



WhiteRose



**WHITE ROSE PROJECT**

**DIVERSITY PLAN**

**October 2003**

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## 1.0 Introduction

Husky Oil Operations Limited, and its parent company, Husky Energy Inc. (together, “Husky”), believe that an effective employment and business diversity strategy is important to the success of the White Rose Project and the future development of the Newfoundland and Labrador offshore oil and gas industry. Diversity initiatives have the potential to expand the petroleum industry’s labour pool at a time when it is experiencing shortages in some trades, and these are forecast to increase. Such initiatives also provide Husky and its contractors access to a wider range of capabilities, improve worker retention, and contribute to healthy and productive working environments.

The White Rose Project Diversity Plan facilitates the access of designated groups (women, aboriginal peoples, visible minorities and persons with disabilities) to employment and training and to opportunities to bid on contracts for the supply of goods and services, on the Project. The Plan applies to Husky and its contractors operating or hiring in Canada on the White Rose Project, and to both the development and operations phases of the Project.

### 1.1 Diversity Requirement

Under Section 45(4) of the *Atlantic Accord Implementation Acts*, the Canada-Newfoundland Offshore Petroleum Board (CNOBP) may require that:

*“Any Canada-Newfoundland benefits plan include provisions to ensure that disadvantaged individuals or groups have access to training and employment opportunities and to enable such individuals or groups or corporations owned or co-operatives operated by them to participate in the supply of goods and services used in any proposed work or activity referred to in the benefits plan.”*

The Acts specify that the provision, under Section 45(3)(b), that a collective agreement may not frustrate access to training and employment opportunities for residents of the Province, applies equally to disadvantaged individuals.

The CNOBP White Rose Project Decision Report (Decision 2001.01) required, as Condition 9, that Husky “submit a report for approval by the Board describing its approach to affirmative action as contemplated in subsection 45(4) of the Legislation.” (p. 35)

This Diversity Plan addresses this requirement by documenting Husky’s approaches, principles, process and initiatives for addressing diversity goals during the development and operations phases of the Project. As such, it supplements the Human Resource Plans prepared in response to the CNOBP White Rose Decision Report Condition 2 and builds on the White Rose Project Canada-Newfoundland Benefits Plan.

The Benefits Plan notes that Husky's Workforce Diversity Policy will be enforced throughout the Project, and that Husky will require that White Rose contractors operating or hiring in Canada act in a manner consistent with it. Under this Policy, Husky:

- Is committed to building a work environment that is free of discrimination and harassment;
- Will ensure that its employment policies are implemented in a fair manner and are free of discrimination and barriers;
- Is committed to the principle of fair representation of the designated target groups at all levels of the organization; and
- Will take special measures to facilitate the full participation of under-represented designated groups at all levels of the organization. (Benefits Plan, p.30)

The Husky Workforce Diversity Policy uses a very broad definition of diversity, stating that it 'can take many forms: differences in training, experience, gender, age, ethnic background, work or communications styles, and so on.' However, in line with the above references to designated target groups, and the Decision Report reference (p.24) to the federal *Employment Equity Act*, this Diversity Plan focuses on the four groups designated under federal legislation: women, aboriginal peoples, visible minorities, and persons with disabilities.

## **1.2 Diversity Plan Responsibilities**

Further to the above requirement, and consistent with the commitments made in the Benefits Plan and the White Rose Project Construction Phase Human Resources Plan, Husky has the primary responsibility for advancing diversity throughout the Project. This includes: providing leadership in developing and implementing this Plan; advocating and supporting relevant diversity initiatives; reporting on Project diversity to the CNOBP; maintaining a liaison with other stakeholders, including community groups; and, holding an annual Diversity Plan Workshop. Husky's corporate-wide diversity experience, which includes its involvement in the Federal Contractors Program and its respectful workplace initiative, will be important here, providing a valuable source of information and expertise.

The leadership responsibility includes Husky serving as an example in meeting the Plan's requirements in respect of its own Project activities, such as putting in place the necessary organizational resources, setting diversity targets, and monitoring and reporting on its success in meeting targets, including by submitting an annual Diversity Report.

Given that contractors and sub-contractors are undertaking much of the Project work, they have a critical role to play in the Diversity Plan. Husky's Canada-Newfoundland Benefits Guidelines, which encompass the provisions of the Diversity Plan, are a contractual obligation for all companies involved in the White Rose Project. Contractors and sub-contractors must adhere to the Guideline's philosophy and guiding principles, and meet its requirements.

In implementing the Diversity Plan, the main Project contractors, selected by Husky on the basis of the amount of work they are undertaking or subcontracting in Canada, must: put in place of various organizational requirements: set diversity targets; and monitor and report to Husky their success in meeting targets, including by submitting annual Diversity Reports. They must also seek to ensure their sub-contractors meet the Plan's requirements.

## **1.3 Diversity Plan Format**

The rest of this Diversity Plan has the following format:

- Section 2.0 describes the distinctive features of the White Rose Project that have shaped the design of the Plan, and the principles that underlie its approach to diversity.
- Section 3.0 describes the process that the Plan uses to advance diversity throughout the Project. It describes: the organizational requirements Husky and the main contractors have to satisfy in order to integrate diversity into the way they do their White Rose business; the diversity target setting, monitoring and reporting process that is used; and a number of Husky initiatives designed to support the planning process.
- Section 4.0 provides Husky and its contractors with guidance in undertaking their diversity planning. It outlines five topics that have shown to be important in delivering diversity: Information and Communications; Employee Recruitment and Selection; Employee Development; Working Environments; and Contracting Goods and Services. For each topic, it describes actions they may want to consider in their diversity planning.
- Section 5.0 provides a short summary statement of the planning goals and process.

