

Acquisition of HAI launches Bristow Academy



Bristow Academy

Bristow is back in the beginner-pilot training business.

On April 1, the company completed the purchase of Helicopter Adventures Inc. (HAI), the largest FAA-certified beginner-helicopter-pilot training school in the United States. Immediately renamed Bristow Academy, the school is the centerpiece of a new global training division being led by HAI founder Patrick Corr.

Bristow CEO Bill Chiles calls the purchase a “strategic move and a sound investment that will set a new standard for helicopter training at all levels of qualification while also providing Bristow a steady supply of highly trained new pilots.”

The profitable school will continue to accept privately funded students and students sponsored by oil companies, government agencies and helicopter operators.

Corr, who becomes senior vice president of the Global Training division, believes that Bristow Academy will go a long way toward helping solve the looming pilot shortage that Bristow and the helicopter industry face as older, experienced pilots retire.

Courses designed for offshore pilots

“As we bring less-experienced pilots into the industry, we have to improve the quality of



More than 200 students are currently enrolled in Bristow Academy. Three students from Bristow joint-venture Petroleum Air Services were part of this class.

their training,” Corr says. To do that, he will consult with senior Bristow training pilots as well as newly graduated Bristow pilots to design an expanded, more-intensive beginner course. That course will be designed specifically for pilots serving the offshore energy industry, whether they work for Bristow, its competitors or oil companies.

Training for mechanics, too

“When we sit down to design the course, we won’t start with FAA or European JAA minimums,” Corr says. “Instead, we’ll start with the skills that a pilot needs to go to work for Bristow.” He notes that Bristow Academy will also develop and provide training for helicopter mechanics.

“This is great news for Bristow customers,” explains Chiles. “They’ll

benefit from a world-class training effort to help ensure safe, efficient flight operations worldwide.”

Bristow and HAI have a 10-year history of working together. Corr estimates that more than 100 pilots working at Bristow today are HAI graduates. Some paid for their own training. Others were sponsored by Bristow in Nigeria, Trinidad and through joint venture partner Petroleum Air Services in Egypt.

See page 6 for more about Bristow Academy.

HAI FACT SHEET

Founded: 1987

Location: Titusville, Florida; Concord, California

Employees: 115, including 45 flight instructors

Current enrollment: 225 students

Certifications: U.S. Federal Aviation Administration (part 141), European Joint Aviation Authorities

Accreditation: Accrediting Commission of Career Schools and Colleges of Technology

Helicopters: 51, primarily Schweizer 300CBi

Purchase price: \$20 million

New EC225, S-92 purchases upgrade fleet

The Bristow fleet continues to get larger and younger. The purchase in March of seven heavy helicopters from American Eurocopter and Sikorsky, plus options for 22 more heavies, further modernizes the fleet and helps meet customer demand.

In late March, Bristow announced it will exercise options to purchase four more Sikorsky S-92 helicopters. The company



Deliveries of new EC225s begin in 2008.

also has options to purchase four more S-92s in 2008 and five each in 2009 and 2010. Earlier in the month, the company announced it was purchasing three EC225s
(continued on page 10)



Charity for Children

Congratulations to the traffic department of Bristow European Operations at Aberdeen Airport in Scotland, which raised nearly \$9,000 (£5,000) for local children’s charity Cash for Kids. Kevin Coutts (left) and Richard Robertson accept thanks from Cash for Kids mascot “Magic” the Bunny. Cash for Kids provides support for children with disabilities or living in poverty.

HELICOPTER SERVICES

NORTH AMERICA

Hess Corporation

A new Sikorsky S-76C++ is on a one-year contract to support Hess deepwater drilling and production operations in the Gulf of Mexico. The aircraft is based out of our facility in Creole, Louisiana, and operates in the deep central and western Gulf.

Shell Oil

Air Logistics has won a six-week contract for Shell in Alaska using a Bell 412.



This Bell 412, normally on assignment for Pioneer Natural Resources, is working for Shell on a short-term basis.

OTHER INTERNATIONAL

Petronas

Petroleum Nasional Berhad (Petronas), wholly owned by the Malaysian government, has awarded a short-term contract for offshore work in Morocco, supporting the company's first deepwater well. The contract runs from fourth quarter 2007 through first quarter 2008. An S-76 will be based at Rabat Airport.

SOUTHEAST ASIA

IAC

The agreement with Integrated Aviation Consortium, a joint venture of Chevron, Apache and BHP Billiton, has been extended until December 2009 without going to tender. The contract includes service via a Sikorsky S-76A+ and AS 332L Super Puma, and management of the Barrow Island Airport and consortium reservations department. The contracted fixed-wing support has also been upgraded to a BAe 146 - 300. It is anticipated that more assets will be added during the buildup and construction phase of the Gorgon Gas project.

BHA

An initial nine-month contract with two one-year options with Inpex and The Fremantle Underwater Centre provides for a BK 117B2 based out of Maret Island off the Kimberley coast of Western Australia. This will support passenger transfers and sling operations for the initial drilling project.

WEST AFRICA

Addax Petroleum

Addax has extended its Bristow contract by six months for fixed-wing support and one Bell 412.

