



2009 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
November 2009



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1.0 INTRODUCTION

Under Section 45 (4) of the *Canada-Newfoundland Atlantic Accord Implementation Act* (S.C. 1987, c. 3) and the *Canada-Newfoundland and Labrador Atlantic Accord Implementation Newfoundland and Labrador Act* (R.S.N.L. 1990, c. C-2) (the Atlantic Accord Acts), the Canada Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) 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 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.”

In the White Rose Benefits Plan, Husky Energy (Husky) committed that its Project contractors operating or hiring in Canada would be required to act in a manner consistent with Husky's Workforce Diversity Policy. This is aimed at ensuring a fair representation of the four groups designated under federal employment equity legislation:

- Women;
- Aboriginal peoples
- Visible minorities; and
- Persons with disabilities.

Further to the Benefits Plan commitment, Husky prepared the White Rose Project Diversity Plan (the “Plan”), accepted by the C-NLOPB in September 2003, which documents Husky's approaches, principles, processes and initiatives for meeting diversity goals during the development and operation phases of the Project.

The Plan describes how Husky will ensure that diversity is achieved throughout the White Rose Project. This includes the organizational requirements Husky and its major contractors have to satisfy in order to integrate diversity into the way they do their White Rose related business, and the target setting, monitoring and reporting process that is used. This process sees Husky and main contractors establish diversity targets and engage in internal monitoring so as to measure their success in meeting them.

Husky and its main contractors commit to these targets in their annual Diversity Reports. These are subject to review by the Husky Energy Benefits Group, which also provides the C-NLOPB with an annual Diversity Plan Report. This document is the fifth of these annual Diversity Plan Reports. It describes the implementation of the Plan, examines the Project's diversity achievements in 2008 and outlines the diversity targets that have been established for 2009.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky's East Coast Assets in 2008 continued to be held by Margaret Allan (Manager, Regulatory Affairs and Administration) and Ron LeDrew (Canada-Newfoundland and Labrador Benefits Analyst). In undertaking this work, they were supported by a co-op student with responsibilities for Canada-Newfoundland and Labrador Benefits and Public Affairs. Mark Shrimpton (Principal, Jacques Whitford Stantec Limited), who assisted in the preparation of the Plan, continues his involvement as an external diversity consultant.

As indicated above, Husky and its main contractors prepare annual Diversity Reports. The main contractors are selected by Husky on the basis of the amount of work they are undertaking or subcontracting in Canada, as well as the number of personnel employed under the contract. In 2008, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative.

- A. Harvey and Company Ltd.;
- AKCS Offshore Partner;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Canship Uglund Ltd.;
- Cameron Canada Corporation;
- Cougar Helicopters Inc.;
- Crosbie Group of Companies;
- East Coast Catering Ltd.;
- Oceaneering Canada Ltd.;
- Schlumberger Canada Ltd.;
- Seabase Ltd.;
- Transocean; and
- Technip Canada Limited.

Contact information for these companies, including the contractor representative responsible for diversity on the White Rose Project, is provided in Appendix A.

Early in 2008, Husky reviewed draft contractor Diversity Reports. The final reports, and Husky's own diversity actions and performance were summarized at the 2008 Diversity Workshop and the subsequent Diversity Plan Report to the C-NLOPB. In addition to these Project-related diversity initiatives, Husky developed its own 2008 Diversity Report which established internal diversity process and outcome targets.

As committed to in the 2008 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2008. Specific examples include:

- A high school co-op student job shadowed a Husky drilling engineer;
- Held the fifth annual White Rose Diversity Workshop on April 11, 2008;
- Met with White Rose contractors to discuss 2009 diversity planning in Fall 2008;
- Continued to support the female apprenticeship program in cooperation with NSA; one candidate spent several hitches offshore on the SeaRose;
- Chaired the organizing committee for Career Day held at the Geo Centre during Oil and Gas Week in March 2008;
- Husky's Corporate Diversity Lead delivered several Diversity and Respectful Workplace sessions to staff and contractors, and made two presentations on Inclusive Behaviours to Husky management staff in early March 2008; and
- Husky's east coast representative on the company's Diversity and Respectful Workplace Council attended training sessions in Calgary in April 2008.

