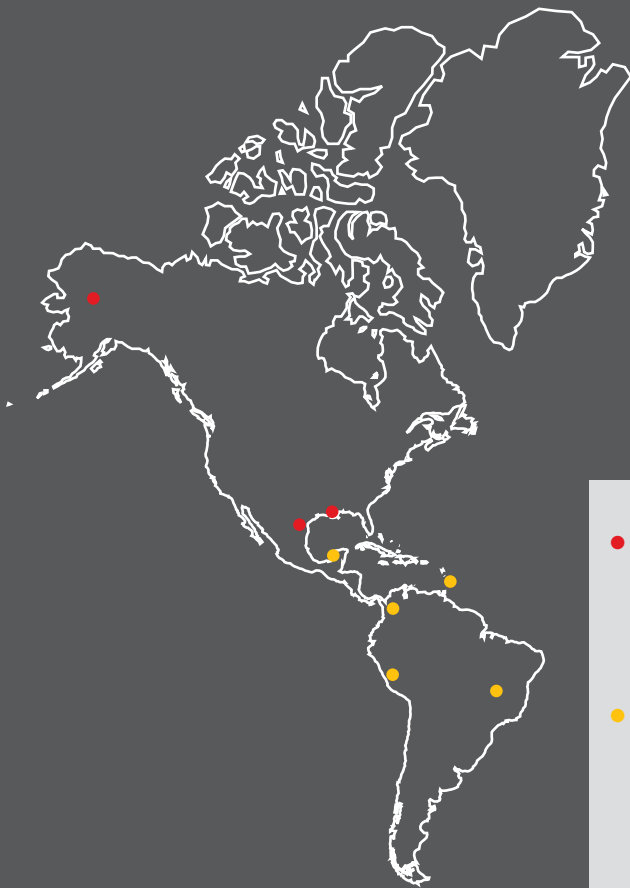
Headquarters: New Iberia, Louisiana

Energy company employees working offshore in North and South America face difficult and sometimes hazardous jobs in some of the planet's most extreme climates. The last thing they want to worry about is the helicopter ride that will take them to and from work.

Fortunately, Air Logistics, the Bristow helicopter services division operating in the Western Hemisphere, makes getting to work safely the easy part.

In fiscal 2006 (ended March 31, 2006), Air Logistics transported more than 1.5 million passengers on an estimated 650,000 sectors flown. Those flights took passengers and pilots far into the U.S. Gulf of Mexico, along the Alyeska Pipeline in Alaska and into the Caribbean, offshore Trinidad. Joint-venture partners provided the same service in Mexico, Brazil, Colombia and Peru.

“The biggest source of pride in Air Logistics is our adaptability and ability to get the job done safely,” says Mike Suldo, senior vice president, Western Hemisphere. “We've always been known for being responsive to customers. We'll work around the clock, shift resources and think outside the box. That's



● **North America Business Unit**

2006 Revenues: \$228.6 million
 Number of aircraft owned: 169
 Number of employees: 1,020
 Led by Mike Suldo

● **South & Central America Business Unit**

2006 Revenues: \$44.6 million
 Number of aircraft owned: 36
 Number of employees: 180
 Led by Jeremy Akel

pilots. Suldo credits former Chief Pilot Rob Phillips, now leading European Business Unit flight operations, with helping Air Logistics seize that opportunity.

Suldo foresees some of the division's best opportunities in Alaska. Led by Gary Tucker, the Alaska Operations continue to work for the Alyeska Pipeline. Air Logistics has supported the pipeline since construction began in the 1970s. Exploration in the region by major oil companies, including Shell, is also accelerating.

South & Central America grows

Farther south, Air Logistics serves the South & Central America markets with 51 aircraft,

15 of which are owned by joint ventures. Jeremy Akel leads the business unit. Joint ventures and affiliate relationships play a big role in the region.

The Republic of Trinidad and Tobago, in fact, is the only location in the region operated by Bristow. Approximately 165 employees serve customers, including BP and Repsol, with 11 aircraft.

Half of the helicopters in the region serve clients in Mexico, where Bristow owns 49 percent of Hemisco Helicopters and Heliservicio Campeche. Heliservicio provides services to the Mexican Federal Electric Commission and PEMEX, the national oil company of Mexico. A PEMEX tender

expected in the next two years, potentially would require 15 to 20 aircraft.

