



2012 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
May 2013



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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 the requirements of Husky’s Diversity and Respectful Workplace Policy would be cascaded down to its Project contractors, who would be required to act in a manner consistent with the Policy. As revised in August 2012, the Diversity & Respectful Workplace Policy states that every employee has the right to work in an environment that is free of harassment and violence and where respectful treatment is the norm and that Husky is committed to:

- Building a work environment that is free of discrimination, harassment and violence by ensuring its employment policies are implemented in a fair and equitable manner and are free of discrimination;
- The principle of fair representation of the designated target groups (women, aboriginals, visible minorities, and people with disabilities) at all levels of the organization; and
- Creating an environment which enables all employees to contribute to their full potential, thereby increasing our business effectiveness and competitive advantage and providing employees with a positive and valued work environment.

Further to the Benefits Plan commitment, Husky prepared the White Rose Project Diversity Plan (the Plan), which was accepted by the C-NLOPB in September 2003.

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. Through this process, Husky and its main contractors establish diversity targets and engage in internal monitoring so as to measure their success in meeting them.

Husky’s main contractors commit to these targets in their annual Diversity Reports. These are subject to review by Husky, which provides the C-NLOPB with an annual Diversity Plan Report. This document is the ninth of these annual Diversity Plan Reports. It describes the

implementation of the Plan, examines the Project's diversity achievements in 2012 and outlines the diversity targets that have been established for 2013.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky's East Coast Assets in 2012 continued to be held by Margaret Allan (Manager, Administration & Regulatory Affairs), supported by Kathy Knox (Senior Regulatory and Industrial Benefits Advisor). Mark Shrimpton (Senior Associate, Stantec Consulting Ltd), 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 2012, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative:

- A. Harvey and Company Ltd.;
- AKCS;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Cameron Canada Corporation;
- Canship Uglund Ltd.;
- Cougar Helicopters Inc.;
- Crosbie Salamis Ltd.;
- East Coast Catering;
- Maersk;
- Oceaneering Canada Ltd.;
- Schlumberger Canada Ltd.;
- Seamaning;
- Technip Canada Ltd; and
- Transocean.

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

In previous years, Husky has held a White Rose Diversity Forum to discuss diversity in the context of the White Rose Project, and to focus on the broader considerations of diversity. The eighth annual event was held at Husky Energy Easter Seals House on November 8, 2012, and focused on how creation of a diverse workforce can help employers overcome the challenges associated with current and anticipated labour shortages in Newfoundland and Labrador. Information was also provided on how project operators and their contractors can increase diversity in their labour forces and the importance of diversity advocacy groups in assisting development of a diverse workforce was emphasized. Other objectives of the forum included discussing the benefits of inclusion to employers, particularly considering the labour shortage this province is facing, and how the Government of Newfoundland and Labrador is working

towards achieving its diversity targets. The forum included an introduction and update on Husky Energy's Atlantic Region activities, as well as presentations by three speakers and roundtable discussions on growing the diversity pool.

In addition to organizing the White Rose Diversity Forum, and as committed to in the 2011 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2012. Specific examples included:

- Annual meeting held with contractors to discuss diversity issues, May 9, 2012; Maria Moran, Industrial Benefits Lead with Nalcor Energy spoke on the diversity initiatives of the Lower Churchill Project;
- Participated in Energy Day held at the Geo Centre during Oil and Gas Week in February 2012;
- Promoted participation in self-identification surveys to support employment equity planning;
- Supported development of corporate employment equity plan;
- Presented workforce diversity statistics to regional management team;
- Delivered Diversity and Respectful Workplace presentations to new employees and at student orientation sessions;
- Offshore workers celebrated National Aboriginal Day in June 2012;
- Prepared intranet stories promoting diversity-related themes including a female manager and an employee with a physical disability;
- Provided a term employment opportunity to a member of the Miawpukek First Nation through their Aboriginal Skills and Employment Training Strategy.
- Three employees (one onshore, two offshore) sat as members of Husky-wide Diversity Council; and
- Husky's Atlantic Region representatives on the company's Diversity Council attended training sessions in Calgary in March and October 2012.

Throughout 2012, 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:

- Husky continued dialogue with its Diversity Advisory Group comprised of representation from the Independent Living Resource Centre (ILRC), Canadian National Institute for the Blind (CNIB), Coalition of Persons with Disabilities (COD), and the Canadian Hard of Hearing Association;
- Husky provided funding for three Women in Science and Engineering (WISE) Student Summer Employment Program (SSEP) positions. As part of this program, female Husky employees also hosted a Husky Day for the SSEP students which provided an opportunity for participants to meet with other females in non-traditional jobs, as well as

- taking a tour of an offshore support vessel;
- Husky provided funding and mentoring time of several of its employees, in support of the Women in Resource Development Committee's (WRDC) Techsploration Program; attended Techsploration Appreciation Dinner, May 2012;
 - Husky supported participation of an employee on the Board of Directors of the WRDC; a Husky employee also sits on the board of the Independent Living Resource Centre;
 - Husky provided funding to the CNIB in support of their outreach programs;
 - Husky participated in the Memorial University and College of the North Atlantic (CNA) Career Fairs in September 2012;
 - Supported the sledge hockey and art therapy programs at Husky Energy Easter Seals house;
 - Husky held three separate meetings at Husky Energy Easter Seals to help raise awareness of the facility and its programs;
 - Supported St. John's International Women's Film and Video Festival and the Learning Disabilities Association of NL; and
 - Husky provided funding to the Kangidluasuk Student Program, an education program provided by the Nunatsiavut Government.