Throughout 2008, Husky showed strong leadership in terms of its diversity activities within the community. It is through these activities that the company has forged strong working relationships with a number of groups that make Husky's diversity achievements possible. These activities included:

- Became a corporate membership in Women in Science and Engineering (WISE) as a result of approximately ten female employees expressing interest in obtaining individual memberships;
- Two female Husky employees participated in the WISE national Student Educational Employment Program (SEEP), where they delivered an "Oil and Gas Day" to 21 girls;
- A career presentation was made to Canadian Hard of Hearing Association (CHHA) students at the Lavrock Centre on April 16th, 2008;
- Husky continued to support the participation of two employees on the Board of Directors for the Independent Living Resource Centre (ILRC) and Skills Canada;
- Husky contributed \$100,000 to the Vera Perlin Centre in support of the upgrade of their facility;
- Husky provided \$20,000, and mentoring time of several of its employees, in support of the Women in Resource Development Committee's Techsploration Program;
- Two Husky representatives attended the Canadian Council on Rehabilitation and Work (CCRW) "Employment Now" national conference in St. John's in October 2008; and
- Attended the Partners for Workplace Inclusion annual awards luncheon in October 2008.

The sixth annual White Rose Diversity Plan Workshop was scheduled for April 3rd, 2009. As is indicated in the Plan, the purpose of the Workshop is to provide an opportunity for Husky, its major contractors, community groups and government to review the diversity record for the Project in 2008 and to discuss proposed plans for 2009. The 2009 Workshop was cancelled due to the Cougar helicopter crash on March 12th, 2009.

3.0 WHITE ROSE PROJECT DIVERSITY 2008

This section provides information regarding Husky and White Rose Project diversity in 2008, based on information collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

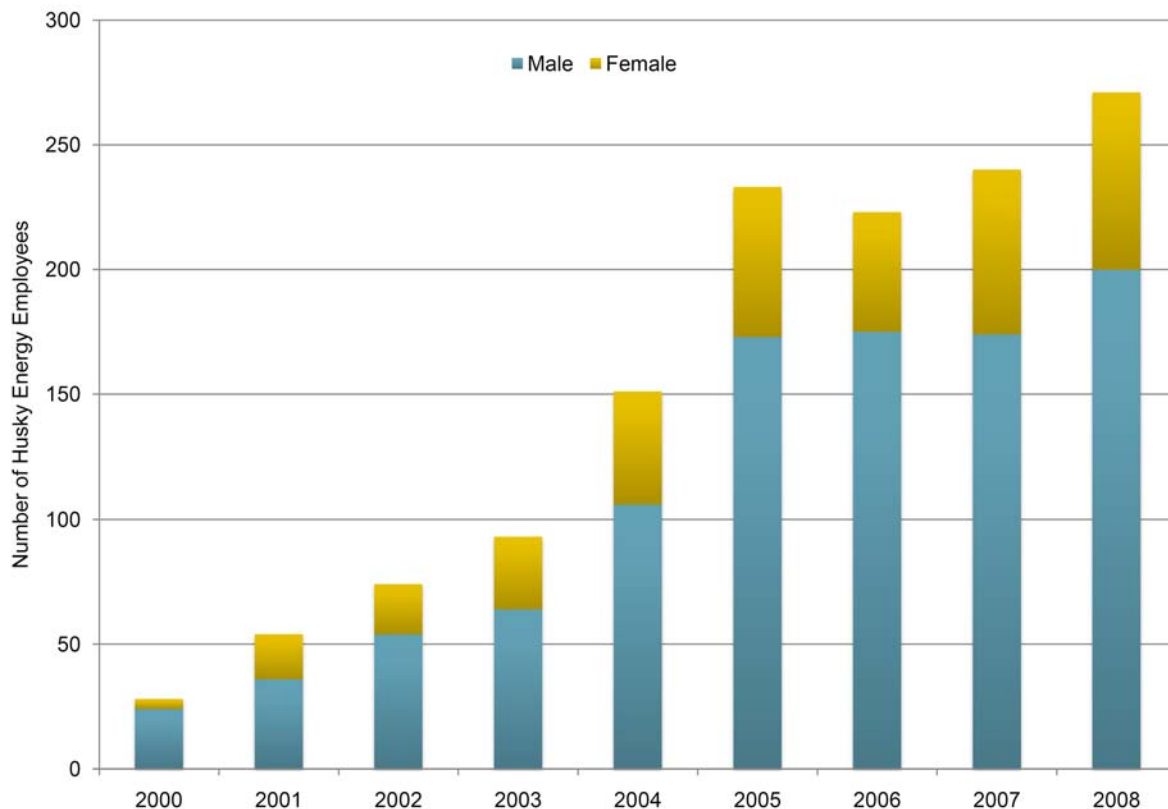
3.1 Husky Energy

The following sections discuss diversity in Husky’s Newfoundland and Labrador operations.

3.1.1 Women’s Employment

Husky’s White Rose labour force has continued to increase from the initiation of work in 2000 until the end of 2008, when the company employed a total of 271 individuals. Over this period, 2006 was the only year in which Husky experienced a decline in employment (see Figure 3-1). This decline, approximately 4 percent, can be attributed to the shift from the Development phase to Operations in late 2005.

