



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: Response to the Report of the Offshore Helicopter Safety Inquiry – Overview**

Over the past three weeks, the Board has reviewed the recommendations of the Report and constructed a strategy to address each of the issues raised. As you are aware, many recommendations call for consultation with and input from several stakeholder groups, including the operators, the offshore workforce, the helicopter operator, educational and training organizations and government agencies.

As operators, you are the parties with which the Board has a direct regulatory role and obligation. As such, the engagement of your workforce, contractors and representatives will be made by direct request to you via issue-specific letters in respect of these matters.

The Board has chosen to examine, evaluate and implement the recommendations it accepts by actioning "Teams", providing them with mandate and terms of reference. The "OHSI Aviation Team" and the "OHSI Safety Team" will draw on appropriate resources (as specifically needed) to fulfill these mandates in respect of accepted recommendations, other than those referred to government agencies (where they may nonetheless become a resource).

The issue-specific letters provided to you will task you to provide certain personnel resources from your organization, workforce and contractors. These resources may well be needed on a full-time basis for a period and thereafter be engaged on a monitoring and reporting basis. We expect your full cooperation in this regard.

The output from the safety teams will be directed to the Board and we will determine, in respect of their deliberations and recommendations, a way forward. The resulting changes to our regulatory practices will, in many instances, result in the implementation of changes in the way your companies, workforce and contractors undertake your work. These changes will likely result in directives, orders or administrative terms and conditions which will enable the Board to ensure compliance and undertake enforcement.

We look forward to initiating the evaluation and implementation strategy in the near future and anticipate your prompt response in respect of our requests to you in the issue-specific letters.

Sincerely,

  
Max Ruelokke, P. Eng.  
Chairman & CEO