

## Target Zero Earns Award from Flight Safety Foundation



The Flight Safety Foundation (FSF) awarded its 2012 Presidential Citation to Bristow's Target Zero safety program, highlighting its innovation and knowledge-sharing that contributes to global aviation safety.

The Presidential Citation honors those who have

displayed outstanding service on behalf of safety, whether it be valor, professionalism or service above and beyond normal expectations. The award was presented at the 65th annual International Air Safety Seminar in Santiago, Chile. Jonathan Stripling, Director, Global Quality, Safety & Standards, accepted the award for Bristow.

"Company executives recognized the industry-wide need to improve safety and chose to share the efforts of the Target Zero program in order to advance the safety efforts of the entire industry," said William R. Voss, President and CEO of FSF. "This approach is being replicated across the helicopter industry and driving aviation safety improvements. The decision to share this expertise is the true spirit of aviation safety and deserves to be acknowledged."

In a note to President and CEO Bill Chiles, Bristow Board Chairman Tom Knudson said: "Well done to you and all your team. You richly deserve the accolade, as well as every member of our maintenance crews, pilots and all who support them in our various staff roles."

The Flight Safety Foundation is an independent, non-profit, international organization engaged in research, education, advocacy and publishing to improve aviation safety. The foundation's mission is to be the leading voice of safety for the global aerospace community.

## Bristow on the move to operational excellence

As a company that never stands still, Bristow is defining a path forward to achieve its strategic goals through operational excellence, which means delivering world-class performance in everything we do.

Operational excellence is an evolutionary step that applies both internally and externally to the four quadrants of Bristow's strategy: clients, execution, people and growth. "By incorporating operational excellence into our activities every day, in every part of our operation, we ensure we are performing to the best of our abilities and enabling our clients to achieve their business objectives," says President and CEO Bill Chiles.

### EMPLOYEE INTRODUCTION

Across all business units, Bristow employees are attending townhall-style meetings that introduce operational excellence and explain how everyone will have a voice in deciding how to achieve operational excellence in their regions. Suggestions for promoting and achieving operational excellence are being shared throughout the company.

### OUR STRATEGIC OBJECTIVES



# New Bristow Academy facility opens



## Bristow teams step up after EC225 flights halted



Bristow President and CEO Bill Chiles, Titusville Mayor Jim Tulley and Bristow Academy General Manager Nick Mayhew (left to right) officially open the new Academy site in Florida.

Bristow Academy is now operating from its new, state-of-the-art facility at the Space Coast Regional Airport in Titusville, Fla.

Amenities at the new site include:

- a new concrete 10-acre ramp that will accommodate 57 helicopters
- a large Dispatch and Flight Following Center
- a reception area with conference room
- management and operations staff offices
- a dedicated work area for flight instructors
- staff and student lounges
- 28 individual briefing rooms.

“This new custom-built helicopter training facility now matches the world-class reputation that the Academy holds as a provider of professional and military rotorcraft training and gives that edge needed to attract new business,” says General Manager Nick Mayhew.

### GRAND OPENING HIGHLIGHTS

More than 200 people attended the grand opening, including the mayor of Titusville, representatives from the U.S. Senate and House of Representatives and numerous other federal and local officials and business owners. The Academy’s Military Training program provided an impressive four aircraft formation fly-by to close the outside ceremony, with guests then moving inside for refreshments and to tour the new facility.

The site’s address – 1 Bristow Way – is a new street that required the City of Titusville to change a local ordinance. “We have a good relationship with the city and we really wanted our street to be “the Bristow Way,” Mayhew says, adding that the Academy brings as much as \$100 million per year in economic activity to the area.

The facility was made possible in part through a \$2 million economic development grant from the U.S. Department of Commerce Economic Development Agency.

By Mark Duncan

Senior Vice President, Commercial

As you know, Bristow moved immediately to stop flying its EC225 fleet after a (non-Bristow) EC225 ditched in the North Sea in October. We knew the potential disruption this decision could have on our operations, especially in the European Business Unit, but one we had to make as our commitment to safety rises above all other considerations.

With 16 Bristow aircraft idled by the incident, Bristow teams around the globe are being challenged as never before to see to it that our clients receive the services they need. In many cases, we’ve been able to find alternative arrangements that meet those needs as we make progress each day toward returning to full capacity. The effort we’ve seen is a tribute to the dedication and innovation of our employees. The Senior Management Team and our Board of Directors thank you for your commitment to the company and our clients.