Figure 3-1 Husky Energy White Rose Labour Force 2000 to 2008



Women's employment by Husky was initially low, 14 percent in 2000, peaking at 33 percent in 2001. Since 2001 women's employment has fluctuated between 22 and 31 percent. At the end of 2008, women represented 26 percent of Husky's workforce. Although the percentage of women in Husky's workforce declined by 2 percent between 2007 and 2008, the overall number of women employed by Husky increased by approximately 8 percent (Table 3-1).

Table 3-1 Husky Energy White Rose Labour Force, 2000 to 2008

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Females in Workforce	% Change in Total Workforce
2000	24	4	-	28	14%	-
2001	36	18	350%	54	33%	93%
2002	54	20	11%	74	27%	37%
2003	64	29	45%	93	31%	26%
2004	106	45	55%	151	30%	62%
2005	173	60	33%	233	26%	54%
2006	175	48	-20%	223	22%	-4%
2007	174	66	38%	240	28%	8%
2008	200	71	8%	271	26%	13%

Source: Husky Energy

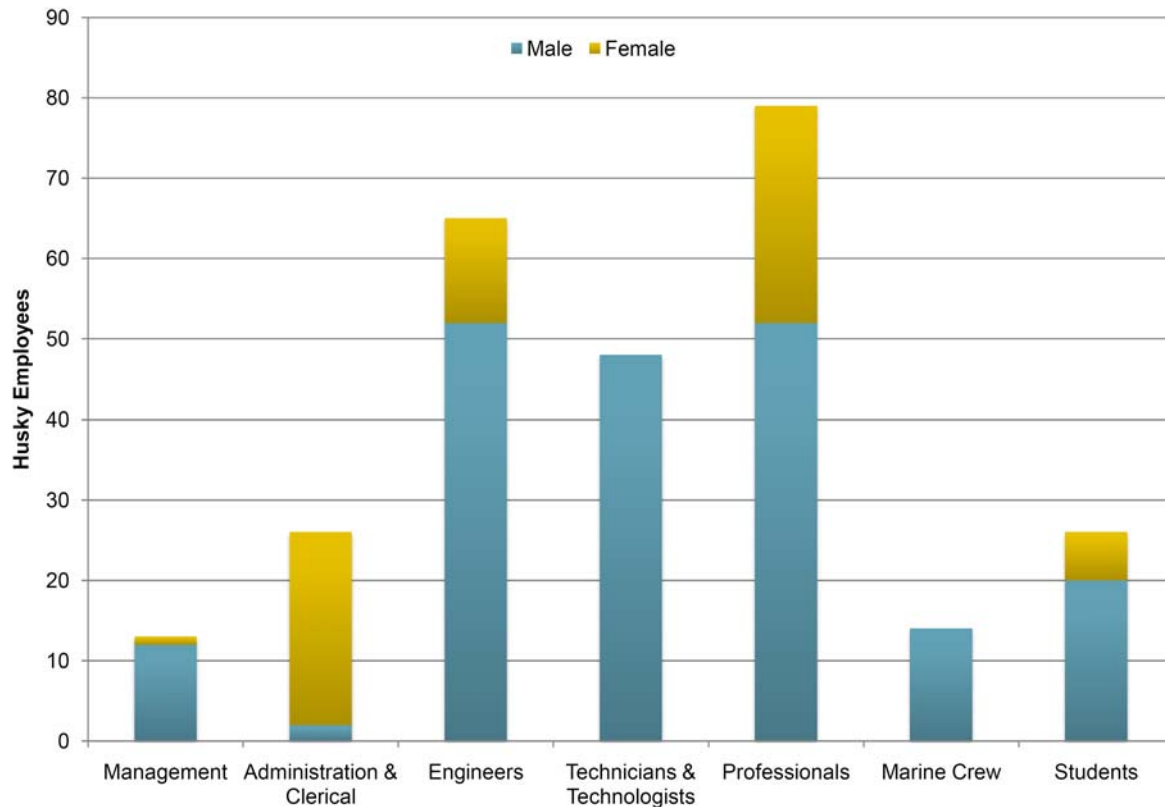
In addition to monitoring the overall workforce, achievement in diversity requires ongoing monitoring of representation of designated groups by occupational category. In 2008, women's participation in administrative/clerical (92 percent) and professional (34 percent) positions exceeded the overall women's participation rate (26 percent) (Table 3-2). Opportunities for improvement continue to exist in the areas of management (8 percent) and engineering (20 percent). The largest deficits are in marine crewing and technicians/technologists, which employ 14 and 48 individuals respectively, and had no participation by women in 2008 (Figure 3-2). This reflects the fact that there is only a small pool of women with capabilities and interests in these areas, an issue which is being addressed by such Husky Energy initiatives as its female apprenticeship program with AKCS.