Chevron

Two new contracts with the oil giant in Nigeria provide for Sikorsky S-76C++ aircraft until September 2008.

Shell

Bristow in Nigeria has secured a six-month extension for fixed-wing support.

PRODUCTION MANAGEMENT

Grasso Production Management has won a significant contract from Apache Corporation for work in the Gulf of Mexico, along with contract additions from BP, Maritech Resources and Mariner Energy.

PARTNER CONTRACTS

PAS wins Petrobel contract

Egypt's Petroleum Air Services, owned 25 percent by Bristow, has won a seven-year contract extension from Petrobel (Belayim Petroleum Co.). The contract introduces the light twin-engine Eurocopter EC135 into the Egyptian market.

FB Heliservices extends Cyprus operation until 2010

FB Heliservices Limited, a joint venture of Bristow and FR Aviation Group, has won a \$17.7 million (£9 million) contract extension to provide helicopters and support to British Forces Cyprus and the Sovereign Base Areas Administration. Under the contract, FB Heliservices provides four highly modified Bell 412EP helicopters, together with associated engineering and logistics support. The helicopters provide a wide range of services including search and rescue; casualty and medical evacuation; fire fighting; and carrying passengers, troops and freight.



Participating in the Air Logistics groundbreaking ceremony were, from left, Bill Chiles, Ken Jones, Louisiana Governor Kathleen Blanco, Board Member Mike Flick and Board Chairman Tom Knudson.

Construction begins on Air Logistics administration building

Construction on the Ken Jones Administration Building in New Iberia, Louisiana, is on target for a planned November 2007 completion.

More than 100 employees are expected to work in the building named for Ken Jones, one of Air Logistics' founders. The company's flight-following center and International, Safety and Finance departments are among those that will move into the new facility.

The administration building is part of a state-of-the-art helicopter facility designed to boost Air Logistics' regional presence. A new shop, service area and hangar, along with a

new helicopter training facility in association with flight school Vortex Helicopters, have already opened.

Bristow invests \$4.5 million

At a groundbreaking ceremony for the administration building, Ken Jones told how the founders saw a chance to compete with PHI for offshore helicopter service. Since they decided not to operate in the shadow of PHI, which is located at the Lafayette airport, the founders "picked an old place full of hay, with holes in the roof" located at the Acadiana Airport in New Iberia.

Bristow is investing \$4.5 million in the overall project. The State of Louisiana's Economic Development Award Program is contributing an additional \$946,250.

Customer service, safety performance keep Chevron on board

From the U.S. Gulf of Mexico to the North Sea and offshore Nigeria, Steve Sabree relies on Bristow pilots, mechanics and other personnel to deliver Chevron people safely offshore and back home again. The general manager of Chevron Corporation Aviation Services likes what he sees.

"The Bristow safety record is good and getting better all the time," says the former U.S. Army pilot and 29-year Chevron aviation veteran. "We place the highest priority on the health and safety of our workforce. Bristow is visibly supportive of what we're trying to accomplish."

Recent examples of that support include Bristow's Target Zero effort, ALERTS flight monitoring system and the formation of Bristow Academy, Sabree says.

Target Zero parallels Chevron view

"Bristow's Target Zero concept is exactly how Chevron looks at safety," he explains. "We think zero (accidents) is obtainable. That requires a culture of safety and a special set of people. Target Zero tells me that Bristow understands that safety is



Steve Sabree is general manager of Aviation Services at Chevron. Bristow's largest current assignment for Chevron is in West Africa, where 12 aircraft are committed.

everyone's responsibility. You don't solve things by putting a plaque on the wall. It takes individuals to make it happen."

He sees another example of the Bristow safety commitment in the development and implementation of the ALERTS flight monitoring system at Air Logistics. Developed and marketed in conjunction with Appareo Systems, ALERTS will be installed in Air Logistics' Bell 206 and 407 helicopters.

"I was glad to see Air Logistics take the lead in coming up with a cost-effective flight monitoring system. It shows me that Bristow is making improvements on its own and not waiting for customers to ask for them," Sabree says.

He sees the purchase of HAI and formation of Bristow Academy as still another example of safety leadership. "Bristow is taking a proactive step to address the pilot shortage and maintenance issues that I believe are very real."

Internal customers praise service

Based in San Francisco, Sabree travels the Chevron world to make sure his internal customers are satisfied. Interviewed while he was visiting Chevron operations in the Gulf of Mexico, Sabree had fresh praise for Air Logistics.

"Our people are extremely complimentary of the service they're getting from Air Logistics. They mention the customer focus and employee attitudes. Your people go out of their way to make sure they have an aircraft for us and never leave us hanging. They are dependable. The word I heard that stood out was 'sincere.' The Chevron team here believes that Air Logistics people sincerely want to do whatever they can to help our operations."



On February 13, Dave Denman (left) and Jono Stokes were the first Bristow pilots in Europe to make a commercial flight with the EC155.

EC155 joins fleet in southern North Sea

The hard work of Dave Denman, Will Gearing and Russ Gould has paid off with the successful introduction of the EC155 into the Bristow fleet in Europe. Two of the twin-engine, long-range helicopters are now flying for Shell in the southern North Sea.