Appendices provide additional materials designed to assist Husky and its White Rose Project contractors in implementing the Diversity Plan. These include:

- A checklist of diversity topics and appropriate actions;
- A list of community groups and government agencies able to provide advice and assistance in addressing diversity; and
- The Human Resources Development Canada designated group definitions.

## 2.0 Approach

The White Rose Project has some distinctive features that have shaped the design of this Diversity Plan:

- It has two main phases, construction and operations, each of which involves different activities, companies, working environments, skills and employees;
- The first of these phases involves engineering and construction companies and workers in relatively short-term activity, while the operations phase provides longer-term employment and business opportunities;
- In both phases, the great majority of workers will be employed by contractors, with relatively few working directly for Husky;
- The Project involves Canadian and non-Canadian companies and managers with different national and business cultures, which may result in them using different approaches to employment and contracting issues; and
- Some personnel work only part-time on the White Rose Project, combining it with work on other projects and initiatives.
- In response to these characteristics, the Diversity Plan is flexible in that it:
  - Allows Husky and its main contractors to develop quantitative targets and commit to initiatives that are appropriate to their organization and activities, and to labour market constraints;
  - Uses an iterative process whereby Husky and its main contractors establish diversity targets and monitor success in meeting them, with the monitoring leading to the establishment of new targets and initiatives; and
  - Emphasizes collaboration between Husky, its main contractors, regulators and community groups, so as to access different networks and share expertise and lessons.

### 2.1 Diversity, not just Equal Opportunity

It is important to note that, consistent with the Atlantic Accord Implementation Acts and the Federal Employment Equity Act, this Plan is about more than just removing discrimination and bias in employment and contracting policies and practices. It is a proactive initiative that seeks to use a range of interventions to increase the representation of designated groups in the White Rose Project labour force and the involvement of corporations owned or co-operatives operated by them in White Rose related business.

### 2.2 A Diversity Culture

Just as it has been seen that occupational safety can only be achieved when the companies involved have a safety culture, so it is recognized that diversity can only be achieved if it is encouraged and supported at all levels of the different companies involved. This requires that they develop a 'diversity culture,' whereby diversity is the responsibility of all their personnel. The aim is to make diversity a normal part of doing business for Project companies.

### 2.3 Small Steps/Large Results

It makes sense to concentrate the effort in areas where the potential for change, measured quantitatively (for instance, in terms of the numbers of jobs or value of contracts), is greatest. However, implicit to the concept of a diversity culture is the idea that it has effects throughout the Project. This is very desirable, because even small initiatives can yield major benefits. For example, a small increment in any designated group's representation in all or part of a company can provide examples and role models that can have significant long-term effects.

## **2.4 Diversity throughout the Value Chain**

As was noted above, this Plan applies to White Rose Project companies operating or hiring in Canada. This includes Husky itself and its contractors, whether involved in the development or operations activity. Husky has the lead responsibility for developing and implementing this Diversity Plan. However, this responsibility is shared with Husky's main contractors, which must both meet the requirements of the Plan, and seek to have their subcontractors meet them.

## **2.5 Working Together**

Many of the companies involved in the White Rose Project can contribute experience in addressing diversity. Some are registered under the Federal Contractors Program and they and others have adopted employment equity or other diversity initiatives locally, nationally and globally. Other companies may be relatively small and inexperienced in addressing diversity concerns. Accordingly, the Plan includes a number of initiatives that facilitate an exchange of information among companies working on the Project, such that they can learn from each other.

## **2.6 Working with the Community**

A number of community groups and government agencies represent the employment and business interests of the four designated groups. Their specialized information and networks allow them to advise and assist Husky and its contractors in achieving diversity throughout the White Rose Project. They have contributed to the development of this Plan and, through a number of specified initiatives, are critical partners in its implementation. A list of these agencies and groups is provided in Appendix 2.

## 3.0 The Diversity Planning Process

This section of the Plan describes the planning process that is used to advance diversity throughout the Project. It describes, first, the organizational requirements Husky and the main contractors<sup>1</sup> have to satisfy in order to integrate diversity into the way they do their White Rose business. It then outlines the Plan's target setting, monitoring and reporting process. Lastly, it describes the White Rose Project Diversity Committee and a number of Husky initiatives designed to support the diversity planning process.

### 3.1 Organizational Requirements

Integrating diversity into the way White Rose Project companies do business requires the leadership of senior management and the full commitment of all personnel responsible for employment, training, succession planning and the contracting of goods and services. In order to integrate diversity fully into the Project, Husky and each of the main contractors must:

- Assign overall responsibility for diversity to a senior manager;
- Assign specific areas of responsibility to key managers/personnel;
- Establish a budget and resources; and
- Establish targets and a monitoring mechanism.

### 3.2 Setting Targets

Targets are necessary if diversity initiatives are to be effective, and their effectiveness measured. Husky and each of the main White Rose contractors must assemble and review data on diversity and put in place and commit to annual targets to be achieved for the designated groups. The targets take the form of both process and outcome targets.