Table 3-2 Husky Energy White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2008

Occupational Category	2003	2004	2005	2006	2007	2008
Management	7	8	5	7	8	8
Administrative/Clerical	100	90	100	94	95	92
Engineers	19	10	13	11	17	20
Technicians/Technologists	33	33	13	16	10	0
Professionals ¹	26	24	35	36	43	34
Marine Crew	NA	NA	0	0	0	0
Students	44	40	50	23	38	23
Total Women's Participation Rate	31	30	26	22	28	26
Source: Husky Energy						

¹ Includes accountants, geologists, geophysicists, and information technology and human resources professionals.

Figure 3-2 Husky Energy White Rose 2008 Employment in Selected Occupational Categories



3.1.2 Employment of Other Designated Groups

Very little information is available regarding the participation of Aboriginal peoples, visible minorities, and persons with disabilities in the Husky, or White Rose Project, labour force. Furthermore, the information which is available is largely qualitative, preventing any meaningful comparisons across time or between companies or occupations. This is a result of confidentiality concerns, which preclude Husky or its contractors from identifying, or requiring self-identification of, designated group members.

3.1.3 Recruitment

At a minimum, Husky advertises the majority of its positions in Newfoundland and Labrador newspapers, including some serving rural areas, and on the Husky website. Postings are simultaneously emailed to various community groups that represent the interests of the four designated groups. Since 2004, Husky has also encouraged the applications from members of these groups by including the following statement in all job advertisements:

“Husky Energy is committed to creating a company that values diversity as fundamental to its business operations.”

3.2 White Rose Project

The workforce for the White Rose Project includes the employees of both Husky and its contractors. Over the life of the Project, the representation of women has varied between a high of 19 percent (in 2004) and a low of 13 percent (2006). At the end of 2008 White Rose Project employment was 1,130, with a women’s participation rate of 15 percent. This represented an unchanged participation rate, but a 12 percent increase in the number of female employees, relative to 2007 (Table 3-3).