As chief type training captain for the EC155 in Europe, Denman produced the type rating training program and associated documentation and has conducted training

conversions for Bristow pilots. Russ Gould, EC155 type engineer, is responsible for the introduction of the aircraft into the company, ensuring its continued airworthiness in the future. Working closely with Gould is Gearing, EC155 liaison engineer responsible for the smooth introduction of the aircraft into Norwich and Den Helder.

A third EC155 will be put into service for Shell soon.

MMS says goodbye in style

Ending a 10-year contract with a customer is never easy. When Minerals Management Services (MMS) chose another helicopter services provider, Air Logistics made sure the changeover to the new provider went off without a hitch.

Alf Aanensen, the contract specialist with the U.S. Department of Interior's Aviation Management who supervised the MMS contract, praised Air Logistics for its service to MMS and the well-executed, phased transition to the new provider.

"I wanted to personally thank you for your assistance in a smooth transition. The phased approach seemed to work very well for all participants. It clearly benefited Aviation Management aircraft and pilot inspectors, given the numbers of aircraft and pilots involved."

"From the 17 years that I have been with Aviation Management, Air Logistics has been a consistent first-class provider of aviation services. That ranges throughout the organization, from Management down to the Pilot and Mechanic who our users interface with to get their missions completed. It has been a pleasure to work with you. Your responsiveness to customer needs has been outstanding. I know I can speak for the entire organization, that we would welcome the opportunity to do business again in the future. Thank you again."

GRASSO PRODUCTION MANAGEMENT

Company produces for Bristow bottom line

SNAPSHOT

Employees: 521

2006 Revenues: \$68.2 million

Headquarters: Houston, Texas

Primary Operations: Lafayette, Louisiana

Other Operations: New Iberia, Louisiana (training facility); Rockport, Texas (field hub office)

Their names are Broussard, Fontenot, LeJeune and Meaux. When they're not offshore, they mostly call South Louisiana home. They have trucks, kids and mortgages. They've survived hurricanes. They'll give you the shirts off their backs. Their job titles are lead operator, mechanic, production clerk, electrician, paramedic and superintendent.

They're Bristow, too.

For some Bristow customers and even many Bristow employees, the people and work of Grasso Production Management are a mystery. After all, we're a helicopter operator, right?

The 500-plus Grasso employees beg to differ. Bristow also does the highly technical but sometimes dirty and even dangerous jobs that come with day-to-day offshore oil and gas production.

Production help for hire

Grasso is one of the largest production management companies working in the U.S. Gulf of Mexico. The company also has a small number of employees contracted in Louisiana, Alabama, Colorado, Texas and Malaysia.

Originally a provider of dockside services to the oil industry, Grasso merged with SeaHawk Services in 1993. Shortly thereafter, the combined company was purchased by Offshore Logistics, the company that formed Air Logistics.

Today, Grasso contributes about 7.5 percent of Bristow revenues. As Grasso Senior Vice President Mike Simon points out, that's in line with several of Bristow's helicopter business units.

It's natural that Simon would tout Grasso's contribution to Bristow's bottom line. He also emphasizes how Grasso contributes to the helicopter business and how it contributes to Bristow financials in a way the capital-intensive helicopter business can't.

"Many times when we win business that takes Grasso employees offshore for customers, Air Logistics wins, too," he says. "Grasso generates a lot of cash for Bristow, but unlike the helicopter business, we don't own a single significant piece of equipment. We're entirely a people business."

Competitive landscape always changing

The people business in oil and gas production is solid these days. Oil and gas prices have driven up exploration and the formation of independent oil and gas companies. Those companies typically like to remain lean, focus on field development and outsource most or all of the production work. The last thing they want is a large production staff to manage, maintain and move between projects.

"Many times when we win business that takes Grasso employees offshore for customers, Air Logistics wins, too." – Mike Simon, senior vice president

Contracts range from large to small. For one client, Grasso might provide 50 people for months at a time to oversee all aspects of production. For another, the project might call for just one skilled individual.

Sometimes that skilled individual is a paramedic working for Medic Systems, Grasso's emergency medical services business. These trained paramedics do double duty, also serving as production clerks and in other jobs.

When they're called into action, the paramedics can save lives and save Grasso clients thousands of dollars. "Companies would much rather pay to keep a paramedic



Blake Bowling adjusts the system pressure on a production separator on a Merit Energy platform.

on a remote platform or drilling rig 24/7 than risk not being able to respond quickly to a serious injury. Oftentimes, a costly medical evacuation flight can also be avoided," Simon explains.

Grasso currently operates more than 200 oil and gas facilities for its customers. That number can change quickly. In mid-2006, the company landed on the wrong side of an E&P company merger. When its largest customer was acquired, Grasso found itself without two-thirds of that company's business. Most of that lost business has been replaced.

Connected by helicopters

In addition to expanding its core business, Grasso is working to add international operations beyond Malaysia, currently its only non-U.S. market. It's also looking at adding services that complement the core business, possibly entering the drilling management market and expanding its onshore production management business.