Process Targets: These are the actions that will be taken over the course of the year to support outcome targets. They include actions such as are described in Section 4.0, in the areas of Information and Communications, Employee Recruitment and Selection, Employee Development, Workplace Environments, and Contracting Goods and Services.

Outcome Targets: These are reasonable but ambitious numerical measures of change that will be achieved over the year ahead. Outcome targets for women, aboriginal peoples, visible minorities and persons with disabilities can take the form of measures of change in their shares of any or all of the following:

- Positions in the current workforce, as a whole and within specific occupational categories;
- Hires, including those hired for full time, part time and contract positions;
- Cooperative student work terms;
- Promotions;

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<sup>1</sup> Husky will select the main contractors on the basis of the amount of work they are undertaking or subcontracting in Canada for the White Rose Project. This will normally be measured in terms of the person-years of employment involved.

- Special assignments or other forms of employee development; and
- Resumes in a company database.

Appropriate actions in setting targets include:

- Review current employment data and prospective hiring;
- Review current policies and practices respecting recruitment, selection and contracting;
- Identify and evaluate opportunities to implement actions to address diversity, and select and commit to those that will be implemented;
- Establish numerical outcome targets resulting from these initiatives; and
- Put in place a process to monitor the success in meeting targets.

### **3.3 Monitoring and Reporting**

Husky and each of the main White Rose contractors must engage in internal monitoring so as to measure their success in meeting their targets. In addition, two mechanisms track diversity on the Project and report on it to the CNOBP and other stakeholders. These are quarterly and annual employment reports, and annual Diversity Reports.

#### **3.3.1 Employment Data**

The White Rose Human Resources Plan requires that White Rose contractors report gender-based employment data to Husky on a monthly and annual basis. These data are provided, in Quarterly and Annual Reports, to the CNOBP. They are also publicly available on the White Rose website and used in public information materials.

#### **3.3.2 Diversity Reports**

Husky and its main White Rose contractors must prepare annual Diversity Reports and submit them to Husky by December 31st of each year<sup>2</sup>. These reports build on the above-noted employment data, so as to review progress in achieving diversity over the past year, and set out diversity targets for the year ahead.

Progress in the Past Year: This describes the past year's trends and the current situation. It generally:

- Describes changes in the gender composition of the company's workforce as a whole, and components thereof, based on the monthly and annual employment data;
- Provides supplemental descriptive information, where possible, on changes in the numbers of aboriginal people, visible minorities and persons with disabilities;
- Describes changes in the composition of resume and contractor databases;
- Provides information on the awarding of contracts to supply goods and services; and
- Lists diversity initiatives implemented over the course of the past year.

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<sup>2</sup> The initial, 2003, Diversity Reports must be submitted by July 31<sup>st</sup> 2003.

In each case this includes a comparison of the changes achieved over the past year, with the diversity targets set for it.

In some circumstances, the main contractors are encouraged to provide a supplemental report on actions that are not directly related to the White Rose Project itself. For example, some companies place Newfoundland and Canadian members of the designated groups in regular or coop positions on other projects and in other jurisdictions. Providing them with this experience and training can make an important contribution to diversifying the Canadian and Newfoundland workforces, and such initiatives should be listed in Diversity Reports.

Diversity Targets for the Year Ahead. These are reasonable but ambitious process and outcome targets (see Setting Targets, above) that the company commits to seek to achieve over the course of the year ahead.

### **3.3.3 Review Process**

The Diversity Reports are subject to review by the Husky Benefits Group, which prepares, and provides the CNOBP with, an annual report summarizing diversity achievements and targets. In addition:

- The White Rose Project Diversity Committee (see below) reviews and discusses aggregate annual and quarterly information on diversity, including the overall achieved levels of diversity and diversity targets.
- Husky holds an annual Diversity Plan Workshop, as was described in the Benefits Plan (p.32) and noted in the Decision Report (p.34), which reviews diversity information and initiatives with its main contractors and other stakeholders, including community groups, the CNOBP and other government agencies. A summary report of the Workshop is submitted to the CNOBP and posted on the Project website.

### **3.4 The White Rose Project Diversity Committee**

In order to facilitate the diversity planning process, Husky has established the White Rose Project Diversity Committee. It is comprised of the Regulatory and Administration Manager (Chair), the Manager, Corporate Diversity, the Husky Benefits Group, and a representative of each of the main White Rose Project contractors. This Committee:

- Reviews and discusses aggregate information on diversity, including the overall achieved levels of diversity and diversity targets;
- Provides liaison between Husky and the main Project contractors and co-ordinates their diversity initiatives; and
- Discusses the effectiveness of the Diversity Plan and related processes and, as appropriate, recommends change.

### **3.5 White Rose Diversity Initiatives**

In order to support the process described above, Husky will also:

- Hold an initial meeting with representatives of the main White Rose Project contractors to introduce them to the Plan and its implementation;

- In partnership with community stakeholders, undertake a public information initiative to familiarize women with the Project and the types of employment, training and contracting opportunities associated with it; and
- Provide the main contractors with a range of baseline data and presentations on diversity in the population labour force, student population, etc.

