

Building a new Europe

A new European business structure that consolidates ASCO activities in the UK and Norway was introduced in July with a familiar face at the helm. Walter Robertson, formerly Managing Director of the Northern North Sea business, is now Managing Director of the new unit which will have annual sales of £240m and employs over 700 people.

Billy Allan, Group Chief Executive, said: "Increasingly, our UK and Norwegian businesses are working with the same clients and a number of these clients are taking a unified management approach to running their businesses in Europe.

"To align our business with these changes and to ensure that we can continue to deliver a consistent, high quality service to our clients, we will be bringing our European operations

together into one integrated management structure with the exception of Enviroco, our waste management business, which will continue to operate separately."

Walter added: "There are big changes taking place in the UK and Norwegian sectors including the mix of oil and gas operators and how they manage their assets. We need to be able to meet the needs of the established operators and the new entrants. Whether operators want to use us in



just one sector or want an integrated European service, we will be able to support them from our network of strategically located bases.

"I am convinced these changes will provide us with a sustainable European business model, which will be delivered via a strong competent management team and will provide exciting employment and career development opportunities for many years to come."

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Welcome

from **Billy Allan**
Chief Executive



We are now well into the second half of the year and despite challenges in some of our markets I am glad to be able to report that we are on track to achieve our targets for 2008.

It's great to see our established businesses doing well and really encouraging to see our new business in Canada, Norway and the Caspian delivering results in line with expectations.

As well as achieving our business goals, I strongly believe it's important for us to support the communities in which we operate. As you'll see elsewhere in this copy of LINK, ASCO people have been providing a helping hand to cancer sufferers in Canada, hospitals in Malawi and young people in the UK – and I know that many more projects like these are underway across the company. So well done to all of you, and keep up the good work (as well as delivering the business results!)

Changing Gear and Delivering

More are two phrases you're going to hear a lot more of in the coming months. When you study successful people and organisations one thing becomes clear – they don't just sit back when things are going well.

Instead, they push themselves on to a higher level of performance.

That's what we all need to do now at ASCO.

We've had a positive couple of years but now it's time for us all to change up a gear (or two) and to deliver much, much more. Watch this space.

Billy Allan
Chief Executive



Heartfelt thanks

In the last issue of LINK, you read about the ASCO Senior Management Meeting and Poker Night in Calgary, Alberta, where Ryan Makar from Suncor Energy won first prize and chose the Canadian Cancer Society to receive a \$2,500 donation from ASCO.

We were delighted to receive the following response:

Thank you! On behalf of the Canadian Cancer Society, I would like to thank ASCO Canada Ltd. for your generous donation of \$2,500.00 through the client poker tournament ASCO hosted on May 30th 2008. What a wonderful idea, and we are honoured that Mr. Makar chose to support the Canadian Cancer Society. The fact that ASCO offered a donation to a charity as a prize shows the philanthropic nature of the company and its employees, and what a wonderful corporate citizen ASCO is. I want you to know that this gift sends a message of hope to those whose lives have been affected by this indiscriminate disease.

The "ASCO Lifestyle" programme sounds amazing, and I look forward to the opportunity to meet with you to further discuss this program and how ASCO and the Canadian Cancer Society can work together to fight cancer.

We are committed to making cancer history, and unlike many organizations, we focus on all types of cancer. The Society is a national, community-based organization of volunteers whose mission is the eradication of cancer and the enhancement of the quality of life of people living with cancer.

Your gift given through Ryan Makar will go towards funding world-class cancer research and offering vital community services to patients and their families. These include such projects as an Alberta-based research project whose goal is to improve the colorectal cancer journey at every step along the way, and the creation of a national centre for cancer and the environment which will focus on research on the environmental causes of cancer. Our community services include the urban transportation – volunteer driver program where volunteer drivers help get people to and from their medical appointments, as well as CancerConnection, which helps patients and their families connect with other cancer survivors to get the support they need to get through their cancer journey.

Sincere regards,

Ulrike Thomas

Canadian Cancer Society

AFM - Industry leaders in safety



The National Safety Council in the United States announced that ASCO Freight Management has been honoured with a 2008 Industry Leader Award for achieving the best safety performance within its industry. The award is a component of the Council's member-exclusive Safety Motivation and Recognition Awards Programme.

The Industry Leader Awards recognises the top 5% of member companies, units and facilities that have met the criteria and qualified for the national Safety Council's 2008 Occupational Excellence

Achievement Award (based on 2007 calendar year data). Winners are selected based on NAICS code, lowest total incidence rate, and then employee work hours.