Figure 3-3 White Rose Project Labour Force, 2004 to 2008

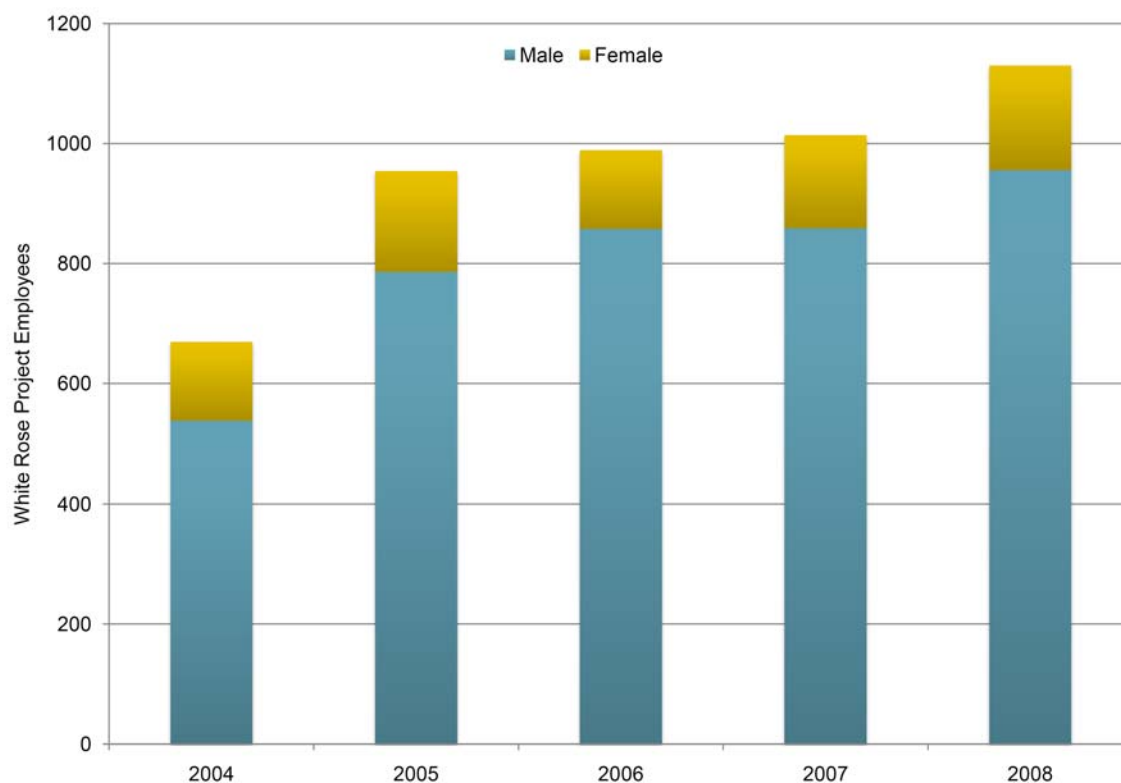


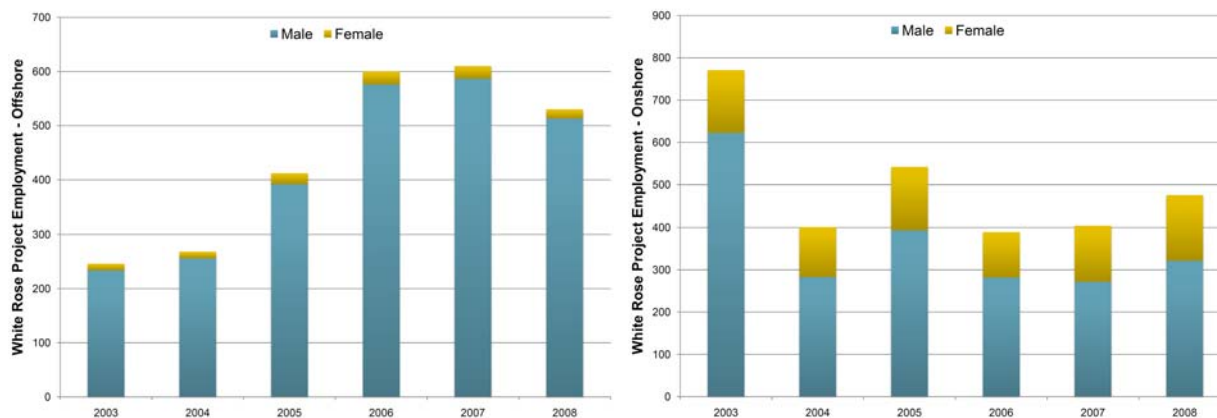
Table 3-3 White Rose Project Labour Force, 2004 to 2008

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Females in Workforce	% Change in Total Workforce
2004	539	130	-	669	19%	-
2005	786	173	29%	954	18%	42%
2006	858	131	-22%	989	13%	4%
2007	859	155	18%	1,014	15%	3%

2008	956	176	12%	1,130	15%	11%
Source: Husky Energy						

White Rose Project employment includes both offshore and onshore workers. In 2008, all 1,130 Project-related employees were based in Newfoundland and Labrador (St. John’s), including 610 offshore positions and 520 onshore positions. In 2008, as in the past five years, women’s representation in offshore positions has been very low as compared with onshore positions (Figure 3-4). Although total representation by women on the Project was 15 percent in 2008, they held 32 percent of onshore positions but only 3 percent of offshore positions. This reflects the fact that there is a relatively small pool of women with offshore-related capabilities and interests, an issue which is being addressed by ongoing Husky Energy and industry initiatives (see Section 5.0).

Figure 3-4 White Rose Project Employment, Offshore and Onshore, 2003 to 2008



As discussed in Section 3.1.1 for Husky employees, women’s participation in the White Rose Project varies across among occupational categories. In 2008, the lowest levels of participation were in marine crewing (2 percent), skilled trades (7 percent), and technicians/technologists (9 percent) (Figure 3-5). However, in 2008 women’s participation rates in both skilled trades and technicians/technologist positions were the highest observed since 2005 (Table 3-4). In some areas, such as marine crewing and skilled trades, contractors have initiated global recruitment efforts to address industry-wide shortages, many of which are specifically aimed at increasing participation by women.

In 2008, administration and clerical positions continued to show above average participation by women, and, for the first time, engineering positions showed higher than average participation by women (Table 3-4). However, 2008 saw declines in the participation of women in management positions, professional positions and co-op student placements (Table 3-4). However, overall, women’s employment increased by 12 percent between 2007 and 2008.

Figure 3-5 White Rose Project, Women’s Employment by Occupational Category, 2008.