## 4.0 Diversity Topics and Actions

This section of the Diversity Plan provides guidance to Husky and its contractors operating or hiring in Canada for the White Rose Project. It outlines five topics that experience on other large-scale industrial projects has shown to be important in delivering diversity:

- Information and Communications;
- Employee Recruitment and Selection;
- Employee Development;
- Working Environments; and
- Contracting Goods and Services.

These are topics that Project companies should consider in their own diversity planning. For each of them, this section of the Plan provides a description of appropriate actions, based on best practice experiences implementing diversity in Husky corporately, and in other companies and industries. (A Checklist of topics and possible actions is provided in Appendix 1.)

The scope and scale of actions required of each White Rose Project company varies according to such things as its size, activities and the policies and practices it has already implemented. For this reason, this Plan is not prescriptive, but instead indicates the topics that companies must address, and types of actions they have to take, in their diversity planning.

In implementing these actions, contractor representatives may wish to consult with Husky's White Rose Benefits Group, Husky's corporate Manager, Diversity, and representatives of the community groups and government agencies identified in Appendix 2.

### 4.1 Information and Communications

The content and means of provision of information has a major role to play in achieving employment diversity. Appropriate actions Husky and its contractors may take in addressing this topic include:

- Hold information sessions specifically targeted at designated groups;
- Have members of the designated groups represented in text and illustrations they use for promotional, motivational and information purposes, including handbooks, newsletters, posters and websites; and
- Review all text they use to see that it uses gender-inclusive and culturally sensitive language.

### 4.2 Employee Recruitment and Selection

The characteristics of the Project workforce will to some degree reflect those of the labour market as a whole and of prospective new entrants to it. However, the recruitment process can serve to either reinforce or counter the current under-representation of the designated groups. There is, accordingly, a need to use recruitment procedures that actively encourage representatives of

designated groups to apply for all positions. This includes full-time, part-time, temporary and coop positions<sup>3</sup>.

Appropriate actions Husky and its contractors may take in addressing this topic include:

- Establish guidelines for writing model job advertisements that aim to reach potential candidates from the designated groups;
- Review job descriptions and collective agreements for the use of gender-inclusive titles and text;
- Establish relationships with training institutions and work with them to include designated group candidates in regular and coop student positions;
- Implement a system to document outreach recruitment initiatives;
- Establish relationships with community groups and work with them to identify and encourage designated group candidates;
- Implement a voluntary self-identification form for resumes and applications; and
- Implement a system to monitor the gender of persons with resumes on file.

### **4.3 Employee Development**

It is important that representatives of designated groups be encouraged to, and assisted in, developing their capabilities and achieving promotion within White Rose Project companies. Appropriate actions Husky and its contractors may take in addressing this topic include:

- Consideration of diversity in the succession planning process whereby, over time, qualified Newfoundland residents and other Canadians replace non-Canadians;
- Consider the participation of designated groups in all training initiatives; and
- Develop a strategy to increase women's representation in management through mentoring, special assignments, management training, the creation of junior management bridging positions, and targeting specific management positions for women.

### **4.4 Working Environments**

The work environment, and the presence of policies that address harassment and other concerns, can be critical to the retention in the workforce of representatives of designated groups. Appropriate actions Husky and its contractors may take in addressing this topic at White Rose Project workplaces include:

- Establish respectful workplace guidelines and a harassment policy;
- Designate a primary contact person for harassment inquiries;

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<sup>3</sup> As was indicated in Section 1.0, the *Atlantic Accord Implementation Acts* provision that a collective agreement may not frustrate access to training and employment opportunities for residents of the Province, applies equally to disadvantaged individuals.

- Establish, distribute and publicize the harassment policy and procedures; and
- Provide anti-harassment training for managers and supervisors.

Special consideration should be given to workplace environments on the FPSO, rigs and support vessels, especially as they relate to the employment of women. This includes the development and implementation of policies that address gender in relation to personal privacy, recreation and leisure opportunities, the availability of appropriate tools and equipment, women's health and safety, and a respectful workplace free of harassment.

## 4.5 Contracting Goods and Services

The main White Rose Project contractors are required to make their subcontractors aware of their benefits obligations, including those relating to diversity. This includes obligations, further to the provisions of the Atlantic Accord Implementation Acts and the Decision Report, to enable members of designated groups, or groups or corporations owned or cooperatives operated by them, to participate in the supply of goods and services used in any proposed work or activity referred to in the Benefits Plan. Appropriate actions Husky and its contractors may take in addressing these contracting requirements include:

- Describe diversity requirements, respecting both employment and the supply of goods and services, in contracting documents (e.g., pre-qualification questionnaires, requests for expressions of interest, requests for proposals, and contracts);
- Encourage companies to liaise with community-based groups and government agencies regarding bidding opportunities; and
- Advise bidders that, as is the case with health and safety and environmental performance, diversity will be a criterion considered in scoring bids.

To facilitate scoring bids on diversity criteria, bidders should provide information on their diversity policies and practices, including:

- How they provide designated groups access to job and training opportunities arising from the contract activities;
- The number of women and persons from designated groups that they currently employ, in total and in different occupational categories; and
- How they ensure a supportive and respectful working environment for women and other designated groups.