To commemorate its achievements, AFM received an "Industry Leader Award" certificate and an "Occupational Excellence Achievement Award" certificate, which the company has proudly displayed in the board room. They were also invited to attend the Annual Awards Banquet being held the 23rd September 2008 in Anaheim, California.

Paws for thought

Hundreds of animal lovers, dog owners and their pets came out in support of St. John's SPCA (Society for the Prevention of Cruelty to Animals) Annual Walk on the 29th June in St John's, Newfoundland. Canine enthusiast, Rob Crosbie and his wife Liz were on the organising committee and Liz also took part in the Annual Walk helping raise \$CAN 32,000 despite a foggy, drizzly day.

This year the walk was led by Dexter, a plucky, young pup with a missing paw. The day of the Walk was his first day with his new prosthesis. His owner, JoAnne, said it would take a while for Dexter to get used to it - but quite frankly nothing was holding back this dog. He even has his own Facebook page.

The funds raised will go towards Emergency Treatment Fund and to the Spay and Neuter Program for the Shelter which cares for over 1,500 cats and 800 dogs each year.



Dexter, the amazing three-legged pup.

ASCO Successes

Europe: SNS

Centrica Energy - 1 year

Perenco - 3 years

ADTI - 2 years

BP - 6 month trial of vessel crew change facilities

Europe: NNS

Talisman - 5 year deal for the provision of logistics services from Peterhead.

StatoilHydro - provision of logistics services and fuel for Bressay & Broch wells supported from Peterhead

Enviroco

CNR International - Total Waste Management NNS - 3 years plus 2 x 1 year options

Well Ops UK - Total Waste Management Aberdeen and Vessels - 1 year plus 2 x 1 year options

BIS Salmis - Total Waste Management Aberdeen - 3 years plus 2 x 1 year options

ESPO - Hazardous Waste Management to Schools, Colleges and Universities across England - 18 month contract

Seacor Marine International - Total Waste Management SNS - 1 year plus 2 x 1 year options

North America

Petro-Canada - Warehouse Management for MacKay River SAGD Plant - 1 year

Apache Canada - Materials Storage in Balzac - 4 years

Caspian

Lukoil - Logistics contract awarded for forthcoming Yalama exploration programme commencing in Q4 2008

Bertlings/BP - Safely and successfully completed series of heavy lifts (> 300mt) for Sangachal Expansion Project

Weatherford and Baker Oil Tools - Provision of additional workshop and warehouse facilities



Medical Supplies to Malawi

When European Managing Director, Walter Robertson, was approached by Senergy's CEO, James McCallum, to pack and deliver a CCU of medical equipment to support Malawi hospitals, he was quick to help.

The Republic of Malawi is located in south eastern Africa and is bordered by Zambia, Tanzania, and Mozambique. Its economy is heavily dependent on agriculture and exports three main crops – tobacco, tea and sugar. This dependence on agricultural products makes the country particularly vulnerable to influences such as declining terms of trade and drought.

In addition to the precarious economic situation, Malawi is home to more than a million orphans, as well as a population where 14.2% are HIV-positive. The country has repeatedly been affected by famine since 2002.

In a land plagued by poor healthcare and high mortality rates, the Scottish hospital equipment was a welcome gift.

Walter said: "ASCO is a firm supporter of corporate social responsibility and we were pleased to help the people of Malawi."

AFM's Kim Anderson, Operations Manager, organised the collection of lightly used and disinfected medical equipment from hospitals around Scotland. "The hospitals were very supportive and we ended up with 116 mattresses, 12 beds, three operating tables, two racks for holding testing equipment, two cabinets for the operating theatre and 80 boxes of various life-saving medical equipment."

All the equipment was sent to AOB in Aberdeen, who packed it into a 40 ft. CCU. AFM, Dyce, organised the shipping of the CCU to Malawi, where the medical equipment was then distributed to local hospitals in the cities of Lilongwe, Blantyre and Mulanje.

"It was hard work but everyone pulled together to make this very worthy cause a reality," said Kim Anderson.