3.0 WHITE ROSE PROJECT DIVERSITY 2012

This section provides information regarding Husky and White Rose Project diversity in 2012, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

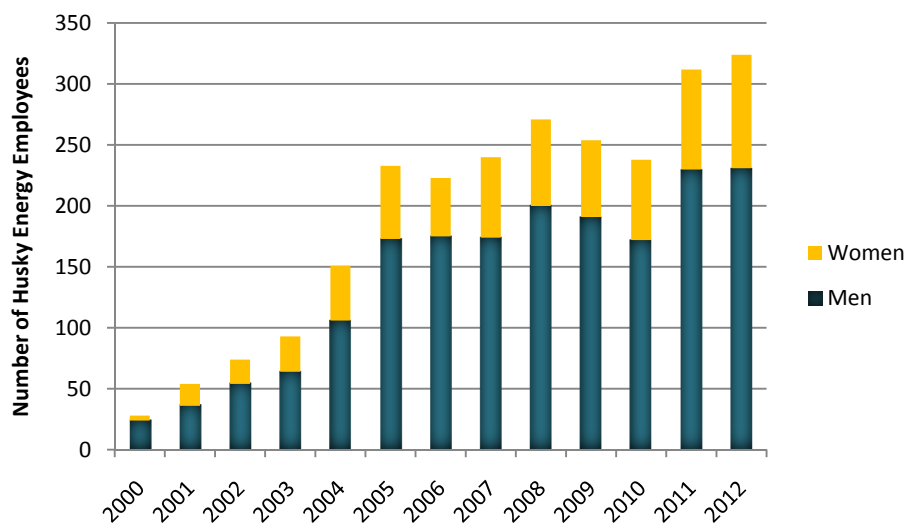
3.1 Husky Energy

The following sections discuss diversity in Husky’s White Rose operations.

3.1.1 Women’s Employment

Husky’s White Rose labour force generally increased from the initiation of work in 2000 until the end of 2008, when the company employed a total of 271 individuals. In 2009, the labour force declined by 6 percent due to the completion of the detailed engineering and much of the fabrication activity for the North Amethyst project, a subsea tie-back to the *SeaRose FPSO*. This trend continued in 2010 when the labour force declined by an additional 6 percent as a result of the completion of this project (Figure 3-1). In 2011, the Husky White Rose labour force increased by 31 percent to 312 individuals and in 2012 it increased an additional 4 percent to 324. The workforce increase is a natural evolution of Husky’s operations in Atlantic Canada and reflects an increase in staffing in the development and subsea groups to support future plans.

Figure 3-1 Husky Energy White Rose Labour Force 2000 to 2012



Women’s employment by Husky was initially low, 14 percent in 2000, but peaked at 33 percent in 2001. Since then, women’s employment has fluctuated between 22 and 31 percent. At the end of 2012, women represented 29 percent of Husky’s workforce, an increase of three percentage points from 2011. In addition, the number of female employees increased by 13 percent between 2011 and 2012 (Table 3.1).

Table 3.1 Husky Energy White Rose Labour Force, 2000 to 2012

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%
2009	191	63	-11%	254	25%	-6%
2010	172	66	5%	238	28%	-6%
2011	230	82	24%	312	26%	31%
2012	231	93	13%	324	29%	4%

Source: Husky Energy

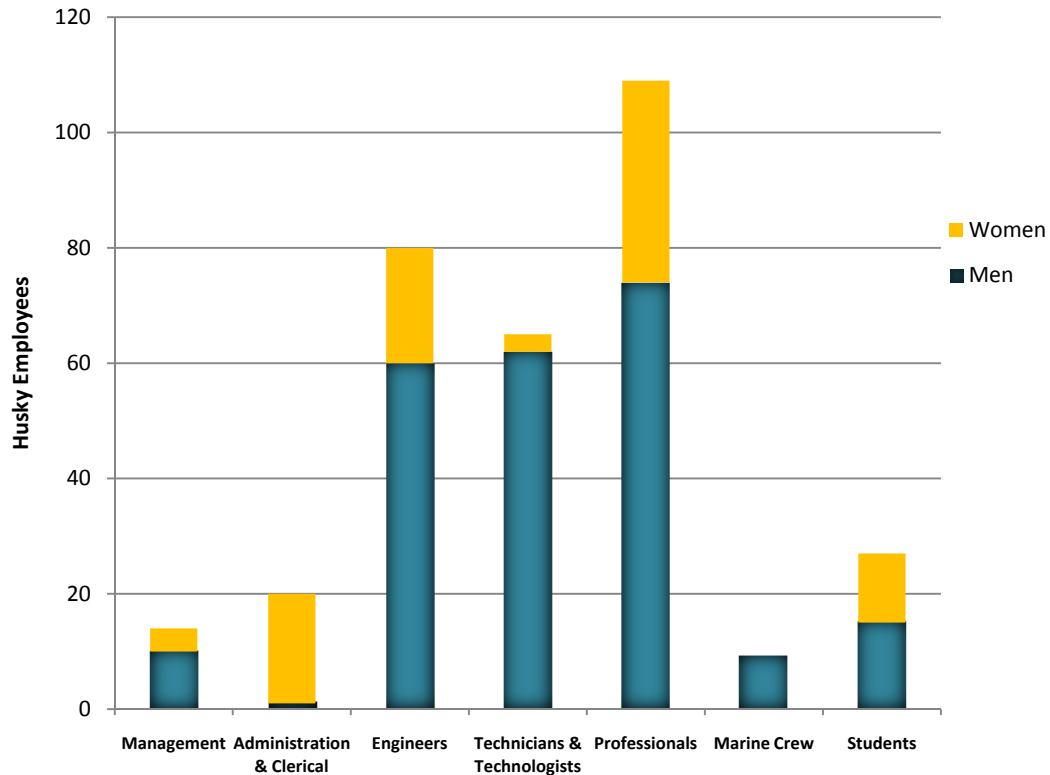
In 2012, women's participation in administrative/clerical (95 percent) and professional (32 percent) positions exceeded the overall women's participation rate (29 percent), as did the percentage of female students (44 percent) (Table 3.2 and Figure 3-2). Between 2011 and 2012, the percentage of women in management positions more than doubled (29 percent) and the number of female engineers increased from 18 to 25 percent. Also, the technician/technologist category had a women's participation rate of 5 percent in 2012, up from 0 percent in 2011. As was the case during the previous seven years, women held no positions in marine crewing in 2012 (Table 3.2 and Figure 3-2).