## 5.0 Conclusion

Success in achieving diversity is important to the success of the White Rose Project and the future development of the Newfoundland and Labrador offshore oil and gas industry. This Plan establishes a non-prescriptive approach to diversity that involves, and addresses the needs of, all stakeholders. The planning process set out in the Plan requires that Husky and the main White Rose Project companies establish annual process and outcome targets, and provides guidance and sources of information respecting diversity issues and appropriate initiatives. The Plan includes a regular review process, involving regulators and community stakeholders, to monitor success in achieving diversity. It is anticipated that the review process will lead, not least, to a periodic updating of, and revisions to, the Diversity Plan over the life of the White Rose Project.

## **6.0 Appendices**

- 6.1 Appendix A: Diversity Initiatives Checklist
- 6.2 Appendix B: Community Group And Government Agency Contacts List
- 6.3 Appendix C: Designated Group Definitions

## **6.1 Appendix A: Diversity Initiatives Checklist**

This Checklist is designed to assist White Rose Project companies in identifying actions, and appropriate responsibilities for them, to achieve diversity. It should be noted that the actions described are not mandatory. They are the types of actions that have been found effective by other companies engaged in similar activities, and as such should assist White Rose companies in thinking about their own initiatives and process targets.

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
<b>ORGANIZATIONAL REQUIREMENTS</b>				
Assign overall responsibility for the Diversity Plan to a senior manager.				
Include Diversity Plan as a standing item on agenda of project meetings.				
Assign specific areas of responsibility for Diversity Plan to key managers/personnel.				
Develop a list of competencies related to Diversity Plan and incorporate into management job descriptions.				
Prepare a budget and allocate resources for development and implementation of Diversity Plan.				
Establish 3-year projections for project training and employment opportunities.				
<b>SETTING TARGETS</b>				
Establish designated group targets in succession plan to replace non-Canadian workers.				
Establish designated group targets for all training and employment (full-time and part-time) opportunities.				
Establish designated group targets for promotions and special assignments.				
Establish designated group targets in filling student work terms.				
Establish separate targets to provide work terms for persons with disabilities.				
Establish targets re numbers of resumes on file (inventories) for designated group candidates.				
Establish process targets (qualitative) to support achievement of outcome targets (quantitative).				
Invest in long-term change through involvement with Techsploration and OTT Programs.				
Offer an apprenticeship program for designated group candidates in key occupational areas.				
Designate a number of junior project positions for designated group candidates.				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
<b>MONITORING AND REPORTING</b>				
Establish internal reporting mechanisms to capture recruitment and hiring data on women.				
Consult with Diversity Committee re reporting mechanisms for the other designated groups.				
Establish internal mechanisms to monitor success in achieving employment/training targets.				
Review participation levels for women quarterly and annually using Husky's data reports to CNOBP.				
Review participation levels for other designated groups based on narrative data.				
Prepare and submit to Husky a detailed annual Diversity Report.				
Attend the annual Diversity Plan Workshop to review project's overall progress.				
Review outcomes and, as necessary, revise internal diversity plans.				
<b>WHITE ROSE PROJECT DIVERSITY COMMITTEE</b>				
Assign a senior manager to represent company on the Project Diversity Committee.				
Have representative attend quarterly meetings of the Committee.				
Have representative provide ongoing input regarding internal successes and challenges re diversity.				
Establish a mechanism for representative to share information from Committee meetings internally.				
Maintain a Diversity Committee binder that is available internally to managers and staff.				
Participate in an annual review of the effectiveness of the Committee.				
<b>INFORMATION AND COMMUNICATIONS</b>				
Attend the Husky briefing session on implementation of the Diversity Plan.				
Develop an internal communication strategy to share information on the Diversity Plan.				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**
**Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December**
**Indicate for each item selected the quarter/s in which they will be implemented and person responsible.**