Brian McCormack –

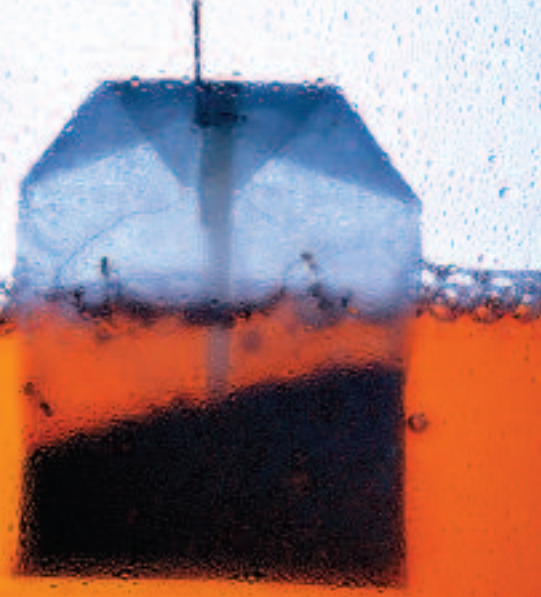
Measuring success over a nice cup of tea...

Next time you are enjoying a nice cuppa, ask yourself what factors were key in making that well deserved brew a good one. If you are at work then you probably use teabags rather than 'proper tea' so you would need to fill the kettle with cold water, turn it on and boil the water. You would then pour the boiling water in a mug over the placed tea bag, before adding the extras such as milk and sugar to make it to your liking. Or would you? Would you insist that the milk should go in first?

Now imagine if you were to document how to make the perfect cup of tea – How do you avoid scalding yourself? Could you make it more efficiently? How do you define success? How do you measure it?

Before success can be measured and defined, there needs to be an objective in place – a reason for doing something. In this instance, the objective is to produce a hot drink that is to the consumer's taste. The measures of success largely depend on the requirements of the drinker e.g. some like their tea milky, others strong, some with sugar, some not. Additionally during the tea making process, a number of potential obstacles/risks exist that could jeopardise the outcome – overfilled kettle, over brewed tea, or even the manner in which the tea is served. All of these actions have a bearing on whether that cup of tea was deemed a success.

Now take the same principles and apply them to ASCO's service offering. Okay, it's a little more complex than a cup of tea but the methodology is the same – it is only by understanding and defining what we do that we can measure success and continuously improve.



Brian McCormack, a Process and Risk Management expert has joined ASCO to lead a new project entitled 'Project Lateral'. Brian will be working with ASCO's various business functions to examine how we can best measure success in every service offering by capturing what we do, how we do it, how we monitor and record it and what the risks involved with each operation. The objective is to ensure our processes and systems are designed to truly support our business.

The core of the common risk management process to be implemented at ASCO is TMTrigger Point Management (TPM). Trigger Points are automatically generated recovery instructions which will be undertaken by ASCO employees to mitigate obstacles / risks that are threatening the success of any process.

Fundamental to all of this are ASCO's people. Over the coming months, Brian will be holding workshops with various ASCO teams to define service objectives, identify success measures and trigger points and put systems and processes in place to mitigate potential risks. After all, as Brian explains, "the only barrier to success is the manifestation of risk."



Walter Robertson with nominees for the Healthy Living Award.

ASCO Lifestyle celebrates young achievers

Members of the community in Aberdeen, Scotland were invited to nominate children, young people and the outstanding staff that work alongside them for the Aberdeen City Council's 2008 Children & Young People's Services Awards.

The event featured 19 different award categories aimed at rewarding a wide range of achievements and short listed nominees were invited to attend an

awards ceremony on the 14th June 2008 at the Aberdeen exhibition and Conference Centre.

ASCO Lifestyle quickly took the opportunity to support the event, which honours local children from the community. Janice Murray, ASCO Lifestyle Network Leader said: "We were thrilled to have the opportunity to support local children and those who work with them. These kids have

worked so hard all year and are so dedicated and we wanted to show them how much ASCO values their efforts in the community."

Walter Robertson, European Managing Director, attended the event along with Janice Murray, Amanda Ritchie, Sales Ledger Supervisor and Dawn Lokey, Corporate Communications Manager and presented the Healthy Living Award.

Baku achievement

On 1st August, the Azerbaijan supply base 3 (SB3) team achieved 3,930 days without a loss time incident (LTI). The 11 year achievement was attained through the dedicated work of around 85 ASCO personnel.

Vugar Alekperzade, SB3 Base Supervisor, said: "Our team is committed to safety

in everything we do - from work processes to everyday life. I am proud of the team and this significant achievement is directly related to their hard work and dedication to safe practices."

The Baku base is approx. 110,000 sq. meters and consists of four pipe yards,



ASCO Azerbaijan supply base 3 team.

quayside, five large warehouses and an Operations Department that is on duty and available 24 hours. In Baku, ASCO maintains HSEQ standards of ISO 9001 and 2000.