In Brazil, Bristow serves national oil company Petrobras through a local provider using seven aircraft. In Colombia, the number of aircraft is set to double by year's end to six to accommodate a BP request. Peru is the newest location for the company, where one aircraft is leased to seismic company Global Geo.

Pilot recruiting is priority

Air Logistics is addressing pilot shortages with heavy recruiting, a supplemental pool of contract pilots and a strong alliance with Vortex Helicopters. A mentoring program for new pilots is also providing the valuable experience needed to increase their productivity and safety awareness.

"With customers' permission, we're putting new pilots out in the Gulf of Mexico in a single-engine helicopter with dual controls and an experienced pilot," Suldo explains. "The pilots are getting 50 to 100 hours of flying time that way. This is enabling us to hire some lower-time pilots and give them some concentrated training."

International cooperation boosts capabilities, career options

Ask Suldo about the company rebranding to Bristow and the one-world operating approach, and he's quick to cite benefits to Air Logistics and employees.

"The brand change adds consistency and emphasizes the reputation that Bristow Europe has earned for safety leadership and technical innovations. We all benefit when we look at best practices around the company."

Simply knowing their counterparts in Bristow's Eastern Hemisphere operations is making an impact at Air Logistics. "Three years ago I could have passed Richard Burman (senior vice president, Eastern Hemisphere) on the street and not known who he was. Today we're not just business associates; we're friends working on the same team."

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A new shop, service area and hangar in New Iberia are part of a first-class facility in the making.

FACES OF BRISTOW



Dave Jones is the chief pilot for Air Logistics of Alaska. *Highlight:* He is a check airman in the Bell 206/407 and BO105 as well as an IFR captain in the Bell 212/412.



David Nezat is the facilities project manager for Air Logistics in New Iberia. *Highlight:* Leading post-hurricane rebuilding, as well as expansion and upgrades related to growth.



Asha Lemet Bahadoor is the heliport manager at Bristow Caribbean. She started working for Bristow in Trinidad at age 18. To clients/passengers, the name "Asha" means Bristow Caribbean. *Highlight:* Overseeing the transition from an AMOCO-controlled dispatch department to an entirely Bristow-managed operation.

ALERTS flight system to debut at HAI

Air Logistics, in conjunction with Appareo Systems, will soon introduce the industry's first complete flight data recorder and playback system for single-engine helicopter tracking and flight analysis. The ALERTS (Air Logistics Event Recorder for Training Standardization) system will be showcased at the Helicopter Association International (HAI) EXPO in March.

Air Logistics is a financial partner in the system and contributed operational expertise, flight-testing and verification of the system.

An STC (Supplemental Type Certificate) is on target for late February 2007, clearing ALERTS for use in Bell 206 and 407 helicopters. Following that certification, Air Logistics plans to install the system in all of its Bell 206 and 407 helicopters. That process will take place over several months.

ALERTS targets flight safety

Based on the Appareo Flight Data Recording System and 3D Visualization Software, ALERTS will enable the Air Logistics HOMP (Helicopter Operational Monitoring Program) analyst to review recordings of actual flights to help pilots, flight instructors and flight operators improve training and safety. As part of a Flight Operations Quality Assurance (FOQA) program, HOMP provides nonpunitive examination of aircrew performance.

"ALERTS will help us to monitor flight parameters for safety," says former Chief Pilot Rob Phillips, now leading European Business Unit flight operations. "The system is transparent to pilots. At the end of the day, mechanics will remove the flight recorder's SD card for uploading flight data. When the data falls outside the norm, our HOMP analyst can review the flight and provide valuable information to flight crews."

A similar system in Bristow Eastern Hemisphere flight operations has been well received by aircrews as a proven tool for improving safety performance for the last four years.

Army, Navy among potential buyers

The U.S. Army and U.S. Navy are among the organizations that have expressed interest in purchasing the system for pilot training. It is anticipated that the system will enhance aviation safety.