<b>ACTIVITY</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>Responsibility</b>
Involve community-based agencies in dissemination of information on employment/training opportunities.				
Work co-operatively with training institutions in dissemination of information.				
Incorporate diversity component into all public information (websites, brochures, presentations, etc.).				
Provide information on the Diversity Plan to all employees.				
Obtain feedback from employees re work environments, work/life balance, and accommodation issues.				
Advise Diversity Committee of educational needs that may be more efficiently addressed through that body.				
Participate in industry initiatives to raise awareness of diversity (annual conferences, industry publications, etc.).				
Participate in White Rose information sessions targeted to women.				
<b>EMPLOYEE RECRUITMENT AND SELECTION</b>				
<b>Planning</b>				
Develop a policy of gender-balance for project opportunities, where availability supports this principle.				
Develop effective working relationships with key persons/agencies for the designated groups.				
Develop effective working relationships with training institutions re referrals of designated group candidates.				
Implement special measures to create inventories of candidates from designated groups.				
Review "Application for Employment" and recruitment procedures (including on-line) to eliminate bias.				
Access expertise on accommodation of persons with disabilities at the recruitment and hiring stages.				
<b>Job Descriptions and Job Advertisements</b>				
Review credentials and experience requirements for key positions to ensure they are not inflated.				
Review content of job advertisements to ensure information is provided in a clear, concise manner.				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
Review descriptive language such as mainstream personality attributes for adverse impact.				
Review advertisements for gender-inclusive and culturally appropriate language.				
State in ads that "We encourage applications from women, persons with disabilities, visible minorities, and aboriginal peoples."				
Work with community-based agencies to advertise jobs (phone, fax, newsletter, and web site links) .				
Access the expertise of Diversity Committee as a resource for reviewing job descriptions and job ads.				
<b>Screening and Selection</b>				
Implement a system to track and monitor all applications from designated groups.				
Interview all designated group candidates who meet the basic job criteria.				
Use consistent, well-documented, procedures to screen candidates.				
Assign responsibility at a senior level for reviewing candidate files before job offers are made.				
Prior to a job offer, assess the need for further recruitment of designated group candidates.				
Distribute a copy of the CHRC's "Guide to Recruitment and Screening" to personnel involved in hiring.				
Provide training for managers on bias-free selection practices and behaviour descriptive interviewing.				
Assign responsibility at senior level for reviewing all hires in relation to Diversity Plan targets.				
Provide training to managers on integration issues for women and the other designated groups.				
<b>EMPLOYEE DEVELOPMENT</b>				
Obtain input regarding obstacles to advancement in the oil and gas industry.				
Investigate and adopt best practices of other companies (e.g. mentoring programs).				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
Incorporate targets for women and other designated groups in the project's succession plan.				
Set targets re appointments to project committees, boards, work teams, etc.				
Assist women and designated group employees to access developmental opportunities and management training.				
Create junior management positions to create a bridge for women and designated groups to senior levels.				
Monitor progress and modify approaches to ensure achievement of desired outcomes.				
<b>WORKING ENVIRONMENTS</b>				
<b>General</b>				
Draft new (or review current) company policy on harassment and respectful workplace.				
Distribute a copy of the harassment policy and procedures to all managers and employees.				
Designate a primary contact person for harassment related inquiries.				
Ensure that policy is posted at all work sites.				
Provide training to managers and supervisors responsible for harassment policy.				
Provide information sessions for employees on respectful workplace and harassment.				
Conduct an exit interview with employees who voluntarily leave a position.				
<b>FPSO, Rigs, Support Vessels</b>				
Expand company policy to include guidelines that address gender issues specific to these environments.				
Obtain feedback on harassment, personal privacy, and respect for female managers and employees.				
Implement measures to deal effectively with complaints of harassment, disrespect, or gender bias.				
Obtain feedback from women regarding the quality of their down time (recreation and leisure).				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
Check on provision of tools, equipment, and clothing that are modified for women.				
Investigate and address health and safety issues specific to women working in these environments.				
<b>Accessibility, Accommodation, Health and Safety</b>				
Develop a policy on legal duty to accommodate through Diversity Committee.				
Communicate accommodation policy to all managers and staff.				
Conduct an accessibility audit of project work sites and place on file with Diversity Committee.				
Identify accessibility issues that are relatively easy to address and implement changes.				
Assess adequacy of women's washroom and change facilities at all work sites.				
Appoint women to Health and Safety Committees.				
Identify risk factors specific to women, including potential risks during pregnancy and following childbirth.				
<b>Balancing Work and Family</b>				
Assess the potential for flexibility in work schedules to assist employees with work/life balance.				
Develop guidelines to deal fairly and consistently with requests for flexibility in working schedules.				
Obtain feedback from employees on issues that affect work/life balance.				
Monitor for adverse impact on recruitment and retention of women in certain occupational areas.				
<b>CONTRACTING GOODS AND SERVICES</b>				
Involve community-based agencies in dissemination of information on contracts for goods and services.				
Implement special measures to attract bids from members of the designated groups.				

**DIVERSITY INITIATIVES CHECKLIST 2003 - 2005**

Four Quarters: (1) Jan-March (2) April-June (3) July-Sept (4) Oct-December

Indicate for each item selected the quarter/s in which they will be implemented and person responsible.

ACTIVITY	2003	2004	2005	Responsibility
Assign priority to bidders who indicate a commitment to providing employment opportunities for designated groups.				
Include the White Rose Project diversity policy statement in the information package provided to bidders.				

## 6.2 Appendix B: Community Group and Government Agency Contacts List

Information on diversity issues and initiatives is available from Husky's White Rose Benefits Group and its corporate Manager, Diversity. In addition, a number of community groups and government agencies have a wide range of information and expertise related to diversity in general and related to specific designated groups. These include the groups and agencies described below.

### Women in Resource Development Committee (WRDC)

354 Water Street

Suite 427

St. John's, NL

A1C 1C4

Contact: Lorraine Michael, Executive Director

TEL: 709 738 3713

FAX: 709 738 3743

E-mail: [lmichael@wrdc.nf.ca](mailto:lmichael@wrdc.nf.ca)

[www.WRDC.nf.ca](http://www.WRDC.nf.ca)

WRDC was created to foster an environment that will increase the participation of women in the trades and technology sectors in Newfoundland and Labrador. WRDC is committed to increasing women's participation in the oil and gas industry. It does so by raising awareness of career options among women, and by offering support to those seeking training and employment there. It encourages the establishment of partnerships with industry and training institutions to develop programming that decreases the barriers to recruitment and retention of women.

WRDC initiatives include the Orientation to Trades and Technology Program, on the Burin, Corner Brook, Happy Valley-Goose Bay, and Prince Philip Drive Campuses. (contact Francine Couture, Program Advisor – [fcouture@wrdc.nf.ca](mailto:fcouture@wrdc.nf.ca) for information on the OTT Program) and the Techsploration Program (contact: Jan Foley, Education Coordinator: [jfoley@wrdc.nf.ca](mailto:jfoley@wrdc.nf.ca)).