We’ll continue to deliver on our client promise of providing the safest, most reliable and hassle-free service. When we are able to keep that promise while managing a situation like the one with the EC225, clients take notice and it serves as a differentiator for Bristow in the marketplace. We need to continue to strengthen client confidence in Bristow and build on this momentum.

“The effort we’ve seen is a tribute to the dedication and innovation of our employees. The Senior Management Team and our Board of Directors thank you for your commitment to the company and our clients.”

### EXPANDING THE FLEET

While our EC225s remain out of service, Bristow has taken some significant steps to minimize disruptions now and in the future. We signed a contract with Sikorsky to procure 10 S-92s in addition to the ones that are already on order, with an option for 16 more S-92s through 2017.

No matter what happens with the EC225, these purchases will enable us to continue to support our clients. If we are able to return our EC225s to service in the short to medium term, these S-92s will be able to accommodate expanding client needs as well as enable Bristow to pursue new opportunities.

As this situation unfolds, new challenges will arise in the weeks ahead and we will continue to keep you informed. But with the efforts we’ve seen across the company to go the extra mile, I have no doubt we’ll be successful.

# The cold truth: Flying through Alaska's winter

It's 10 a.m. and there is just enough light to see the window thermometer report that it is 30 degrees below zero. While most people might prefer to grab another blanket and wake up in April, for the Bristow Alaska team it's time to go flying.

Winter in Alaska is about as brutal as it gets, offering blizzards, plunging temperatures and as little as five hours of daylight between October and the end of March. Bristow's ability to operate in these conditions has enabled it to become the premier winter operator within the interior of Alaska.

## EXPERIENCE AND EXPERTISE

"Bristow has been in Alaska a long time and we've developed very strong winter operating procedures," says Check Airman Don Herbert, who ensures all Bristow pilots meet company and FAA standards in addition to his regular flight duties. "It's a whole different technique flying in the winter compared with summer."

Coordination with clients is key, Herbert says, because there is so little daylight to complete assignments. "We have to be ready to go when conditions permit and get the work done quickly."

In addition to regular services such as pipeline security and surveillance, Bristow Alaska's main winter activity is working with a contractor that maintains communication equipment in the U.S. Air Force's vast training areas.



Check Airman Don Herbert says Bristow's experience and capabilities stand out when it comes to winter flying in the interior of Alaska.

## 'FLYING INSIDE A PING-PONG BALL'

While temperatures below -40°F will shut down flight operations, the most critical factor to winter flying in Alaska is visibility. "We have to have a horizon," Herbert says. "Sometimes you can have good visibility but with reduced daylight and overcast you can't see the features or shadows of changing terrain. It's like flying inside a ping-pong ball."

Once conditions permit flight operations, attention turns to keeping man and machine warm. For Herbert, that means clothes capable of withstanding Arctic conditions, extra gear and a fleece blanket between flights.

"We also have Arctic heater kits that help keep the interior of the aircraft warmer," he says. Plug-in heaters keep the engines and lubricating fluids warm enough to make restarting easier and reduce wear after an overnight stay away from the base.

## CONSTANT VIGILANCE

Beyond the weather extremes, Herbert says Bristow pilots in Alaska approach their jobs like pilots in other regions. "It takes constant vigilance in assessing your situation and adjusting your approach as conditions change – situational awareness is the key."

Part of that vigilance is strictly monitoring how the aircraft is performing. "If I think I am going to have an issue, I'll get on the satellite phone to have another aircraft ready to get our passengers and crew out of that environment."

Getting ready to fly recently, Herbert noticed it was 2°F in Fairbanks. "It's going to be a warm day."

**"It takes constant vigilance in assessing your situation and adjusting your approach as conditions change – situational awareness is the key."**

– Check Airman Don Herbert



Airframe & Powerplant Mechanic Jake Chavez working on a helicopter at 25 degrees below zero in Delta Junction, Alaska.

# Bristow's global legal team meets in Houston

Representatives of Bristow's Legal Department from around the world met in Houston to explore how they can provide the best value to each other and to their internal clients.