Table 3.2 Husky Energy White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2012

Occupational Category	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Management	7	8	5	7	8	8	9	17	13	29
Administrative/Clerical	100	90	100	94	95	92	94	94	95	95
Engineers	19	10	13	11	17	20	14	15	18	25
Technicians/Technologists	33	33	13	16	10	0	2	2	0	5
Professionals*	26	24	35	36	43	34	41	36	32	32
Marine Crew	NA	NA	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	NA	NA	N/A
Students	44	40	50	23	38	23	38	64	55	44
Total Women's Participation Rate	31%	30%	26%	22%	28%	26%	25%	28%	26%	29%

*Includes accountants, geologists, geophysicists, and information technology and human resources professionals.
Source: Husky Energy

Figure 3-2 Husky Energy White Rose 2012 Employment in Selected Occupational Categories



3.1.2 Employment of Other Designated Groups

In 2012, Husky and its contractors began reporting on the percentage participation for all designated groups. Reporting for other designated groups is largely based on self-reporting. Table 3.3 provides information regarding the participation of Aboriginal peoples, visible minorities, and persons with disabilities in the Husky, or White Rose Project, labour force. The contractor numbers represent the average percentage participation for each designated group for all contractors working on the White Rose Project.

Overall, Husky Energy reported that, in 2012, 34 of its employees belonged to one of these groups, representing 8.3 percent of workers. This was comprised of 14 Aboriginal persons (3.4 percent of all employees), 5 persons with disabilities (1.2 percent) and 15 members of visible minorities (3.6 percent). Other White Rose contractors employed 212 members of these groups, or 11.5 percent of all their employees, comprised of 125 Aboriginal persons (6.8 percent of all employees), 43 persons with disabilities (2.3 percent) and 44 members of visible minorities (2.4 percent). In total, 246 members of Husky and its White Rose contractors' workforces, or 10.9 percent of all employees, reported belonging to designated groups.

Table 3.3 Number of Employees from Other Designated Groups on White Rose Project, 2012

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	8	3	1	0	0	14
Contractors	14	1	0	52	0	58	125
Total	16	9	3	53	0	58	139
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	3	1	0	0	0	5
Contractors	9	7	8	11	6	2	43
Total	10	10	9	11	6	2	48
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	13	0	0	0	0	15
Contractors	8	32	0	1	0	3	44
Total	10	45	0	1	0	3	59

In the total White Rose labour force, persons with disabilities were evenly distributed across the six different occupational categories, other than for smaller numbers in the Sales and Service and Manual categories. Aboriginal employees were strongly concentrated in Skilled Crafts and Trades (53 individuals) and Manual (58 individuals) positions, which accounted for 79.9 percent of all Aboriginal workers. Members of visible minorities were mostly Professional and Technical workers (45 employees) and Managers and Supervisors (10 employees), which accounted for 93.2 percent of all such workers.

3.1.3 Recruitment

Husky advertises the majority of its positions on online sites such as JOBSinNL.ca and CareerBeacon.com, the Evening Telegram newspaper and on the Husky website. Since 2004, Husky has encouraged the applications from members of these groups by including the following statement in all job advertisements:

“Husky values diversity as fundamental to its business operations. We promote an inclusive, respectful work environment where individuals and groups can achieve their full potential.”

3.2 White Rose Project

The workforce for the White Rose Project includes the employees of both Husky and its contractors. Between 2011 and 2012, the total White Rose workforce increased by 74 percent. This large increase is due to the fact that at the end of 2012, Husky had two drilling rigs, the *Henry Goodrich* and the *GSF Grand Banks*, in operation, whereas at the end of 2011, only the *GSF Grand Banks* was operating. Also in 2012, work began on the White Rose Extension Project (WREP) and 113 people were employed at the end of 2012.

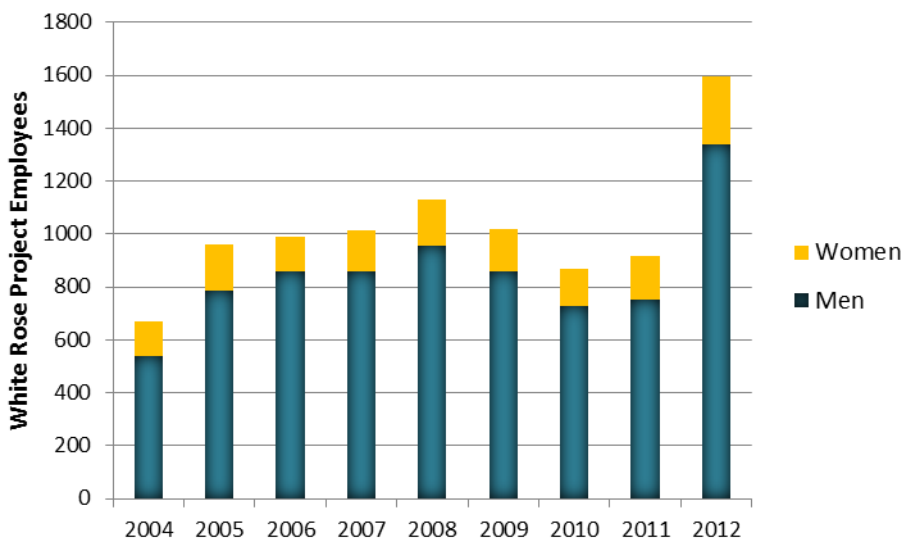
Over the life of the White Rose Project, the representation of women in the workforce has varied between a high of 19 percent (in 2004) and a low of 13 percent (2006). Due to the large increase in the total workforce in 2012, the number of women working on the project rose by 56 percent over 2011. However, females still represent only 16 percent of the total workforce, a number that has remained generally the same since 2009.

