



December 13, 2010

Paul Leonard  
President  
Hibernia Management & Development Co.  
Ltd.  
Suite 1000, Cabot Place  
100 New Gower Street  
St. John's, NL  
A1C 6K3

Alan R. Brown  
Vice President - East Coast  
Suncor Energy Inc.  
Suite 201, Scotia Centre  
235 Water Street  
St. John's, NL  
A1C 1B6

Paul J. McCloskey  
Vice President, East Coast Operations  
Husky Energy  
Suite 901, Scotia Centre  
235 Water Street  
St. John's, NL  
A1C 1B6

Gentlemen:

**Re: OHSI Recommendation #20 – Inclusiveness**

In the OHSI Report, Commissioner Wells stated:

**It is recommended that the Regulator develop procedures to involve workers and pilots in the development, implementation, and monitoring of all helicopter safety issues on an ongoing basis.**

We request that the Operators ensure resources and personnel are available from their operations, helicopter operators, helicopter operators' pilots and the offshore workforce to be part of the OHSI Aviation Team to develop procedures to involve pilots and the offshore workforce in helicopter safety issues.

We will ask the OHSI Aviation Team to develop a work plan for their response to this recommendation, and to present that work plan by January 31, 2011. We will also ask that they prepare and present a monthly status report of progress against the work plan.

We anticipate your cooperation in this regard and ask that you promptly acknowledge receipt of this letter and confirm your undertaking to accommodate our request.

Sincerely,

  
Max Ruelokke, P. Eng.  
Chairman & CEO

Fifth Floor, TD Place, 140 Water Street, St. John's, NL, Canada A1C 6H6  
Telephone (709) 778-1400 Fax (709) 778-1473