Above all, Simon touts bundling production management services with Air Logistics transportation services. "We have a continuous effort to win business by bundling our services with helicopter transportation. That's something not



A Merit Energy escape capsule is loaded onto a work boat for repair.

Over the past three quarters, Grasso revenues topped \$50 million.

many of our competitors can efficiently offer. When that happens, both Bristow businesses benefit."

Finding, retaining employees key to success

Ask Grasso managers what keeps them awake at night, and the answer is familiar to peers in the helicopter divisions. Finding and retaining experienced, skilled personnel is the big challenge. Recruiting is an everyday issue for Grasso managers in Houston and Lafayette.

Overall, Simon is optimistic. Demand for production management should remain high, Grasso is growing, and its personnel are among the industry's best. "With the quality and dedication of our personnel, we can compete with anyone in the Gulf of Mexico and, possibly, with others throughout the Bristow world."



Production Operator Earl Simpson prepares to stencil a label for an offshore vessel.

Grasso's Donaldson retires, Simon takes helm



Bill Donaldson



Mike Simon

President and CEO Bill Chiles.

Mike Simon, hired in August 2006, replaces Donaldson. Simon has more than 30 years of onshore and offshore oil and gas experience with Gulf Oil, Sonat Exploration and Houston Exploration.

Under the leadership of Bill Donaldson, Grasso Production Management grew 120 percent. The president of Grasso and senior vice president of Bristow retired March 31, after 12 years of service at Grasso.

"Bill's experience and integrity helped see Bristow through many changes, especially over the past several years," said Bristow

FACES OF BRISTOW



Bobby Gaudet, a nine-year Grasso veteran, is operations manager serving in the contract personnel group. *Highlight:* Involvement with an independent exploration and production customer for which Grasso managed all aspects of offshore operations. "The managers assigned to this project were brought together from various other contracts and, over time, evolved into a very proficient and dedicated management team that earned the full trust and support of the client."



P.J. Johnnie works in Lafayette as safety/training manager. *Highlight:* "Being a part of and bearing witness to the transition into a culture where concern for worker safety is legitimate and impervious to compromise."



Jeff Fontenot is a lead operator, managing customer oil and gas facilities in the Gulf of Mexico. *Highlight:* "That would be my current assignment, managing 20 people who work on 33 Mariner Energy platforms. It's the most responsibility I've had so far and a good learning experience. It's a big challenge to manage that many people, keep the platforms in compliance and keep the customer happy."

Questions & Answers

Training school addresses Bristow, industry issues

To learn more about the purchase of HAI and the formation of Bristow Academy, Bristow World talked with Bill Chiles and Patrick Corr.

BW: How did the idea of purchasing Helicopter Adventures evolve?



Chiles: It's no secret that the growth in our business and the retirement of senior pilots could create a major problem for the company. It's an issue the entire industry faces.

I first met Patrick in China to discuss collaborating on a flight training school there. Not long after that our senior management team went down to HAI in Titusville for a week of flight training. We were extremely impressed by Patrick and the quality of the instruction. We discussed several ways we could collaborate. It quickly became apparent that the best arrangement would be to make the school part of Bristow.

BW: Why were you interested in selling HAI?

Corr: I brought the company as far as I could as an entrepreneur working with his own capital. The logical capital partner was a large commercial operator. I couldn't think of a better partner than Bristow. While I'm giving up ownership of the business, being part of Bristow will help me achieve what I'd like to in the helicopter world, faster and with greater certainty.

BW: Why was it smarter for Bristow to buy a training school rather than create our own?

Chiles: HAI gave us a running start. It's true that we could have built up our own training program, hired instructors and acquired the certifications, but it would have taken several years. HAI also offered something we couldn't have recreated – a graduate pool that already numbers in the thousands. HAI keeps in close touch with its graduates, and a lot of the graduates keep in touch with each other. That combination improves Bristow's ability to recruit experienced pilots.

BW: Bristow had its own beginner-pilot training school in Redhill. The company closed it in the late '90s. What makes you think Bristow Academy will be successful?

Chiles: It already is. In HAI, we're buying a very profitable, well-run business. Also, people may perceive that the school at Redhill wasn't successful because it was



More than 100 employees work at the main campus at Space Coast Regional Airport in Titusville, 45 minutes from Orlando.

closed. In fact, the majority of pilots trained at Redhill went on to have long, successful careers at Bristow and other operators. The school's closing was caused by economic issues at the time, not the quality of training or students that came out of the program.

BW: Bristow senior pilots have to be somewhat skeptical. As in other flight schools, HAI's instructors typically are recent graduates of the program who haven't flown the kinds of aircraft or missions that Bristow pilots do?



Corr: That's a natural reaction, and there's truth in it. I have a two-part answer. First, we're going to create a more extensive pilot training program for Bristow and

other operators. It will be longer and more targeted than any training in the industry. That program won't be built around flight minimums but around the day-to-day requirements of flying oil and gas support offshore. Bristow senior training captains will be involved in creating that curriculum and the flight training, which will be conducted by experienced offshore pilots.