### Women in Science and Engineering (WISE)

38 Pearson Street, Suite 293

St. John's

A1A 3R1

Contact: Kim Keating, President

TEL: 709 754-1435

FAX: 709 738-8840

Email: [wise@calvin.stemnet.nf.ca](mailto:wise@calvin.stemnet.nf.ca)

[www.stemnet.nf.ca/WISE](http://www.stemnet.nf.ca/WISE)

Women in Science and Engineering (WISE) is a non-profit, volunteer organization which aims to increase the participation of women in science, technology, engineering and mathematics careers by increasing awareness that these professions are rewarding and exciting options for women. WISE also provides mentoring, professional development and networking opportunities to facilitate the success of women in these fields, and advocates for equitable workplaces.

**Women's Policy Office**

P.O Box 8700  
St. John's, NL  
A1B 4J6

Contact: Sheree MacDonald, Assistant Deputy Minister

TEL: 709 729 5098  
FAX: 709 729 2331  
Email: [smacdonald@mail.gov.nf.ca](mailto:smacdonald@mail.gov.nf.ca)

The Women's Policy Office is the central agency within government co-ordinating the development of programs and policies for the benefit of women in the province. It is a branch of Executive Council. The Assistant Deputy Minister (Women's Policy) reports directly to the Minister Responsible for the Status of Women. The mandate of Women's Policy Office is to achieve social and economic equality for all women in Newfoundland and Labrador.

**Workplace Equity Program**

Labour Program, Human Resources Development Canada  
P. O. Box 8548  
St. John's, NL  
A1B 3P3

Contact: Helen Gosine, Workplace Equity Officer

Tel: 709 772-7355  
Fax: 709 772-7356  
Email: [helen.gosine@hrdc-drhc.gc.ca](mailto:helen.gosine@hrdc-drhc.gc.ca)

The Workplace Equity Program at Human Resources Development Canada (HRDC) consists of three programs: the Legislated Employment Equity Program (LEEP); the Federal Contractors Program (FCP); and the Equal Pay Program (EPP). Employers in sectors that fall within federal jurisdiction, as well as companies with 100 or more employees, who wish to bid on contracts of over \$100,000.00 to provide goods and services to the government of Canada, are required to implement employment equity in their workplaces. The Workplace Equity Officer is available to provide assistance, guidance and support to employers in their quest to implement employment equity.

**Association for New Canadians**

P.O. Box 2031  
St. John's, NL  
A1C 5R6

Contact: Eileen Kelly-Freake, Program Co-ordinator / Counsellor

TEL: 709 579 1780  
FAX: 709 579 1894  
Email: [ekf@nfld.net](mailto:ekf@nfld.net)

The Association for New Canadians is a non-profit organization that provides settlement services and integration programs for immigrants and refugees throughout Newfoundland and Labrador.

The Association for New Canadians offers a targeted employment program that is aimed at assisting newcomers in a variety of career related activities, ranging from resume development and document assessment, to post-secondary access and labour market entry.

**St. John's Native Friendship Centre**

716 Water Street  
St. John's, NL  
A1E 3B4

Contact: Myrtle Blandford, Executive Director

TEL: 709 726-5902

FAX: 709 726-3557

Email: [mail@friendshipcentre.nf.net](mailto:mail@friendshipcentre.nf.net)  
[mblandford@friendshipcentre.nf.net](mailto:mblandford@friendshipcentre.nf.net)  
[www.friendshipcentre.nf.net](http://www.friendshipcentre.nf.net)

The Native Friendship Centre is a service agency for aboriginal people. It acts as a liaison with educational facilities including elementary schools, high schools, and post-secondary institutions to ensure that aboriginal students receive adequate information and counselling regarding their studies and life in St. John's. The Centre organizes job skills training programs with employers in the St. John's area. These programs are usually of a short-term nature and involve on-the-job training so those individuals may obtain practical experience. A long-range goal is for trainees to qualify for positions in their own communities or to start their own business. The Centre also administers a Multiculturalism Scholarship program.

**Labrador Inuit Association**

95 LeMarchant Road, Suite 302  
St. John's, NL  
A1C 2H1

Contact: Lucy Brennan, Education Administrator

TEL: 709 754 2587

FAX: 709 754 2364

Email: [lbrennan@nunatsiavut.com](mailto:lbrennan@nunatsiavut.com)

The Labrador Inuit Association (LIA) represents approximately 5400 Inuit and Kablunangajuit of Labrador. The LIA has 11 basic aims and objectives, which include:

- Promoting Inuit aspirations through the democratic system with regard to all matters affecting Inuit of Labrador;
- Protecting the traditional hunting, fishing, Aboriginal and constitutional rights of the Inuit;
- Advancing the general welfare and well being of our people; and
- Negotiating the settlement of the land claim for the benefit of Labrador Inuit.

LIA is working very hard to ensure the Labrador Inuit get maximum benefits from the natural resources of our land and ocean and are currently working toward a land claim settlement. Until then, LIA will continue to represent the Labrador Inuit in all matters pertaining to education, health, housing, social justice, training and employment, language and culture.