Table 3.3 White Rose Project Labour Force, 2004 to 2012

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	33%	954	18%	43%
2006	858	131	-24%	989	13%	3%
2007	859	155	18%	1,014	15%	3%
2008	956	174	12%	1,130	15%	11%
2009	857	161	-7%	1,018	16%	-10%
2010	730	141	-12%	871	16%	-14%
2011	753	167	18%	920	18%	6%
2012	1,338	260	56%	1,598	16%	74%

Source: Husky Energy

Figure 3-3 White Rose Project Labour Force, 2004 to 2012



In 2012, the majority (98 percent) of the almost 1,600 White Rose Project employees worked in Newfoundland and Labrador (St. John’s), including 783 offshore positions and 789 onshore positions. A small percentage (2 percent) of the labour force worked in Germany, the United States (Houston) and the UK (Leeds). As in previous years, more of the Newfoundland and Labrador Project labour force was onshore than offshore, though by a very narrow margin.

Between 2011 and 2012, the offshore and onshore workforces increased by 80 percent and 63 percent, respectively.

As in past years, the percentage of women holding offshore positions in 2012 was much lower than that of women in onshore jobs (Figure 3-4 and Figure 3-5). Although total representation by women on the Project was 16 percent in 2012, they held 30 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 continues to be addressed by ongoing Husky and industry initiatives (see Section 4.0).

As discussed in Section 3.1.1 for Husky employees, women’s participation in the White Rose Project varies across occupational categories. In 2012, the lowest levels of participation were in marine crewing (2 percent) and skilled trades (3 percent), although the absolute number of women employees in these categories doubled and increased five-fold, respectively, between 2011 and 2012. The number of women increased in every category in 2012, with the exception of other field services, for which the number of women employed decreased by 25 percent. As in previous years, administration and clerical was the category with the greatest rate of participation by female employees (Table 3.5).

Figure 3-4 White Rose Project Employment, Offshore, 2003 to 2012

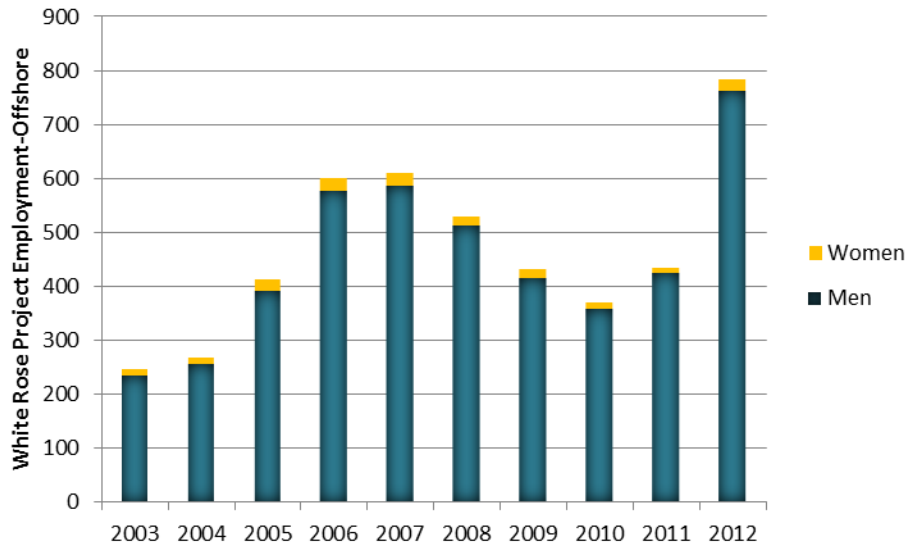


Figure 3-5 White Rose Project Employment, Onshore, 2003 to 2012

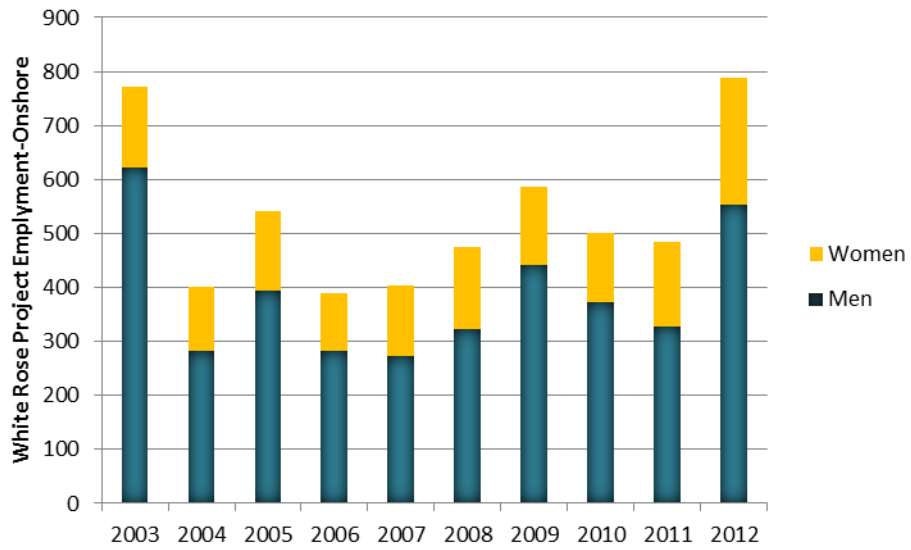


Table 3.4 White Rose Project Women's Employment by Occupational Category, 2006 to 2012