Second, I want to stick up for the quality of our graduates and instructors. A lot of our graduates were self-funded students who

are now flying for Bristow. Our instructors have incredible patience with students and enthusiasm for the helicopter industry, and I think Bristow management saw their abilities and potential as professional pilots. Don't get me wrong. Enthusiasm and patience alone don't make you a professional, but they're important ingredients.

BW: Are PHI, Era Helicopters and other competitors going to send students to a school that's owned by Bristow?

Corr: My concerns about that were answered about two weeks after we announced the agreement to be bought by Bristow. We got a contract from a Bristow competitor for 12 students. The only thing the customer requested was that we guarantee that we would not try to recruit students to Bristow. Of course, we provided that guarantee.

Overall, I'm hopeful that competitors will take the long-term view, which is that it's a very good thing that someone is stepping up to offer more sophisticated training.

BW: Why wouldn't competitors start or purchase their own training programs?

Chiles: Frankly, it's not an activity that most companies would want to undertake. I think everyone realizes that if the volume of students per program is too thin, that no one will be able to devote the resources to make the training as good as it needs to

be. If we are seen as offering outstanding training, it becomes a smart business decision for our competitors to outsource their training to the Academy.

BW: Why create a global division for training?

Chiles: A couple of reasons. Because the Academy will be training competitors' pilots, we need to provide some organizational isolation. Patrick will be reporting directly to me. To be successful, he needs a degree of

world. Mechanic training will incorporate best practices while acknowledging differences in global maintenance regulations. Bristow Academy will work with the business units to meet global and local needs, and I hope to announce initial mechanic training programs within six to 12 months.

BW: What will change right away at the Academy?

Corr: Not much, immediately. We'll get new signs and answer the phone with our

“We'll create new training programs in specialist areas that currently are learned only through on-the-job training.” – Patrick Corr

independence from the helicopter divisions. At the same time, he'll be responsible for coordinating all of our worldwide training.

BW: Do you anticipate any major changes in regard to recurring pilot training?

Corr: No. Bristow is doing a good job of keeping its pilots trained and continuously improving that training. Eventually, that training will need to be standardized around the world, but that's a long-term goal.

BW: How will the global training division be structured and staffed?

Corr: My preference is to keep it small. Apart from Bristow Academy, it will be three people to start – me, a chief training pilot we've yet to hire and Sam Willenbacher, the business development manager from HAI. The team will grow as we develop the engineering and maintenance program, student recruitment and sponsorship programs, additional training locations and new training services. The Bristow Academy name will be applied to other Bristow training facilities.

BW: Will the company accelerate sponsored training for beginning pilots?

Corr: Yes. I'm not sure what level of sponsorship we'll offer, but that will be part of the recruitment package for the most promising students.

BW: What is the plan for mechanic training?

Chiles: For some time now, we've recognized the need to recruit, retain and develop maintenance staff. In Europe, for example, ab-initio and trainee mechanic programs have been ongoing for two years with great success. The objective is for Bristow Academy to build upon our successes and deliver mechanic training globally.

Corr: Our vision is to create a program that delivers the expertise that Bristow needs to be able to expand successfully around the

new name. In the long-term, we'll raise the standards and diversity of training we offer. We'll create new training programs in specialist areas that currently are learned only through on-the-job training.

BW: Patrick, what do your instructors think about HAI becoming part of Bristow?

Corr: They're excited about it, and so is our staff. There's some worry that we might lose the family-friendly atmosphere we have. I'm confident that won't happen. We've not felt any heavy handedness at Bristow or bureaucracy for the sake of bureaucracy.

BW: Do you have any requests for Bristow pilots?

Corr: Ideas. I would love to have their ideas for developing high-quality contributors at Bristow. They can pick up the phone and call me (321-567-0380) or email me (patrick.corr@bristowgroup.com) their thoughts.



As part of the HAI purchase, Bristow acquires the world's largest fleet of Schweizer helicopters.

About Patrick Corr and HAI

HAI founder Patrick Corr knows a lot about adapting to new lands and new challenges. A native of Ireland, he spent six years in the Irish Army and three years in management in Saudi Arabia before falling in love with flying helicopters.

After arriving in California and training as a helicopter pilot, Corr created a charter company specializing in helicopter adventure trips in Northern California. When he saw a huge demand for quality helicopter training, he morphed Helicopter Adventures Inc. into a training school.

Following the school's dramatic growth in Concord, California, Corr faced the prospect of local restrictions that threatened to limit the school's expansion. In 2001, HAI moved the majority of its operations to Titusville, near Orlando.



What HAI graduates say

We tracked down several Bristow pilots who are HAI graduates. Here's what they told us.

“I recently had the opportunity to revisit the facility to review the training program. It is my opinion that Patrick Corr has taken the school to a new level of excellence since I attended in 1995.”
– Kent DeKerlegand

“Bristow will definitely benefit through the purchase of HAI. Primarily, the company will be able to provide standardized training to pilots within Bristow. We will hopefully be able to also produce the number of pilots required to help avert the impacts of the impending pilot shortage.”
– Jason Penco

“From the outset, I think Patrick tried to get the best people on board to start his JAA program, and I feel the professionalism of the senior JAA staff carried through to the FAA side, too. I believe the school as a whole provides an excellent standard of training.”
– Nick Proktor

“Did Patrick say anything about the \$5 he still owes me?”
– Gareth Gordon

Core Values in Action: Mike Millam



Capt. Mike Millam saw unmet training needs and helped fill them.