In the spotlight

Walter Robertson

Aberdeen, Scotland

What is your role and what are you responsible for?

My primary role is to support the European businesses by developing plans and forward strategies that assist their expansion.

I am supported by an exceptionally talented pool of ASCO people with whom I am privileged to work with. This team has come a long way since the business was restructured and they are truly a dedicated, focussed team who demonstrate a winning mentality.

They have given me great support and the success we have achieved has obviously had an influence in my promotion.

I must also recognise the support we received from our sub-contractors and the important part they play in our business.

What do you like most about your job?

Knowing that winning new business and expanding our profile strengthens the commitment of our people. Everybody wants to play in a winning team.

Tell us about your background...

Like many boys, I wanted to be a professional football player (took me till 15 years old before I realised I wasn't good enough), but after leaving school I became a building surveyor and worked with local authorities around the north east of Scotland.

I joined what was then ASCO Properties Ltd. as a Senior Surveyor in 1985 and later managed a number of divisions within ASCO such as Engineering, Fuel and Lubes, Resource Management and Property and Facilities Management.

In 1998, I was given the opportunity to start up Enviroco, ASCO's waste management business, and spent eight years there until I returned to the main business becoming Operations Director of ASCO in September 2006.

I was delighted to accept the position of Managing Director of Northern North Sea (NNS) after our restructure and again I am relishing the challenge of the new role as European Managing Director.

What do you like to do outside of work?

I have always had a keen interest in football and played for many years. However, I turned to coaching in my mid-30's and taught 5 – 18 year olds before moving to the semi-professional highland league. It was there that I coached my home town team, Deveronvale Football Club in Banff, where I was part of a team that secured two league championships and regular appearances in the Scottish Cup against major league opposition.

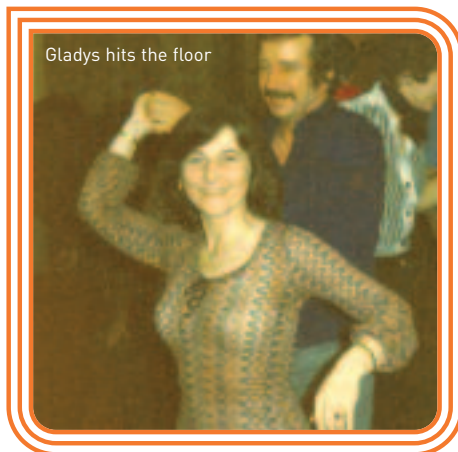
Recently, I have returned to coaching and have taken on the challenge of reviving the glory of the Junior Team at Whitehills Football Club.

I am married to Janice and have two grown up children – Haley who is a nurse at Aberdeen Royal Infirmary and Kevin who is an HSEQ Advisor with RBG.

Janice and I enjoy travel and are keen on caravanning (yes, those slow vehicles that hold every other road user up).

My other interests include golf and cycling.

Gladys hits the floor



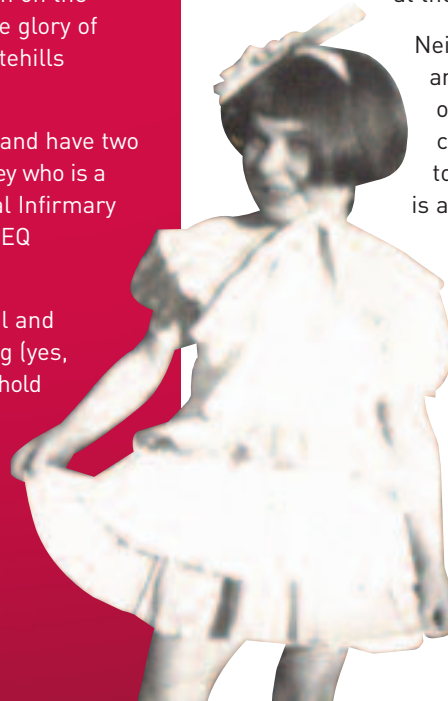
LADIES FROM THE 80'S CLOCK UP HALFA CENTURY

If you are old enough to remember life in the 1980's, what do you immediately think of? Big hairstyles? Charles and Diana's wedding? Adam Ant? For two ASCO ladies, 1980 – the year that John Lennon was shot and 1984 – the year that the £1 note was phased out in England – were particularly significant as that was the year that they both started work at ASCO not imagining that they would still be here 25 or so years later.