Hosted by Senior Vice President and General Counsel Chip Earle, the retreat examined the Legal Department's initiatives in the key areas of clients, execution, growth and people. External presentations on antitrust and disclosure laws were made by attorneys from the law firm of Baker Botts.

"It was a great opportunity to come together as a team and gain a better understanding of what we do, how we do it and how we could do it better and smarter," Earle says. "I believe everyone learned from each other as well as the external counsel. Going forward, we'll be better positioned to partner with and advise our internal clients in order to further Bristow's compliance culture and contribute to our ultimate success."



Participating in a discussion during the Legal Department retreat are (left to right) Lisa Newburn, Jessie Wheeler, James Howell-Richardson, Joleigh Hulin, Bo Underwood and Sandie Richardson.

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## Company-wide R U OK? Day receives strong support

As part of Bristow Uplift, the company's social responsibility program, employees organized the first-ever company-wide participation in R U OK? Day on September 13, receiving an energized response at locations around the world.

R U OK? Day originated in Australia and is designed to promote connections and conversations on a personal level to help keep small problems from becoming big ones. Bristow seeks to create a daily awareness of potential trouble signs so employees can help each other when difficulties arise.

Many employees wore yellow clothing, the official color of R U OK?, to work. During the day, they were able to participate in a variety of activities, from discussions and raffles to relaxation exercises and tasting healthy foods.

### ENTHUSIASTIC ENDORSEMENTS

Many participants offered their impressions of the day. "It was wonderful and inspiring. Everyone was very welcoming and it was clear that a lot of work went into making it a success," said Business Unit Director Allan Blake about the event he attended at the Tooridan base in Victoria, Australia.

Keir Williams, HR Manager at Bristow's office in Perth, said "Thank you all for embracing the R U OK? Day initiative. Everyone looked fabulous in yellow and I appreciate the positive feedback. I think we will go home tonight better for the experience."

In Aberdeen, Scotland, HR Manager Ellie Runciman said: "Well done and thank you to everyone who participated in R U OK? Day. The external speakers were impressed by the turnout and thoroughly enjoyed getting to

know everyone. Please remember that the R U OK? initiative is not just one day of fun; it is about looking out for your fellow employees and being there when things are not okay."

Willie van Rensburg, chief engineer at Bristow's customer base in Eket, Nigeria, said "Thanks to the team for a successful R U OK? Day. Team Eket will definitely make sure that every day is an R U OK? Day from now on."



Scenes like this one in Australia were repeated around the world when Bristow employees organized the first-ever company-wide participation in R U OK? Day.

# Bristow Australia airlifts 88-year-old woman from cruise ship

After an 88-year-old woman injured her hip in a fall outside her cabin, the medical crew on the Royal Caribbean cruise ship “Voyager of the Sea” decided she needed to get to a mainland hospital. A call from the Australian Maritime Safety Authority put the rescue in the hands of an Exmouth-based Bristow crew.

While Bristow gained permission of two clients to use their contracted AW139 aircraft, plans came together for a rescue team that included:

- Captain Mike Alexander
- Co-pilot Rhys MacLachlan
- Winch Operator Nestor Lopez
- Winchman James Glover
- Aircrew Training Instructor Tony Laws

After arriving on scene and making an airborne risk assessment, Laws and Glover were lowered to the ship. The injured woman was in discomfort but cheerful, and it was determined that she was physically able to be winched off the ship.

“I asked if there was someone who wanted to travel with her, expecting a son or daughter to be on the trip with her,” Laws says. “Instead it was her husband, who is nearly 90 years old.”

He was also assessed as fit to be winched, so the operation began to get everyone on the helicopter. The couple held up fine and they were soon en route to meet a fixed-wing air ambulance in Learmonth that would take them to a hospital in Perth.

Asked why he wanted to be winched up to the helicopter with his wife, the husband replied: “We do everything together.”

“Congratulations to the crew for their professionalism and a safe recovery and thanks to our clients for allowing their Bristow-contracted helicopter to be used for the rescue,” says Australia Business Unit Director Allan Blake, who visited the couple in the hospital. Blake adds that the rescue received coverage both on television and in the local newspaper.



A Bristow helicopter hovers over the Royal Caribbean cruise ship “Voyager of the Sea” as the rescue team prepares to airlift the injured passenger. Photo credit: Tony Laws.