Occupational Category	2006			2007			2008			2009			2010			2011			2012		
	Total # Women	Participation Rate	% Change, # Women 2006 & 2005	Total # Women	Participation Rate	% Change, # Women 2007 & 2006	Total # Women	Participation Rate	% Change, # Women 2008 & 2007	Total # Women	Participation Rate	% Change, # Women 2009 & 2008	Total # Women	Participation Rate	% Change, # Women 2010 & 2009	Total # Women	Participation Rate	% Change, # Women 2011 & 2010	Total # Women	Participation Rate	% Change, # Women 2012 & 2011
Management	7	13%	-36%	8	14%	14%	3	5%	-63%	9	17%	20%	7	16%	-22%	8	15%	14%	36	26%	350%
Administration & Clerical	45	92%	-33%	52	87%	16%	65	81%	25%	50	81%	-23%	41	89%	-18%	54	92%	32%	84	87%	56%
Engineers	11	7%	-42%	12	10%	9%	21	16%	75%	17	13%	-19%	16	12%	-6%	26	17%	63%	43	16%	65%
Technicians & Technologists	8	13%	60%	6	8%	-25%	9	9%	50%	12	11%	33%	11	11%	-8%	9	8%	-18%	11	8%	22%
Professionals*	32	43%	0%	38	46%	19%	38	33%	0%	42	40%	11%	29	24%	-31%	47	35%	62%	55	33%	17%
Skilled Trades	4	3%	300%	4	3%	0%	10	7%	150%	4	3%	-60%	2	5%	-50%	1	2%	-50%	6	3%	500%
Marine Crew	9	3%	29%	14	4%	56%	7	2%	-50%	15	4%	114%	9	3%	-40%	3	1%	-67%	6	2%	100%
Other Field Services	7	7%	-50%	5	6%	-29%	14	11%	180%	6	7%	-57%	13	19%	117%	8	13%	-38%	6	3%	-25%
Students	8	25%	-53%	16	36%	100%	6	23%	-63%	5	38%	-17%	14	61%	180%	11	55%	-21%	12	44%	9%
TOTAL	131	13%	-24%	155	15%	18%	173	15%	12%	160	16%	-8%	142	16%	-11%	167	18%	18%	259	16%	55%

**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 2012, and outline new targets for 2013. In 2012, Husky provided a revised reporting template to ensure consistency in reporting among contractors and to aid them in monitoring targets and achievements.

4.1 Process Achievements and Targets

Process targets are the actions that Husky and its main contractors commit to 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, working environment, contracting goods and services, community outreach and financial contributions.

4.1.1 2012 Process Achievements

Husky and its main contractors committed to a large number of process targets in their 2012 Diversity Plan Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been identified as targets for 2013 (see below). Specific process achievements in 2012 included:

Information and Communications

- Created a Diversity/Employment Equity Committee and adopted a diversity strategy which was communicated to employees;
- Developed diversity leadership training program and materials to be launched in 2013;
- Reviewed all communication materials to ensure that they are consistent with, promote and are representative of corporate diversity policies;
- Completed presentation on diversity to management team;
- Identified suitable candidates for a diversity focus group/committee;
- Reviewed employee files to ensure that each employee had the opportunity to participate in Employment Equity Survey;
- Ensured that job postings (print and website), company newsletter and presentations included language reflective of culture and gender diversity;
- Updated company literature and on-line materials to depict members of designated groups in non-traditional roles;
- Discussed diversity initiatives during Management Review meetings;
- Continued to include Employment Equity Corner in the quarterly newsletter circulated to all employees;
- Reported diversity statistics on company website; and
- Conducted a voluntary self-identification survey to gather employment data on

representation of designated groups within the Atlantic region.

Employee Recruitment and Selection

- Made it a priority to hire female work term students and hired a number of female cadets to work onboard vessels and as part of offshore fleet, one of whom self-declared as a visible minority;
- Female process engineering student hired for Fall semester work term;
- Participated in recruitment events at MUN, Marine Institute (MI) and CNA;
- Implemented contractor's Stiletto to Steel Toes recruiting initiative at MUN, which is a contest aimed at encouraging women towards non-traditional career paths;
- Continued to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continued to track and monitor applications from designated groups;
- Continued application for employment and recruitment procedures to eliminate bias;
- Continued to post job opportunities with organizations representing designated groups (e.g. AXIS, WRDC, Office to Advance Women Apprentices);
- Met with WRDC and the Association for New Canadians to identify ways to increase inclusion of designated group members in the marine industry;
- Continued to state in job ads that company is an equal opportunity employer;
- Interviewed all designated group candidates who met basic job criteria;
- Prior to a job offer, assessed the need for further recruitment of candidates from designated groups;
- Expanded job postings into social media and new websites and magazines to reach a broader group of potential employees;
- Continued discussions with MI and CNA on how to increase company profile for marine cadet placements amongst designated groups;
- Assigned responsibility at a senior level for reviewing all hires in relation to Diversity Plan targets;
- Information on diversity continued to be part of new employee orientations and an Employment Equity Survey was provided to all new employees;
- Initiated in-shop program to assist with eight-week on-the-job component of MI diploma program;
- Worked with the Association for New Canadians to recruit for various positions, including Operations Engineer and A/P candidates; and
- Continued efforts to broaden diversity among the field team and as a result have many visible minorities working in local and field positions.

Employee Development

- Employee attended Gender Balance Forum in Paris, France, to learn how organization can move towards improving gender balance;
- Incorporated targets for women and other designated groups in succession planning;
- Aboriginal crew member was granted a leave of absence to obtain further education;
- Set targets for appointments to project committees, boards, and work terms;
- Female employees attended the Conference for Women hosted by SkillPath;
- Hosted presentations by the CNIB and the Association for New Canadians to employees;
- Hosted presentation on how to integrate persons with disabilities into the workforce;
- Attended Husky's 2012 Diversity Forum at Easter Seals House;
- Education sessions on disability awareness, mental health and diversity in the workplace were attended by members of the Diversity/Employment Equity Committee;
- Assisted women and other designated group employees in accessing developmental and management training opportunities; and
- Created junior management positions to create a bridge for women and other designated groups to senior levels.