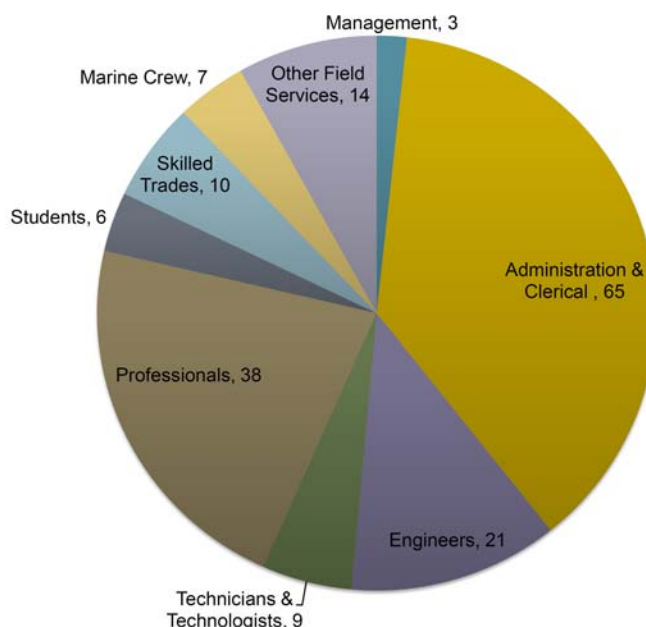


Table 3-4 White Rose Project Women’s Employment by Occupational Category, 2005 to 2008

Occupational Category	2005		2006			2007			2008		
	Total # Women	Participation Rate	Total # Women	Participation Rate	% Change, # Women 2006 & 2005	Total # Women	Participation Rate	% Change, # Women 2007 & 2006	Total # Women	Participation Rate	% Change, # Women 2008 & 2007
Management	11	14%	7	13%	-36%	8	14%	14%	3	5%	-63%
Administrative & Clerical	67	79%	45	92%	-33%	52	87%	16%	65	81%	25%
Engineers	19	12%	11	7%	-42%	12	10%	9%	21	16%	75%
Technicians & Technologists	5	6%	8	13%	60%	6	8%	-25%	9	9%	50%
Professionals ²	32	41%	32	43%	0%	38	46%	19%	38	33%	0%
Skilled Trades	1	2%	4	3%	300%	4	3%	0%	10	7%	150%
Marine Crew	7	3%	9	3%	29%	14	4%	56%	7	2%	-50%
Other Field Services	14	12%	7	7%	-50%	5	6%	-29%	14	11%	180%
Students	17	50%	8	25%	-53%	16	36%	100%	6	23%	-63%
TOTAL	173	18%	131	13%	-24%	155	15%	18%	176	15%	12%

² Includes accountants, geologists, geophysicists, and information technology and human resources professionals.

Source: Husky Energy

4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

The following sections summarize the achievements of Husky and its major contractors on the White Rose Project with respect to diversity targets in 2008, and their new targets for 2009.

4.1 Process Achievements and Targets

Process targets are the actions that Husky and its main contractors will take over the course of the year in order to achieve greater diversity. They include actions in the areas of information and communications, employee recruitment and selection, employee development, workplace environments, contracting goods and services and community outreach.

4.1.1 Process Achievements

Husky Energy and its main contractors committed to a large number of process targets in their 2008 Diversity Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been identified as targets for 2009 (see below). Specific process achievements in 2008 include:

Information and Communications

- Included diversity in all new employee orientations;
- Held internal lunch and learn sessions with topics such as diversity, culture, and harassment; and,
- Continued the policy of identifying itself in all media forums as an equal opportunity employer.

Employee Recruitment and Selection

- Interviewed all designated group candidates who met the basic job criteria;
- Promoted two women into management positions and hired an additional two women to fill other senior positions;
- Hired several female co-op students who were from engineering and skilled trades programs:
 - Hired 17 co-op students from Newfoundland and Labrador post-secondary institutions, 29 percent of whom were female;
 - Supported the Marine Institute's Cadet Program for the past five years, with 33 percent of placements awarded to female cadets between 2004 and 2008, and 6

percent awarded to Aboriginals. In 2008 approximately 21 percent of placements were awarded to female cadets; and,

- Contractor supported the Marine Institute's Bridge Watch program for Deck Ratings to maintain female participation in the marine field and providing the opportunity to fulfill the required sea-time component of the marine programs.
- Hired two recent immigrants to Canada to join a specialized engineering team, including one woman and one visible minority;
- Maintained a level of women's participation in engineering of 22 percent, and increased technical design participation to 19 percent;
- Created accounts with Aboriginal Canada Portal to better access Aboriginal communities across Canada;
- Assigned four visible minority employees to Newfoundland and Labrador offshore operations, including one female employee;
- Hired a female ROV Pilot Technician;
- Continued systems to track and monitor all applications from designated groups;
- Continued to assess expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continued to state in job advertisements 'We are an equal opportunity employer', continued to review ads for gender-inclusive and culturally appropriate language and accessed the expertise of the Diversity Committee as a resource for reviewing job descriptions and job ads; and,
- Continued participation in local career fairs (including Oil and Gas Week's Energy Day 'Exploring Careers in Oil and Gas' career fair, Memorial University career fair and the Marine Institute career fair) with a mandate to aggressively seek candidates who are members of the four designated groups.