## High Flyers



Perth, Australia-based Technical Services Manager **Richard Tudge** was elected to serve a one-year term as the chairman of the Australian Helicopter Safety Forum.



Engineering Supervisor **Bill Hade** (left) is congratulated on his 45 years of service during Bristow Caribbean Ltd.’s Long Service Awards banquet by International Business Unit Director Duncan Moore.



Aberdeen Workshop Technician **John Tough** received a Certificate of Merit from the Institution of Occupational Safety and Health (IOSH)’s North East of Scotland Branch for his dedication to workplace health and safety.



Engineer **Lawrie Brown** (left) is joined by Bristow Helicopters (Nigeria) Ltd. Managing Director Akin Oni during his 40-year service award celebration in Lagos.

# Practice, preparation minimize hurricane impacts

With the 2012 North Atlantic hurricane season over, Bristow can be thankful that it only had to contend with Hurricane Isaac in August.

The storm, of similar size to 2008 hurricanes Gustav and Ike, caused damage of less than \$50,000 compared with Gustav and Ike's \$7.5 million impact that affected base operations for months. While there may always be some luck involved, Bristow's ability to prepare and recover from hurricanes is no coincidence.

"We start off with a very detailed evacuation plan for the Gulf of Mexico and practice it before hurricane season starts," says North America Business Unit (NABU) Director Danny Holder. "Once a system moves into the Gulf, we ramp up preparations to safeguard our clients, employees and equipment and be long gone by the time the storm hits the coast."

## ANTICIPATING ISAAC

Prior to the storm's landfall, Bristow flew nearly 3,000 people from the offshore rigs to safety. Once flight operations ceased, bases in Venice, Galliano, Intracoastal City and Patterson were evacuated and all people and equipment moved to New Iberia.

"We evacuate to the west side of the storm's path to avoid the most-severe impacts," Holder says. "For Isaac, we moved all of our parts, computers and communications equipment in large leased trailers we keep on standby. Then we moved a total of 65 aircraft to New Iberia."

Because Hurricane Katrina in 2005 destroyed many employees' personal vehicles left at bases, NABU now rents car carriers to bring the cars to the evacuation site. Then it's time to ride out the storm in nearby hotels.



New Iberia's hangars were filled to capacity with aircraft evacuated from other Bristow bases. A total of 65 aircraft were moved to the facility.

## BACK IN ACTION

The day after Isaac passed, Bristow was back in the air for clients seeking damage assessments of their platforms. Over the next few days, about 3,300 people were returned to the rigs to get ready to resume production.

The return process can take longer, Holder says, because Bristow requires round-trip fuel plus 30 minutes since the condition of the offshore refueling stations are unknown. "It limits the number of people you can carry but it's a margin of safety that neither Bristow nor our clients will compromise."

Recovery also requires cooperation, and Bristow offers assistance wherever it can. "One client's base was flooded, so they operated from our Galliano base for several days," Holder says. "We also assisted the local power company, made bases and fuel available for the National Guard, and worked with the government to make sure the offshore terminal that supplies the Strategic Petroleum Reserve was operational."

## CONTINGENCY PLANS

In the event that Bristow's critical flight-following capabilities from New Iberia fail, a back-up data center in nearby Lafayette can be ready to go in two hours. The site supports hospitals and other key functions and is rated to withstand 150 mile-per-hour winds.

"We also have two portable satellite trailers that enable us to do flight following from almost anywhere," Holder says. "All we need is a hotel parking lot and the people to operate the equipment."

When it comes to dealing with hurricanes, Holder notes, having employees who are long-time residents of the area are a real asset. "They're used to these storms and are a big part of the reason why none of our bases took water, no aircraft were damaged, and we maintained Target Zero safety throughout the entire event."



The tracking map of Hurricane Isaac.

# Bristow Norway assists in dramatic sea rescue

When the Norwegian fishing vessel Kamaro broke down at sea in late October, it seemed that it could simply be towed to port for repairs. But rapidly deteriorating weather conditions brought the decision to evacuate the 14-person crew and a call to Bristow to join the rescue effort.

As soon as Bristow's Norway Area Manager Renee de Jong approved the mission, Captain Jan Andersen and crew scrambled to get airborne and reach the vessel about 40 nautical miles offshore. Arriving on scene, they found the 128-foot vessel pitching heavily in extremely large seas and high winds.