Air Logistics spent more than 100 hours of engineering development and flight testing, helping Appareo engineers to fine-tune



3-D playback of the flight ribbon provides a reference for ground track and altitude changes. 2-D graphs depict the relationship between flight variables such as speed and altitude.

their software for accuracy. Air Logistics chose Appareo Systems to develop the system following a review of top vendors in the industry. Appareo has developed and markets a number of flight tracking and training products geared to aviation.

Western Hemisphere

(continued from page 5)

When Suldo needed a director for the South and Central American Business Unit, he figured the perfect person for the job was Jeremy Akel, a former Air Logistics employee who was working for Burman. "I called Richard and said, 'I need Jeremy.'" Suldo got Akel on his team, and Jeremy got the opportunity to run a business unit.



Job hazards in Alaska include bear attacks. This bear was tranquilized to allow passengers to disembark safely.

A big team working hard

As a pilot, Suldo knows that it takes skilled pilots, highly trained engineers and support staff to make Air Logistics and Bristow successful.

"I sit in my office, talk on the phone and work at a computer screen and think I'm working real hard. It's quite another thing for a pilot to be making 100 takeoffs and landings on a day when it's 100 degrees, or a mechanic to be finishing an aircraft repair at 2 a.m. while surrounded by mosquitoes. That dedication and the attention to detail our people have are what make this a great company. I'm very proud of the people here."



Construction began in January on the Ken Jones Administration Building in New Iberia.

News Briefs

Three additional Mi-8 MTV aircraft operated by Russian joint-venture partner Aviashef have had Integrated Health and Usage Monitoring Systems (IHUMS) installed. The helicopters are on contract to the Sakhalin Energy Investment Company. The safety upgrade includes 18 sensors that monitor power train systems for early failure or degradation as well as a system that monitors the track and balance of main and tail rotors. Aviashef was the first to install IHUMS on a Mi-8 helicopter.

The Air Logistics team in New Iberia, Louisiana, took first place out of 74 teams in the fifth annual Halliburton Chili Cook-off benefiting the United Way of Acadiana. The auspicious award wasn't for their fabulous chili, but was for their fun "Hollywood stars" booth theme.



From left, Air Logistics team members Anne LeBlanc, Mindy Boudreaux and Kade Monlezun helped capture the judges' attention with their best Hollywood impressions.

Woodlands III conference brings Bristow world closer

For the third consecutive year, executives and key managers met outside Houston, November 10-11, for a conference aimed at sharing corporate direction, division progress and best practices. The Woodlands III conference also challenged company leaders to collaborate to develop action plans for 10 business functions.

More than 80 people from five continents attended the lively event, which featured more than a dozen presentations, group discussions and strategic planning sessions, along with fun evening and weekend events such as skits, a paintball battle, golf and fishing.



Roundtable discussions centered on key issues facing Bristow business units.



Evening skits helped participants get to know each other. Ric Fira and Margie LeBlanc showed their pride in Louisiana's Mardi Gras celebration.

Straight Talk

"Woodlands I and II were more related to learning about each other and the organization — where we want to be, our philosophy and vision. Now that we know each other and know where we are headed, Woodlands III brought us more together in functional groups for strategic planning as a team for the future." *Jim Nicholson, HR vice president, Grasso Production Management*



Above: Danny Holder, who leads the West Africa Business Unit, described the business opportunities and security challenges Bristow faces in Nigeria.

Talking Texan

Bill Chiles provided a tongue-in-cheek pronunciation lesson for the international conference participants.

Tarred

Definition: Exhausted
Example: "Boy, am ah tarred."

Heidi

Definition: An expression of greeting
Example: "Heidi, neighbor."

Harket

Definition: Going to the barber
Example: "Mah hat never fits after ah get a harket."

Farfanger

Definition: The first finger next to the thumb
Example: "Ah'm holdin' mah nose 'twixt mah thumb and farfanger."

Jeet

Definition: Inquiry about recent dining
Example: "Did jeet?" "No. Yount to?"

New information management programs on the way

The Bristow team in Information Management is working hard to make your life a little easier and more productive. Expect to see announcements this year about the following programs:

Human Resource Information System (HRIS):

HRIS is a groupwide human resources database that will serve HR, managers and employees in all business units. Bristow Eastern Hemisphere went live on the system in July 2006. Air Logistics went live in October 2006. Grasso is scheduled for early February 2007.