Employee Development

- Supported four female engineers in achieving the Professional Engineering designation;
- Provided alternative onshore work for two female technical employees who were unable to continue to work in their offshore roles and provided appropriate training and mentorship to ensure success in their new onshore roles;
- Assisted women and other designated group employees to access developmental opportunities and management training; and,
- Created junior management positions as a bridge for women and designated groups to senior levels.

Working Environments

- Assessed the potential for flexibility in work schedules to assist employees with work/life balance;
- Developed guidelines to deal fairly and consistently with requests for flexibility in working schedules; and,

- Arranged crew-change schedule on all offshore installations to spread an even number of female employees per rotation.

Community Outreach

- Participated in College of the North Atlantic's (CNA) Instrumentation Program Advisory Committee and served as speakers at CNA's Oil and Gas Stakeholder Forum and Strategy session in February 2008;
- Contacted the Canadian Council on Rehabilitation (CCRW) to determine ways of promoting their goal's as an organization;
- Provided scholarship funding for members of Aboriginal groups in Labrador (Innu and Inuit) to fund a student in the Nautical Science or Marine Engineering programs at the Marine Institute. A second program funds student enrolled in the Bridge Watch program. A poster has been prepared and sent to all Aboriginal communities in Labrador to promote these two programs;
- Met with the Association for New Canadians in an effort to identify immigrants who may be qualified for advertised job postings;
- Participated in the College of the North Atlantic Oil and Gas Stakeholder Forum and gave a presentation highlighting commitment to diversity;
- Hosted female students from CNA's Orientation to Trades and Technology Program from Corner Brook and St. John's. A female engineer gave a presentation highlighting careers and outlined her role as an engineer in the field. Seven female employees from traditional and non-traditional roles were also in attendance for a question and answer period. Students were also given a tour of the contractor's facilities;
- Continued to financially support the Mastering Aboriginal Inclusion initiative and Council's Networks of Change program, a how-to guide to Aboriginal inclusion; and,
- Continued support of WRDC's Techsploration Mentorship Program.

Contracting Goods and Services

- Continued contributions to the Waterford Foundation's Ever Green Recycling Program in aid of persons with mental disabilities.

4.1.2 2009 Process Targets

Process targets vary greatly among Husky and its main contractors. This is reflective of their different circumstances, involvements and workplaces. For example, some will not be hiring, or only hiring from occupations that have long been dominated by women. The Plan allows Husky and its main contractors to develop targets that are appropriate to their organization and activities within the context of potential labour market constraints.

Information and Communication

- Conduct internal awareness program regarding the value of diversity in the workplace;

- Review the effectiveness of current communication activities associated with respectful workplace policies; and,
- Encourage employees in designated groups to inform friends/relatives of diversity activities in an attempt to increase awareness for minorities seeking employment.

Employee Recruitment and Selection

- Set gender-specific post-secondary recruiting targets;
- Contractor will recruit an additional female field engineer and an additional female field specialist for their Newfoundland and Labrador operations;
- Continue systems to track and monitor all applications from designated groups;
- Contractor to designate a technical field position for a visible minority incumbent;
- Contractor to establish a succession plan which will designate a management position to a visible minority; and,
- Hire one or more female or aboriginal offshore ROV Pilot Technician(s).

Employee Development

- Develop and conduct a training seminar on diversity and issues that may arise during the interview process including questions and techniques, legal requirements and advice, and accommodation questions and considerations;
- Introduce a leadership training program and/or bulletin which includes discussion of corporate emphasis on diversity and respectful workplaces; and,
- Ensure participation of persons in designated groups in training which would enhance the opportunity for promotion.

Working Environments

- Developing a Workplace Tolerance policy.

Community Outreach

- Expand Labrador Aboriginal scholarship program to include the Marine Cooking and Marine Diesel Mechanics programs at the Marine Institute;
- Maintain participation in the WRDC Techsploration mentorship Program; and,
- Continue work with Partners for Workplace Inclusion.

Contracting Goods and Services

- Continue use of the HUB, Physically Disabled Service Centre, for stationary requirements.

4.2 2009 Outcome Achievements and Targets

Outcome targets are reasonable, but ambitious, numerical measures of change that Husky and its main contractors commit to achieving over the course of the year. Reflecting the different circumstances in which Project companies may find themselves, these may vary widely. For example, the Plan proposed that they 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;
- Co-operative work term students;
- Promotions;
- Special assignments or other forms of employee development; and,
- Resumes in a company database.