Working Environment

- Ensured female seafarers have private cabins or when two females are on the same shift sharing arrangements are made;
- Reinforced Employee Code of Ethics whereby everyone, irrespective of age, race, colour, marital or family status, sex, religion, nationality and place of origin, ancestry or disability, is treated with dignity and respect;
- Provided Harassment Free Workplace training;
- Continued respectful workplace training and certification in the areas of dealing with discrimination and harassment issues;
- Employees attended a Wellness in the Workplace offshore information session;
- Developed a violence/harassment prevention policy for offshore employees;
- Identified ways to improve accessibility in future facility expansion;
- Offered flexible work schedules and adjusted summer hours for office employees to improve work/life balance;
- Provided employees the opportunity to request appropriate accommodations through Employment Equity Survey;
- Held open house for employees and spouses offering information sessions on various topics, including creating a great family life;
- Continued to maintain a designate as primary contact for harassment-related enquiries;
- Conducted annual review of company practices to ensure compliance with diversity policies;

- Assessed positions for potential for flexibility in work schedules to assist with work/life balance;
- Modified work station and added voice recognition software for one employee with a disability;
- Obtained feedback from employees on issues that affect work/life balance; and
- Ensured that two staff members, who had self-identified as persons with a disability, had appropriate workstations and all of the appropriate equipment to perform their jobs effectively.

Contracting Goods and Services

- Purchased promotional products from Key Industries, a non-profit organization that provides meaningful employment to persons with disabilities;
- Hired Aboriginal-owned catering company as a major supplier for Labrador operations; and
- Ordered office supplies, including business cards, letterhead and envelopes from the HUB.

Community Outreach

- Participated in WRDC functions and initiatives, including the Techsploration Program and a marketing campaign promoting women in non-traditional careers;
- Promoted marine careers through high school visits, career fairs and information sessions;
- Participated in Oil and Gas Week and Husky Diversity Forum;
- Had a guest speaker at CNA spring orientation to provide information about recruitment for work term students and graduate hires;
- Participated in the Petroleum Industry Human Resources Committee Ambassador Program;
- Continued partnership with Aboriginal Human Resources Council;
- Female Remotely Operated Vehicle (ROV) technician spoke to female high school students about potential careers;
- Designed ROV video game to promote piloting careers;
- Worked with junior high students to create video interviews in an effort to highlight “hidden” jobs in the oil and gas industry;
- Continued to identify females to participate in WRDC Techsploration Program as role models;
- Commenced research into forming a joint venture with an Aboriginal group;
- As part of Orientation to Trades and Technology Program, gave a presentation on available and attainable careers for women;
- Provided tours of company facility to WRDC Techsploration groups;
- Attended quarterly meeting for the Advisory Board of Partners for Workplace Inclusion;

- Provided tours of work sites to high school and post-secondary students to illustrate how designated groups could “fit” crewing positions;
- Attended monthly Board of Directors meeting for Newfoundland and Labrador Down Syndrome Society;
- Participated in MI’s Career Fair;
- Worked closely with education institutions to provide opportunities to members of designated groups to learn about employment opportunities in the shipping industry;
- Worked with WRDC to create a poster highlighting careers for women in marine transportation;
- Supported WRDC’s initiative to obtain feedback on tools they are developing to attract more women to careers in marine transportation;
- Continued to support and guide female employees through the Schlumberger WEConnect Newfoundland and Labrador chapter aimed at removing barriers to diversity through meetings and lunch and learns; and
- Supported fundraiser in aid of the Learning Disabilities Association of Newfoundland and Labrador.

Financial Contributions

- Contributed > \$5,000 to diversity-related organizations;
- Contributed to the Stella Burry Foundation, Easters Seals, WRDC, Parkinson Society, Association for New Canadians, Iris Kirby House, and a number of other charitable organizations;
- Made donations to “Ride for Sight”, the Vera Perlin Society and the Autism Society of Newfoundland and Labrador; and
- Contributed \$30,000 to CNIB.

4.1.2 2013 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 have no immediate hiring plans, or operate a business based on 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.

In addition to the initiatives outlined below, companies will continue with a wide range of activities introduced in previous Diversity Plan Reports such as promoting the company as an equal opportunity employer in all job advertisements and presentations and continuing to communicate Diversity Plan information to all employees.

Information and Communication

- Review and evaluate the Human Resources and Skills Development Canada (HRSDC) HR Maturity Model Self-Assessment as a possible diversity initiative for 2013;
- Launch Diversity Leadership training to all employees;
- Leverage technology to tell diversity story;
- Ensure that all communication materials are reviewed and utilize gender inclusive and culturally sensitive language and graphics;
- Provide job site supervisors with information on workplace harassment and working in a diverse environment;
- Review the effectiveness of how respectful workplace policies are communicated to staff;
- Develop internal drive for employees to access information on policies, procedures and job postings;
- Have member of management team attend workshop on workplace harassment and employee relations in a diverse work environment with the aim of communicating this information to all employees at weekly safety meetings;
- Implement a diversity focus group/committee with representation from all levels of the organization and designated groups;
- Provide employment equity program updates in quarterly company newsletter to increase awareness about diversity in offshore fleet;
- Introduce a leadership training program and/or bulletin that includes discussion of corporate emphasis on diversity and respectful workplaces;
- Maintain regular communications with MI and other education partners, including communication on diversity issues;
- Continue special internal awareness program regarding the value of diversity in the workplace;
- Develop advertising campaign to promote diversity within the oil and gas industry;
- Develop a workplace diversity statement and revise the current Diversity Policy;
- Revise Employee Handbook to include new diversity statement;
- Develop educational information on topics related to diversity to be shared with employees via Sharepoint;
- Continue to review company Diversity Plan annually; and
- Ensure senior management personnel understand diversity issues and initiatives.