Employees will be able to perform address change requests, enroll online for benefits, schedule training and enter requests for time off.

INTOPS V2: A new version of this accounting module is being redeveloped as a web-based program. This version will interface with the finance application IFS and is designed specifically for Bristow's needs, allowing users in various locations to define their specific requirements. Some of you may have already seen the beta version, which was released in 2006.

Electronic Flight Bag (EFB): EFB allows pilots to enter flight data directly into a handheld computer for faster customer billing. At the end of the day, the data is downloaded and the billing process begins. Pilots will no longer have to keep hard-copy flight sheets and have time manually keyed. The new system will speed billing by several days. Expect deployment information soon.

Electronic Document Management System (EDMS)/Content Management System (CM): This global project is designed to improve document management and retention as well as improve work processes and collaboration across the company.

Enterprise Resource Planning (ERP) package IFS upgrade: Expect to see information soon on this upgrade.

Target Zero *(continued from page 1)*

The safety leadership workshops, which begin in mid-March, will be customized based on the results of the survey. In some cases, safety interventions will take place to address immediate needs or significant concerns.

Safety plateau not acceptable

While safety performance has improved in recent years throughout the Bristow world, those improvements have begun to show signs of leveling off. That's not healthy for employee safety or for business. Customers value the safety of their employees above all other considerations, and Bristow and other service providers are evaluated on their safety performance. To win and retain business, and to live up to our duty of care for the health and welfare of customers and employees, continuous improvement is required.

Is an accident-free, injury-free workplace possible at Bristow? "The first step in achieving what seems 'impossible' is thinking of it as possible," says Hopkins. "We're going to challenge every single employee to reconsider their attitude about safety, how they can make their jobs safer and how they can help their co-workers work safely."

More information coming soon

Over the next several months, managers will meet with their teams to introduce Target Zero. Look for two Target Zero components – Bristow's new global safety policy and a booklet summarizing the company's global safety management system – as part of that introduction.

"Target Zero complements our Safety Management System in providing a systematic approach to continually improving safety at work. Hopefully, the safety culture that Target Zero represents will also spill over into people's approach to life away from work."

– Captain Tim Glasspool, Chief Pilot, Aberdeen

"If Target Zero is implemented along with positive leadership, it will help encourage every employee to openly discuss what he/she feels is or could be a potential safety issue. Removing links in the 'error chain' is how we can become a safer workplace." – Christopher Bingham, Check Airman, New Iberia

Andy Evans leads effort

As the newly appointed corporate manager of Global Quality & Safety Standards, Andy Evans is leading the Target Zero initiative. His role will include supporting division Quality & Safety (Q&S) directors and business unit Q&S managers and coordinating accident prevention efforts throughout the company.



Andy Evans

Evans served as Q&S manager for the Eastern Hemisphere since joining Bristow in 2004. Previously, Evans worked for the UK Civil Aviation Authority, Rolls-Royce and British Aerospace.

High Flyers



Joy Ekeruche



Jeff Ryhti

Congratulations to **Joy Ekeruche**, who recently became a fully licensed B2 aircraft engineer. She is believed to be the first Nigerian woman to achieve this distinction. She works on Eurocopter 155B helicopters for Bristow in Warri, Nigeria. ... Twenty four years after participating in the initial pilot program of placing paramedics on production facilities, **Jon Todd Wind** has received Medic

Systems' Star of Life award, honoring his dedication and service. Medic Systems is the Bristow company supplying emergency medical services to energy company clients. ... **Jeff Ryhti** has received the 11th annual Forrest Jones Award for Maintenance Excellence from Air Logistics of Alaska. The award honors technicians who make substantial contributions to the company's safety and maintenance programs. ... A group of pilots, engineers and air traffic control personnel led by **Captain Alan Price** and **Senior First Officer David Coe** revived an alleged 1,200-year-old "cleansing" ceremony on December 26 with a swim in the frigid waters off the Shetland Islands. With a 50-yard dash across a road, the bold bunch could and did swim in both the North Sea and the Atlantic Ocean. See more, if you dare, at www.haagdyve.co.uk.



A Bristow group based at Scatsta Airport in the Shetland Islands celebrated Boxing Day with a cleansing swim in 41° F waters. Participant names are withheld to protect their families.

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