4.2.1 Outcome Achievements

Husky and its main contractors committed to various outcome targets in their 2007 Diversity Reports. Review of the 2008 Reports indicates that most were achieved over the course of the year. The following are outcome achievements, numerical measures which were achieved in 2008:

- Contractor's Newfoundland and Labrador workforce included 33 percent Aboriginal and 42 percent female employees in 2008;
- Contractor maintained a women's employment rate of 44 percent on the Sea Rose FPSO;
- Promoted one individual with a physical disability to a role in an offshore rotation and provided training required by the position;
- Promoted one female to a supervisory role working on a regular offshore rotation; and
- Contractor achieved target of maintaining 10 percent offshore crew members from designated groups.

4.2.2 2009 Outcome Targets

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2009 are listed below:

- Ensure 20 percent of all resumes in company database are from designated groups;
- Maintain a level of 10 percent of all person-years from designated groups;
- Ensure 75 percent of interviews for co-op student work terms are given to designated groups;
- Ensure that 25 percent of all job interviews are assigned to designated groups;

- If special assignments or other forms of employee development are provided, ensure that 50 percent of participants are from designated groups;
- Contractor to increase and maintain the percentage of female employees working offshore to 40 percent;
- Train or develop at least one existing Aboriginal employee into a management position;
- Maintain greater than 30 percent female cadet placements where female cadets are available;
- Sponsor aboriginal students interested in the marine industry through the Federation of Newfoundland Indians, if such students are available;
- Continue financial commitment (\$10,000 in 2009) to the Mastering Aboriginal Inclusion Program; and
- Ensure that at least 20 percent of management positions are filled by women.

5.0 CONCLUSION

White Rose Project diversity activity in 2008 saw a continuation of the pattern established in 2006 and 2007. There was new hiring, particularly onshore, and continued emphasis on long-term and life-of-field considerations as Husky worked with its major contractors to achieve the overall goals of the Diversity Plan. The year saw continued development of a diversity culture, strong working relationships with community stakeholders, and modest increases in the numbers of designated group members employed on the Project.

This recruitment of designated group members took place in the context of tight provincial and national labour markets. The increased competition for qualified employees made it difficult for Husky Energy and some of its contractors to hire and retain designated group members, both for as experienced personnel and work-term students. Employers have been increasingly proactive in recruitment of work-term students, an initiative which will help provide women, and members of other designated groups, the skills required for future employment within the offshore petroleum industry.

However, there has been an increasing recognition that there is only a limited pool of diversity group members within the industry and among the current labour pool and potential new entrants within training institutions and programs. This problem will be exacerbated by the growing demand from other industries, given proposed new offshore petroleum, hydro-electric, smelting and other mega-projects in Newfoundland and Labrador, and C-NLOPB and provincial government diversity and equity requirements.

As discussed at the 2008 Diversity Workshop and contractor meetings, these forces are resulting in increased competition to hire from the relatively small pool of diversity group members, with potential negative implications re employee retention and costs, with no industry-wide increase in diversity. Accordingly, Husky Energy and its contractors are placing increased emphasis on collective efforts that aim to increase the size of the pool of diversity group members through such initiatives as the Petroleum Industry Human Resources Committee, career fairs, and scholarship programs. Future initiatives will focus on identifying and overcoming constraints to diversity group members acquiring the required skills and experience.

APPENDIX A

Contracting Company Contact Information

Contracting Company Website URL Information

Company	Contact	Website URL
AKCS	Janet Chafe	www.akcsop.com
Crosbie Salamis	Cynthia Crosbie	www.crosbiegroup.com
Oceaneering Canada Ltd.	Michelle McGrath	www.oceaneering.com
ASCO Canada	Trudy Pilgrim	www.ascocan.com
Atlantic Towing	Meaghan Fawcett	/www.atlantictowing.com
Canship Uglan Ltd.	Larry Moore	www.canship.com
A. Harvey & Company Ltd.	Fabian Connors	www.aharvey.com
Cougar Helicopters Inc	Rene Paddock	www.cougar.ca
Seabase Limited	Bruce Penney	www.seabase-maersk.com/seabase/seabase.htm
Cameron	Irene Brace	www.c-a-m.com/
Schlumberger	Margie Dicks	www.slb.com
Transocean	Michelle Hynes	www.deepwater.com
East Coast Catering	Brad Courtenay	www.eccltd.ca
Technip Canada Limited	Dusty Barron	www.technip.com/entities/canada/index.htm