Employee Recruitment and Selection

- In all employment opportunity postings, contractor will stress that it strives for diversity in the workplace;
- Continue to actively recruit women, Aboriginal people, visible minorities and persons with disabilities for any open positions;

- Discuss recruitment efforts with offshore supervisors, superintendents and senior staff and work together to achieve targets;
- Identify other “non-traditional” arenas to post job openings in an effort to broaden pool of potential employees;
- Set gender specific post-secondary recruiting targets;
- Develop initiative to guarantee that female trades applicants get an interview for offshore positions;
- Continue to support the MI ROV program and work closely with other educational institutions, such as CNA and MUN;
- Re-implement Graduate Trainee Program;
- Re-hire member of diversity groups that may have worked with the company on a temporary basis in 2012;
- Continue participation in co-operative education programs;
- Designate technical field position in Atlantic Canada for visible minority incumbents, where possible; and
- Ensure that students from designated groups are presented with work term opportunities.

Employee Development

- Communicate transparent training process to employees;
- Communicate transparent succession process to employees;
- Ensure all employees attend Diversity Leadership workshop;
- Have the Human Resources Coordinator attend the Association for New Canadians Diversity Symposium;
- Attend the Ovations forum and dinner;
- Incorporate targets for women and other designated groups in succession plan;
- Ensure that employees who are members of designated groups have access to developmental opportunities and management training;
- Create junior management positions as a bridge for employees who are members of designated groups to senior positions;
- Conduct a GAP analysis of employee competency program;
- Hold a Summit for Managers which will discuss diversity initiatives;
- Invite speakers to present information about diversity to employees and to assist with removing barriers to integrating members of diverse groups into the workforce;
- Host presentation by HRSDC Federal Labour Program staff for employees and industry partners to discuss topics such as inclusive recruitment and interview techniques and building inclusive workplaces;
- Ensure that tolerance, awareness and acceptance components are included and emphasized in new hire orientation;
- Participate in training related to respectful workplace initiative; and

- Continue to have employees attend seminars as a means of education and awareness for Diversity/Employment Equity Committee.

Working Environments

- Review feedback from employees through Employment Engagement Survey;
- Continue to solicit new members for Diversity/Employment Equity Committee, specifically from off-shore fleet;
- Ensure that Quality Management System includes company policies on workplace harassment and diversity;
- Develop guidelines for dealing fairly and consistently with requests for flexibility in work schedules;
- Offer flexible work arrangements to working parents;
- Research Ease Back program for parents returning from parental leave;
- Continue Harassment Free Workplace training; and
- Implement a Respectful Workplace Policy.

Contracting Goods and Services

- Continue to work with Key Industries;
- Actively pursue new business opportunities for Labrador Catering since half of the profits are shared with Innu Development Limited Partnership;
- Actively encourage minority-owned suppliers to bid on business;
- Continue to use current vendor package which enquires about company ownership (if by member of a designated group); and
- Hire the Stella Burry Foundation to cater all internal business meetings.

Community Outreach

- Maintain representation on the Petroleum Industry Human Resource Committee (PIHRC);
- Continue to work with WRDC Newfoundland and Nova Scotia and participate in Techsploration Program and the Orientation to Trades and Technology Program;
- Continue to provide female mentors to members of the Association for New Canadians;
- Maintain representation on the Business Advisory Board for Partners for Workplace Inclusion Program;
- Work with a community organization whose efforts support one of the designated groups;
- Maintain representation on Board of Directors of Newfoundland and Labrador Down Syndrome Society; and
- Continue to attend career fairs and industry exhibitions to promote the marine transportation industry and employment opportunities.

Financial Contributions

- Seek out opportunities to sponsor diversity initiatives (e.g. conferences, seminars, development programs);
- Purchase a table for the Ovations forum and dinner; and
- Continue to financially support diversity-related organizations.

4.2 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 targets 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: 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 2012 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2012 in their 2011 Diversity Plan Reports. Review of the 2012 Reports indicates that most were achieved over the course of the year. The following are outcome achievements, or numerical measures which were achieved in 2012:

- Hired one female engineering student;
- Three female graduates from MI were hired full-time and assigned to offshore operation in Newfoundland;
- Hired female Occupational, Health and Safety work term student;
- Women comprised 60 percent of onshore management team;
- One out of three scholarships was awarded to a female high school student;
- Two women were hired to Quality, Health, Safety and Environment Department, as QHSE Specialist and QHSE Coordinator;
- Three females hired for cadetships;
- Maintained 37 percent female representation on the management team;
- A Chief Officer self-identified as having a disability;
- Promoted Aboriginal female Operations Manager to Vice President of Operations;
- Promoted female Controller to Vice President of Administration;
- Hired two visible minorities in full-time positions, one of which is a supervisory role;
- Female Senior Engineer promoted to Lead Engineer;
- Thirty-one percent of company's hires in 2012 were female;
- Thirty-eight percent of all Field Engineers and 25 percent of all Field Specialists recruited were female;

- Sixty-nine percent of scholarships in Atlantic Canada were awarded to female students;
- Hired two female AME apprentices;
- Five of 19 work term students were female;
- Two women were promoted to managerial roles;
- Hired three women in supervisory positions and increased female representation to 39 percent of workforce;
- Provided scholarships to two females;
- Thirty percent of work term students from Newfoundland and Labrador were female;
- Procurement team was composed two women, one of whom is a member of an Aboriginal group;
- One offshore employee is a Visible Minority;
- Hired three female ROV technicians in offshore positions;
- Eight of 70 work term students were members of designated groups;
- Thirty-two percent of interview candidates were from designated groups;
- An estimated 16 percent of person-years were worked by female employees;
- Hired first female in an outside sales role;
- A woman was designated to an operations management position in Atlantic and Eastern Canada;
- Forty-four percent of new hires were from designated groups;
- Sixty-one percent of applicants for a recent job opening were from designated groups;
- A woman was hired as Senior Staff Accountant;
- Female students from MUN and CNA were given summer employment;
- Fifty-five percent of employees chosen to participate in Emerging Leaders program were women;
- One hundred percent of work-term students were female;
- Six women were recruited to full-time or relief positions; and
- The representation of female engineers in the workforce increased from 27 percent to 35 percent.