In this column we highlight how Bristow people around the world are putting the company's values into action.

QUALITY & EXCELLENCE

By Harold Causey, Gulf Coast manager, Air Logistics

Mike Millam sets and achieves high standards in everything he does. He is a flight quality officer in the Quality & Safety department at Air Logistics, but he sees his duty as it applies to other departments as well, and the company is better for it.

Mike has worked closely with the Operations and Fuel departments since he began his service with the Quality & Safety department. He brings with him enthusiasm, knowledge, experience and a great work ethic.

He has taken on several projects for the Operations department simply because he saw the need and had the desire to help. One example is updating the "Fuel Handling and Storage Procedures Manual." This manual is used extensively in the field every day. Mike has trained many of our ground support personnel and has been heavily involved in the training and certification requirements of our fuel truck drivers.

Videos support employee, passenger safety

He has also produced video training on receiving turbine fuel from tanker trucks. This was a deficient area in our training program until Mike produced a high-quality, informative and easy-to-understand training video. With the help of Gloria Sonnier, he produced a Spanish language voiceover for our passenger safety briefing video. Both of these videos were produced quickly and professionally, and are used in the field daily. Mike saved the company thousands of dollars in video production costs.

Since the terrorist attacks of September 11, there have been several changes in commercial driver certifications. Mike has worked to keep us up to date on those changes. His regular duties include conducting base audits, and in this responsibility he performs a valuable job

Bristow Core Values

Bristow's values represent our core beliefs about how we conduct our business.

- Safety — Safety first!
- Quality and Excellence — Set and achieve high standards in everything we do.
- Integrity — Do the right thing.
- Fulfillment — Develop our talents and enjoy our work.
- Teamwork — Communicate openly and respect each other.
- Profitability — Make wise decisions and help grow the business.

of monitoring our safety and operational standards in the field.

Mike Millam regularly demonstrates the quality and excellence that have made Air Logistics an industry leader.

Want to recognize an employee who's putting Bristow values into action? Send an email to stacie.fairchild@bristowgroup.com about the person you'd like to see recognized and why. Be sure to highlight which value you think that person best demonstrates in his or her daily work.

The importance of COBI

By Gavin Sinclair, vice president, Compliance

Last September employees began receiving the booklet version of our Code of Business Integrity (COBI) and were asked to take COBI training. A few employees questioned the merit of the request, saying COBI wasn't relevant to their jobs or location. They expressed confidence that they always "did the right thing" anyway.

That's a reaction I understand. In fact, it's what I thought 30 years ago when I was working as a welding inspector at an oil construction yard. The opportunities for breaches of business integrity seemed limited. I learned quickly that wasn't true. Even as a very junior employee, I witnessed incidents of theft, intentionally inaccurate record keeping and employee harassment.

Those are the kinds of issues covered by our COBI. The rules protect Bristow as a company, but they also protect all of us as employees. They help make Bristow a good place to work.

In the 1970s the idea that a junior employee would or could report such incidents to management was seen as unusual, and there was no confidential hotline. At Bristow today we have clear rules and a hotline, but we have to understand and apply the rules for the COBI to work on our behalf.

If you observe a breach of our COBI, quickly bring it to the attention of your supervisor or human resources representative. Or use the confidential hotline (888.840.4147, U.S.; 770.582.5277, Int'l.). We all have an obligation to protect the company, its assets and our fellow employees.





Strategy starts with people and safety

Never before has Bristow had a long-term strategy that included all aspects of our business. Now we do, and the result is an improved ability throughout the company to make decisions and allocate resources.

The strategy graphic you see below (left) is the summary of what we want to accomplish over the next five years. Look on our intranet site under the corporate bookcase in downloadable forms and you'll see a more complete version. Beyond what you see there, each business unit and country have their own strategies that reflect and roll up into the company strategy.

Strategies are great, but we need to measure our progress against them. That's why each element of our strategy has associated key performance indicators (KPIs). We'll know how we're progressing at the corporate, business unit and country levels.

Core values come first

Underpinning our strategy are the company's core values. Safety is our first and most important core value. Launching Target Zero will help us develop the corporate-wide culture of safety we need to achieve our goal of being a zero-accident company. Our customers agree that Target Zero is the right approach to safety because it emphasizes that every Bristow employee is responsible for safety.

The People pillar of our strategy

In this issue I'd like to focus on the People part of our strategy. There are three primary components:

- strengthening and globalizing our workforce
- knowledge sharing
- community outreach

Attracting the right people, motivating them and helping them to be successful are critical to our long-term success. Our purchase of Helicopter Adventures Inc., one of the world's premier pilot training schools, was a big step in that direction. Through Bristow Academy (the school's new name), we'll train beginning pilots and mechanics to our standards.

Creating sustainable businesses

Another essential part of our strategy is further diversifying our workforce to more closely reflect the local populations of the countries in which we operate. That's how we create sustainable businesses around the world. Look at the great job being done by Bristow in Trinidad and you'll see what can be accomplished.