While retirement is looming for Maureen Bowie, vessels accounting, Peterhead and Gladys Walker, purchase ledger, Aberdeen, neither is planning to put their feet up with Gladys staying at ASCO another year and Maureen looking for a part-time accounting position when she leaves at the end of the year.

Neither lady admits to any current hobbies outwith work but colleagues can't fail to have noticed Gladys is always first on the dance floor at ASCO parties... she does have one unfulfilled ambition... to dance with TV's 'bad boy; Brendan Cole of 'Strictly Come Dancing' fame. We can't wait for the leaving party, Gladys!

Gladys Walker



Award winning team

Every day the services we provide our clients and how new challenges and opportunities are approached is a reflection of ASCO's culture. For many this is carried out behind the scenes ensuring smooth, uninterrupted service for client operations.

This was the case for the Killingholme operations manager, Michael Susewitz,



who was part of a group of 15 individuals awarded the "Centrica Storage Managing Director Award" at an awards ceremony at the end of June 2008. Michael was recognised for his contribution with the logistics required for a major project carried out on the Rough platform during 2007. The award ceremony was held in London at the Millbank Tower where several senior Centrica Storage executives presented.

Michael has been involved with the Killingholme operation from its beginning in support of the Centrica Storage (previously BG Storage) operations since their relocation from Great Yarmouth in December 2000. The Killingholme Storage Centre is located



Michael Susewitz

near the Immingham Docks on the Humber Estuary.

The Killingholme team consists of only three members of staff who are responsible for every aspect including receiving, checking and receipting deliveries at the warehouse, to supervising the loading of vessels and everything in between. Over the years there have been some changes in personnel and operational requirements but the successful support of the client is due to the dedicated team effort of this small group of employees.

Tell us what you think...

ASCO HR will be carrying out an employee satisfaction survey in the UK in early November. The survey will be conducted by Ipsos MORI, a company who specialise in customer and employee research.

A survey champion will be chosen from each site. This person will represent their area, attend meetings with Ipsos MORI and help implement the survey.

The information obtained from the survey will be used to identify strengths and weaknesses in the company and to help determine the way forward for ASCO and the HR team.

Don't miss out on this opportunity to express your views and concerns.



CALLING ALL NEWSHOUNDS!

LINK is always looking for interesting stories, news and photos to include in each issue. The newsletter is meant to represent you and your experiences at ASCO so please let us know what you think! We are always looking for ways to improve so please e-mail LINK@ascoworld.com with any ideas, exciting news, etc. Submission deadline for the winter edition is 07 November 2008.



Golf day - above par

The Northern North Sea division held their annual golf day in June at the Meldrum House Golf Club outside Aberdeen. Designed to bring clients together with ASCO managers to build relationships, the event was a total success.

Team two, led by Tony Littler, ASCO Aberdeen Business Director, took first place. The best individual player was Terry Allan from Tulloch Recruitment, who played in Peterhead Business Director Les Clark's team. He took home a framed picture of the old St. Andrews golf course and a putter.

As part of the event, participants were asked to take part in ASCO Lifestyle's raffle to win a putter, kindly donated by Bob Christie at Concept Promotional Merchandise. By the end of the day, £250 was raised for featured charity, Friends of Anchor and Ken Noble, ASCO Operations Team Leader at Dales Base in Peterhead, walked away with the top prize.

Les Clark said: "It was a fantastic day and we enjoyed perfect weather, a well-tended course and great hospitality from the club. New and existing clients attended the day so it was a great opportunity to build relationships. I am looking forward to next year's event!"

Golf day team 3: Team 3 (L-R) Reg Morrison, Talisman; Les Clark, ASCO Peterhead Business Director NNS; Terry Allan, Tulloch Recruitment



Golf day team 2: Team 2 (L-R) Gavin Hawthorne, Bond Helicopters; Tony Littler, ASCO Aberdeen Business Director; Mark Hardie, BP



Joseph Abraham poses with his curry duck cuisine.

Men giving back to the community

ASCO Trinidad took part in a Men Who Can Cook fundraising competition in April. Spearheading the event were ASCO's Terrence Frontin, Joseph Abraham and Chris Francis. The money raised went to support one of the local secondary schools in the community.

Terrance Frontin, Materials Team Leader, showed ASCO the logistics team men can cook by delivering a top class curry crab. Joseph Abraham, Operations Foreman, represented the operations department with a smashing curry duck cuisine and Chris Francis, Marine Manager, heated up the competition with his chicken curry.

Though the men did not make it into the top position, they proved that their hearts were in the right place and can be a force to reckon with in the kitchen. All three are looking forward to next year's competition.