"We lowered our rescue man, Thomas Linnerud-Vageng, to the deck. But after having the main hoist wire break on the vessel's structure, it became obvious that we would not be able to winch anyone from the vessel because it was rolling and heaving too much," Capt. Andersen says. "That meant each person would have to jump overboard when instructed, where Thomas was waiting to secure them for hoisting, using the backup (secondary) hoist."

With 11 people rescued, Capt. Andersen realized that fuel levels were becoming critical and handed off the mission to a Coast Guard helicopter that retrieved the last three crew members. A doctor on board, Trygve Andreas Monstad, conducted initial evaluations en route to Hammerfest, Norway, and all were found to be in good condition although shaken by the episode.

Other crew members participating in the rescue were:

- Co-pilot: Ville Varantola
- Winch operator/technician: Kenneth Arild
- Cabin assistant: Torry Hansen



Meet the Bristow Norway rescue crew. From left are: Co-pilot Ville Varantola, Winch operator Kenneth Arild, Cabin assistant Torry Hansen, Rescue man Thomas Linnerud-Vageng and Captain Jan Andersen.

## OUTSTANDING TRAINING, TECHNOLOGY

"The extreme weather conditions made this operation a big challenge," Capt. Andersen says. "It was a good example of what can be done when modern equipment combines with a committed and well-trained crew to save lives.

"As the commander of this mission, I would like express my gratitude and respect to the rest of the crew for a job done with a high level of professionalism," he says. "I'm proud of what we were able to accomplish in very difficult circumstances."



This is an actual photo from the rescue operation on the fishing vessel Kamaro, taken from the Norwegian Coast Guard vessel Harstad. Photo credit: Norway Coast Guard.

## Striving for operational excellence

Bristow business units measure their performance using global key performance indicators (KPIs) related to safety, reliability and customer service. We are pleased to report favorable performance for our clients in the following areas:

| CLIENT VALUE ADDED SCORECARD (OCT 2012) |                                 | Month | YTD   | Goal  |
|---|---------------------------------|-------|-------|-------|
|   | All On Time Departure (OTD)     | 95%   | 96%   | 97%   |
|   | Bristow On Time Departure (BOT) | 99%   | 99%   | 97%   |
|   | Service Availability (SAV)      | 99%   | 99%   | 95%   |
|   | Total Flights Delayed (TFD)     | 1,370 | 8,927 | 9,981 |
|   | Recognition (TRR)               | 2.76  | 5.12  | 1.00  |

# News Briefs

## MANAGEMENT CHANGES



Adil Ahmed



Bobby Joseph



Nina Jonsson



David Fowkes



Olaf Brandes

**Adil Ahmed** was appointed director, Information Architecture and Knowledge Systems. Previously, he was an infrastructure transformation program manager. Ahmed is based in Houston and reports to Steve Sidney, chief information officer...**Bobby Joseph** was appointed director, Information Security and Compliance. He most recently worked at Baker Hughes Inc. as senior manager, Enterprise SAP Application Security and Controls. Joseph is based in Houston and also reports to Steve Sidney...**Nina Jonsson** joined Bristow as director, Fleet Management. She previously worked as a consultant and as director for fleet planning at United Airlines. Jonsson is based in Houston and reports to Centralized Operations Business Unit Director John Cloggie...**David Fowkes** joined Bristow as director, Strategy and Structured Transactions. His experience includes more than 15 years working on fixed-wing finance, mergers and acquisitions and restructurings. Fowkes is based in Houston and reports to L. Don Miller, Vice President, Strategy and Structured Transactions...**Olaf Brandes** joined Bristow as director, Global Accounts and Business Development, Europe. He has nearly 20 years of experience working for leading international companies, including 10 years of global account management experience with Royal Dutch Shell. Olaf is based in Redhill, U.K. and reports to Maggie Montaigne, Vice President, Business Development and Marketing.



## New company store website opens

Bristow's new company store website is available for employees around the world to purchase a wide variety of Bristow-branded items for company events or personal use.

Located at [www.costore.com/bgs/welcome.asp](http://www.costore.com/bgs/welcome.asp), the store features 13 categories of products ranging from clothes and coolers to trade show giveaways. Just create an account and start shopping!

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