Two other People efforts deserve mention. One is identifying management candidates with the most potential, training them and moving them up through the ranks. That's

happening now, and you may have noticed more interregional transfers. Expect to see more over time and at more levels of the company.

Developing and standardizing best practices is another component of our strategy. We're doing that through 10 global teams addressing business functions ranging from flight operations and maintenance/engineering to information management and quality and safety.

Our customers agree that Target Zero is the right approach to safety.

Community outreach also is essential to our strategy and our success. Our work in Nigeria, for example, recognizes that building a long-term successful business requires becoming part of the communities where we work and contributing to their progress.

In future issues, I'll highlight other parts of our strategy.

William E. Chiles
President and CEO



Workshops introduce Target Zero safety leadership



The Bristow Group Culture of Safety

Workshops aimed at helping managers and supervisors introduce the Target Zero “culture of safety” to employees began in late April and continue through early June. Target Zero is the group-wide effort to achieve and sustain zero accidents, zero harm to people and zero harm to the environment.

Twenty-one Target Zero Safety Leadership workshops are being conducted worldwide, reaching the 10 percent of Bristow employees asked to cascade Target Zero locally. Expect to hear more soon on Target Zero from your supervisor, says Andy Evans, corporate manager of Global Quality and Safety Standards.

“The workshops are an important part of bringing Target Zero into every Bristow workplace. Participants are being trained in safety leadership skills and equipped with

tools to help them introduce Target Zero locally in the most effective way possible.”

As part of their training, workshop participants review the results of the company’s global safety survey and learn how the Target Zero culture of safety connects with the Bristow safety management system. Participants will take on a set of post-workshop actions to be completed before the next safety survey.



TARGET ZERO

Zero accidents.

Zero harm to people.

Zero harm to the environment.

Safety improvement still needed

Despite a 46 percent reduction in the Total Reportable Injury Rate (TRIR) at Bristow during the past 12 months, air accident rates have remained fairly constant for the past three years.

“We’re improving but still need to do more,” Evans says. “Target Zero encourages every employee to be a safety leader. That’s the basis for a culture of safety. We all need to take responsibility.”

A Target Zero brochure and calendar for May-December 2007 were distributed to employees in April. Haven’t received yours yet? See your supervisor or email your name and address to target.zero@bristowgroup.com.



Rick Barnett (pictured), Gulf Coast maintenance manager; Doug Shaw, avionics instructor; and Andy Evans, manager of Global Quality and Safety Standards, were the instructors for the refresher course taught in Orlando.

Bristow-sponsored course receives FAA approval

A two-day course titled “Helicopter Vibration/Health/Usage Monitoring” sponsored by Bristow has received U.S. Federal Aviation Administration (FAA) approval as a qualifying refresher course for Inspection Authorization (IA) renewal.

Offered at the HAI Heli-Expo 2007 in Orlando, Florida, in March, as part of the HAI Education Series, the course covers all aspects of Helicopter Health Usage Monitoring Systems (HUMS) and Flight Operations Quality Assurance (FOQA).

Bristow sponsors the course to promote the proven safety benefits of these types of monitoring systems on helicopters.

New EC225

(continued from page 1)

Super Puma helicopters from American Eurocopter, along with options to buy eight more over 2009 and 2010.

Delivery of the S-92s and EC225s begins in 2008. The order for S-92s replaces a previous order for S-76 models. The company retains the option of purchasing the S-76s at a later date.

“We’re aware of upcoming opportunities in Norway, Southeast Asia, Nigeria and the UK that call for new-generation heavies,” says Mark Duncan, senior vice president, Global Business Development. “The investments we’ve announced over the past few months reinforce our commitment to customer requirements, safety and flight efficiency.”



Bristow is purchasing four more Sikorsky S-92s.

Duncan said Bristow has also purchased two EC135 helicopters. The light, twin-engine models are being deployed in the Gulf of Mexico. Options for additional EC135s are under discussion with American Eurocopter.

5,000-hour milestone passed on EC225

In early March, Bristow passed 5,000 flying hours on four commercial EC225s. More than 7,300 landings have been safely accomplished with the latest generation Eurocopter heavy. Bristow was the first commercial customer for the 19-passenger EC225, which Bristow put into service in Europe in July 2005. The 5,000 flying hours equates to approximately 860,000 miles traveled.

The EC225s are on contract to Chevron, Shell and Talisman in the UK North Sea. The company’s fifth EC225 joined the fleet in early April and was put into service for Talisman. A sixth EC225 is set to fly for Chevron in May.

Bristow helps build business, communities in Nigeria

To build sustainable businesses around the globe, Bristow is committed to supporting local communities. Nowhere is that practice more evident than in Nigeria.

Bristow has operated in Nigeria more than 20 years and currently does business in six different parts of the country. Since 2002, the company has broadened its community efforts while also growing its business with leading energy companies also committed to West Africa.

Frequently, community involvement efforts in Nigeria include responses to disasters, says Iyabo Lawal, assistant to Danny Holder, who leads the West Africa Business Unit. In 2002, following a bomb blast that claimed more than 1,000 lives, Bristow helped with evacuation efforts when an undetonated bomb was discovered.