4.2.2 2013 Outcome Targets

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2013, are listed below:

- Hire two female engineering student replacements;
- Increase diversity complement to approximately 7 percent on supply service vessels;
- Hire at least one Aboriginal employee in an administrative position;
- Hire at least one female employee in a supervisory position;
- Hire second female welder;
- Ensure that no less than 30 percent of employees are members of designated groups;
- Hold at least two information sessions at educational institutions;

- Continue to work with MI and CNA to increase cadet placements among designated groups to 30 percent;
- Sponsor at least two training sessions for employees on respect in the workplace, diversity and multiculturalism;
- Increase the participation of women working for company and affiliated companies to 45 percent;
- Host at least one speaker from a community group that assists designated group members in the workplace;
- Include at least one offshore management employee in diversity leadership training initiative;
- Recruit female engineers and field specialists and assign them to the Newfoundland operations based in Mount Pearl;
- Continue to place female co-op students from a Newfoundland and Labrador post-secondary institution;
- Assign/maintain a woman in an operations management position;
- Attend at least two conferences/forums on topics related to diversity;
- Hire female work-term student;
- Continue to work to increase the number of applicants who indicate having a disability;
- Interview 100 percent of female applicants for trades positions;
- Organize and administer one presentation on diversity in the workplace for employees;
- Recognize employees with a disability through internal promotions;
- Maintain a level of 10 percent person-years for designated groups (including full-time, part-time, and contract positions);
- Assign 50 percent of special assignments to members of designated groups;
- Ensure 25 percent of all resumes in company database are from designated groups;
- Ensure 75 percent of interviews for work term positions are assigned to members of designated groups;
- Hire or internally promote one member of a designated group to a supervisory position;
- Offer financial contributions to at least three local programs/associations supporting diversity (e.g. Easter Seals, the Association for New Canadians, Stella Burry Foundation, WRDC);
- Ensure 25 percent of interviews for co-operative student work terms are assigned to members of designated groups; and
- Assign 50 percent of special assignments, or other opportunities for employee development, to members of designated groups.

5.0 CONCLUSION

In 2012, the overall workforce (i.e., including contractor personnel) of the White Rose Project saw a substantial increase due to the operation of two drilling rigs and the initiation of work on the White Rose Extension Project. As a result of this larger labour force, the number of women working on the Project increased by 56 percent between 2011 and 2012. As in previous years, the majority of positions held by women were in administration, however, the number of females in management, skilled trades and engineering positions increased significantly. There was also an increase (13 percent) in the number of women working for Husky in the Atlantic Region in 2012. Husky continued to foster both a diversity culture and strong working relationships with community stakeholders, including through the work of its Diversity Advisory Group with representation from the ILRC, CNIB, COD, and the Canadian Hard of Hearing Association.

There remains a program focus on the fact that there is only a limited pool of diversity group members within both the current labour force and potential new entrants in training institutions and programs. This challenge will be exacerbated by the growing demand from other industries, given proposed new offshore petroleum, hydro-electric, mining and other mega-projects in Newfoundland and Labrador, and the related C-NLOPB and provincial government project diversity and equity requirements. This message was reinforced at the eighth annual White Rose Diversity Forum where attendees discussed how diversity can play a major role in helping employers overcome the province's current and anticipated labour shortage.

Husky and its contractors continue to place emphasis on collective efforts to increase the size of the pool of diversity group members. In 2012, these companies continued to communicate the importance of diversity in the workforce to employees and be active participants in industry events and programs, career fairs, and scholarship programs. They see the value of working with educational institutions and stakeholder groups to promote the oil and gas industry to members of designated groups. Targets for the coming year continue to include a focus on ensuring that diversity group members have the means to acquire the required skills and experience for work in the industry, as well as taking steps to actively recruit them once they have completed the appropriate training.

APPENDIX A

Contracting Company Contact Information

Table A1 Contracting Company Information

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	fjc@aharvey.nf.ca	www.aharvey.com
AKCS	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
ASCO Canada Ltd.	Trudy Decker	trudy.decker@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Bryan Gauthier/Stacey Miller	gauthier.bryan@atlantictowing.com miller.stacey@atlantictowing.com	www.atlantictowing.com
Cameron Canada Corporation	Jason Sheppard	jason.sheppard@c-a-m.com	www.c-a-m.com
Canship Uglund Ltd.	Larry Moore	lmoore@canship.com	www.canship.com
Cougar Helicopters Inc.	Renée Paddock	rpaddock@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Cynthia Crosbie	ccrosbie@crosbiegroup.com	www.crosbiegroup.com
East Coast Catering Ltd.	Brad Courtenay	bcourtenay@eccltd.ca	www.eccltd.ca
Maersk	Sandra Bennett	Sandra.bennett@maersk.com	www.maersk.com
Oceaneering Canada Ltd.	Michelle Smart-McGrath,	msmart@oceaneering.com	www.oceaneering.com
Schlumberger Canada Ltd.	Margie Dicks	dicksm@slb.com	www.slb.com
Seamanning	Chantal McLean	chantal.mclean@seamanning.ca	
Technip Canada Limited.	Dusty Barron	dbarron@technip.com	www.technip.com/entities/canada/index.htm
Transocean	Michelle Hynes	Michelle.Hynes@deepwater.com	www.deepwater.com