**Innu Nation**

Sheshatshui, Labrador  
A0P 1M0

Contact: Peter Penashue, President

TEL: 709 497-8398  
FAX: 709 497-8396  
Email: [utshimau@innu.ca](mailto:utshimau@innu.ca)  
[www.innu.ca](http://www.innu.ca)

The Innu Nation is the governing body of the Innu of Labrador and represents the collective rights and interests of approximately 1,700 Innu people in two communities, Sheshatshiu and Utshimassit (Davis Inlet). The Innu Nation's primary objective is to represent the Innu of Labrador in land rights (or comprehensive claims) and self-government negotiations. The Innu Nation works closely with the elected Band Councils in each community, supporting and assisting them in negotiations with governments to secure funding and local control over such vital services as health care, education, housing and social services programs.

**Opening Doors Program**

Employment Equity and Strategic Initiatives Division  
Government of Newfoundland and Labrador  
5th Floor, West Block, Confederation Building  
P.O. Box 8700  
St. John's, NL  
A1B 4J6

Contact: Jim McDonald, Manager

TEL: 709 729-5881 TTY: 709 729 5441  
FAX: 709 729-5446  
Email: [openingdoors@gov.nf.ca](mailto:openingdoors@gov.nf.ca)  
<http://www.gov.nf.ca/openingdoors/>

The Employment Equity and Strategic Initiatives Division has as its mandate to increase the representation of persons with disabilities employed in the public service. The Division's programs and services include the **Opening Doors Program**, **Job Experience and Employment in the Public Service (JEEPS)**, the **Opening Doors Wage Subsidy Initiative**, and an **Enabling Resource Centre**. As well, the Division maintains a large database of persons with disabilities and provides information, advice and training on issues related to employment.

**Canadian Hard of Hearing Association-Newfoundland Chapter**

(CHHA-NC)  
Suite 103, 136 Crosbie Road  
St. John's, NL  
A1B 3K3

Contact: Leon Mills, Executive Director

TEL: 709 753-3224  
FAX: 709 753 5640  
Email: [lmills@nfld.net](mailto:lmills@nfld.net)  
[www.chha-nc.nf.ca](http://www.chha-nc.nf.ca)

CHHA-NC is non-profit, charitable organization that strives to raise awareness of hearing loss and difficulties experienced by those living with this invisible disability. CHHA-NC has established an Employment Services program aimed at promoting and improving workplace accessibility for hard of hearing persons.

**Canadian Paraplegic Association (CPA)**

Newfoundland & Labrador - Head Office  
280 Torbay Road, Suite W210  
Bally Rou Place  
St. John's, NL

A1A 5G6

Contact: Noel Browne, Executive Director

TEL: (709) 753-5901  
FAX: (709) 753-4224

[cpa.stj@canparaplegic.org](mailto:cpa.stj@canparaplegic.org)

CPA is a non-profit organization promoting rehabilitation and socioeconomic well being, as well as providing vocational and employment counselling services to spinal cord injured and physically disabled individuals throughout the province of Newfoundland and Labrador.

**Canadian National Institute for the Blind (CNIB)**

70 Boulevard  
St. John's, NL  
A1A 1K2

Contact: Len Baker, Director of Rehabilitation - Atlantic Region

TEL: 754-1180  
FAX: 754-2081  
[www.cnib.ca/divisions/nflrld/index.htm](http://www.cnib.ca/divisions/nflrld/index.htm)

The CNIB is a national voluntary agency providing services to individuals across Canada to whom loss of vision is a central problem in personal and social adjustments. The CNIB also acts as a consultant and resource agency to the helping professions, government departments and private industry. Underlying all CNIB services and actions is the belief that blind or visually impaired individuals can be integrated into the mainstream of community life, according to their ability to function within that community.

**Glenn Roy Blunden Centre**

Student Affairs and Services  
Smallwood Centre, Room 4007  
Memorial University of Newfoundland  
St. John's, NL  
A1C 5S7

Contact: Ruth North, Student Affairs Officer

TEL: 737-2156

TTY: (709) 737-4763

Email: [blundon@mun.ca](mailto:blundon@mun.ca)

The Blundon Centre co-ordinates on-campus services and activities for students who have disabilities (or short-term illnesses or injuries) associated with learning, vision, hearing, mobility, chronic illnesses, and psychiatric conditions.

**Note:** A more complete listing of agencies that advocate on behalf of persons with disabilities and offer various types of support and services is included on the provincial government Web Site [www.gov.nf.ca/openingdoors](http://www.gov.nf.ca/openingdoors)

### 6.3 Appendix C: Designated Group Definitions

According to the Employment Equity Act (amended 1995):

**"Designated groups"** means women, aboriginal peoples, persons with disabilities and members of visible minorities;

**"Aboriginal peoples"** means persons who are Indians, Inuit or Métis;

**"Members of visible minorities"** means persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in colour;

**"Persons with disabilities"** means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- (a) Consider themselves to be disadvantaged in employment by reason of that impairment, or
- (b) Believe that a employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment,

And includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

For further information on the Employment Equity Act and a list of resources and tools related to employment equity, see Labour Canada's Workplace Equity Web Site:

[http://info.load-otea.hrdc-drhc.gc.ca/workplace\\_equity/home.shtml](http://info.load-otea.hrdc-drhc.gc.ca/workplace_equity/home.shtml).