"Our pilots, engineers, aircraft technicians, security officers, maintenance staff and administrators worked day and night to get flights to and from Murtala Muhammed International Airport," she says.

In 2005, following the crash of a Boeing 737 belonging to Belleview Airlines Nigeria, Bristow took to the air to support search and recovery efforts. When the plane was discovered, with no survivors, Bristow pilots flew the Minister of Aviation and others to the site of the crash.

Donations support health issues, elderly, children

More traditional involvement includes donations to health clinics and transportation, with a special focus on children and the elderly. Bristow often

works with its clients and other oil-related businesses on fund-raising activities.

In September, Bristow, Chevron, ExxonMobil and others contributed to the Abuja Oilfield Golf Tournament, which raised funds to help buy computers for Delta State University, provide teaching and maternity care at an orphanage and support a new TB center.

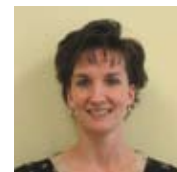
"Employees everywhere should be proud of the community support that Bristow is providing in Nigeria," says Lawal.

Relief efforts and sponsorships are some of the ways Bristow is improving life in Nigeria.



Donations from Bristow and others helped support the Ife Oluwa Orphanage in the Lekki Community of Lagos.

Management Changes



Lori Kozak



Mark Frank

Rod Pulford is the new general manager of Bristow Australia. A Bristow employee for 20 years, Rod spent the past eight years as managing pilot in Australia. **Patrick Thirley** becomes business development manager for Bristow Australia. ... **Andy Morgan**, a former RAF Squadron leader, has joined the Eastern Hemisphere division

as human resources manager. He will be responsible for recruitment and HR administration of British Island Airways (Guernsey) Limited. ... At Air Logistics, **Bob Wade**, formerly assistant Gulf Coast manager, has accepted the newly created position of operations manager, reporting to the director of operations. His new duties include assignment, monitoring and evaluation of base managers and coordination and direction of flight operations. Also at Air Logistics, **Jeff Hobin** becomes ARA maintenance manager. **Jack Christy** becomes director of Field Maintenance, and **Randy Blanchard** takes on the duties of Repair Station manager. ... Within the Gulf of Mexico Operations group of Grasso Production Management, **Butch Guidry** has joined as general manager, while **Al Bullock** becomes operations superintendent. **Lori Kozak** has been promoted to accounting supervisor in Grasso's Houston office. ... At headquarters, **Mark Frank** has been promoted to vice president of Planning.

2006 Airlog Merit Award Winners



Congratulations to the following winners at the annual Air Logistics awards banquet. Among the winners were Kenneth Boudreaux, the Bruce English Award recipient; Ed Quaid III, pilot of the year; Anthony Alpha, technician of the year; Jim McShane, safety award; Martha Rowland, ground support of the year; and Tammie Davis, individual support person of the year.

From left, Mark Boudreaux, director of maintenance; Bruce English award winner Kenneth Boudreaux; Ken Bruner, president of pilot's union; Mike Suldo, president of Air Logistics; and Tom Knudson, Bristow chairman.

News Briefs



Air Logistics was honored with its second Platinum Safety Award from HAI. From left: Ed Newton, chairman of HAI; Alex Holiday, safety advisor for HAI; Ray Wall, Denise Uhlin and Tom Fleming of Air Logistics; and Matthew Zucarro, HAI president.

Another safety honor for Air Logistics came at the Helicopter Association International (HAI) Heli-Expo Conference in March when the company was recognized with the Platinum Program of Safety award. To qualify for the recognition, companies must certify that they have developed and adhere to an operations manual, developed a comprehensive training program, conducted an annual safety audit and provided HAI with operational statistics.

Air Logistics will upgrade its newer medium and heavy twin-engine helicopters with enhanced ground proximity warning systems from Honeywell. The systems will be installed on 12 S-76C+ helicopters currently in the fleet and on more than 20 new S-76 models on order from Sikorsky.

Iridium-based satellite tracking and phone systems from Sky Connect are being added to 125 helicopters in the Air Logistics fleet of helicopters serving the Gulf of Mexico. Flight crews will be able to use a mission management unit included with the package to send standard text messages and flight plans.

Bill Hopkins and Andy Evans were invited to CHC Helicopter's safety summit to present Bristow's experience with HUMS (Health and Usage Monitoring System), HOMP (Helicopter Operations Management Program) and the development of Target Zero. Hopkins is vice president, Global Standards. Evans leads the Target Zero initiative as corporate manager, Global Quality and Safety Standards.

High Flyers

Janet Abadie raised more than \$3,800 for breast cancer awareness and research during this year's Susan G. Komen Race for the Cure in Lafayette, Louisiana. More than 150 Air Logistics employees and family members participated in the annual event. Speed demon **Kevin Soignier** placed 36th among the 3,000 runners.



Tiffany Charpentier and her niece Cassie Dugas were among the Air Logistics race participants.

Story Ideas?

Have an idea for a *Bristow World* article? We want to hear from you. Contact your local editorial team member or email Stacie Fairchild.

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