



**2013 DIVERSITY PLAN REPORT**  
**Submitted to the Canada-Newfoundland and Labrador**  
**Offshore Petroleum Board**  
**July 2014**



## Table of Contents

---

<b>1.0 INTRODUCTION .....</b>	<b>1</b>
<b>2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS .....</b>	<b>3</b>
<b>3.0 WHITE ROSE PROJECT DIVERSITY 2013 .....</b>	<b>7</b>
3.1 Husky Energy Women’s Employment .....	7
3.2 White Rose Project Women’s Employment.....	9
3.3 Employment of Other Designated Groups .....	14
3.3.1 Recruitment.....	15
<b>4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS .....</b>	<b>16</b>
4.1 Process Achievements and Targets .....	16
4.1.1 2013 Process Achievements.....	16
4.1.2 2014 Process Targets .....	20
4.2 Outcome Achievements and Targets .....	24
4.2.1 2013 Outcome Achievements .....	24
4.2.2 2014 Outcome Targets.....	25
<b>5.0 CONCLUSION.....</b>	<b>26</b>

---

**LIST OF APPENDICES**

APPENDIX A Contracting Company Contact Information

**LIST OF FIGURES**

Figure 3-1	Husky Energy White Rose Labour Force 2000 to 2013 .....	7
Figure 3-2	Husky Energy White Rose 2013 Employment in Selected Occupational Categories.....	9
Figure 3-3	White Rose Project Labour Force, 2004 to 2013.....	10
Figure 3-4	White Rose Project Employment, Offshore, 2003 to 2013.....	11
Figure 3-5	White Rose Project Employment, Onshore, 2003 to 2013.....	12

**LIST OF TABLES**

Table 3.1	Husky Energy White Rose Labour Force, 2000 to 2013 .....	8
Table 3.2	Husky Energy White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2013.....	8
Table 3.3	White Rose Project Labour Force, 2004 to 2013.....	10
Table 3.4	White Rose Project Women's Employment by Occupational Category, 2007 to 2013 .....	13

## 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 2013 and outlines the diversity targets that have been established for 2014.

## 2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky's East Coast Assets in 2013 continued to be held by Margaret Allan (Manager, Regulatory Affairs and Administration), supported by Kathy Knox (Senior Regulatory and Industrial Benefits Advisor). Mark Shrimpton (Principal, 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 2013, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative:

- A. Harvey and Company Ltd.;
- Aker Solutions;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Canship Uglund Ltd.;
- Cougar;
- Crosbie Salmis Ltd.;
- East Coast Catering;
- Maersk Seabase;
- Oceaneering;
- OneSubsea;
- Schlumberger Services;
- Technip; and
- TransOcean.

In addition, the following companies report on the percentage participation for all four designated groups:

- A. Harvey and Company Ltd.;
- AGR Drilling;
- Aker Solutions;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Offshore Medical Services;
- Atlantic Towing Ltd.;
- Atlantic XL;
- Baker Petrolite;

- Cameron Canada Corporation;
- Canship Uglund Ltd.;
- Cormorant Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- East Coast Catering;
- East Coast Tubulars;
- Expro Group Canada;
- FI Oilfield Services Canada ULC;
- Fugro Jacques GeoSurveys Inc.;
- Halliburton;
- Hansen Protection Canada Ltd.;
- Import Tool;
- Maersk Seabase;
- MI Swaco;
- Newalta;
- Oceaneering;
- Oceans Ltd.;
- Provincial Airlines;
- Schlumberger Services;
- Score;
- SGS Canada Inc.;
- Siemens;
- SNC Lavalin;
- Stantec;
- Technip;
- TransOcean;
- Weatherford;
- Wood Group Mustang; and
- Workstrings Canada.

Contact information for these companies, including the contractor representative responsible for diversity or designated groups reporting on the White Rose project, is provided in Appendix A.

Husky holds annual White Rose Diversity Forums to discuss diversity in the context of the White Rose project, and to focus on the broader considerations of diversity. The ninth such event was held at Husky Energy Easter Seals House on November 14, 2013, and focused on the White Rose Extension Project (WREP), specifically progress on the project to date and the project-specific Diversity Plan. The program included an introduction and update on Husky Energy's Atlantic Region activities and there was also a presentation from a representative of Arup, who described the company's many diversity and inclusion initiatives while emphasizing the benefits

that a diverse and inclusive working environment can provide to a business and its employees. Roundtable discussions on Husky's project-specific diversity initiatives took place during the second half of the forum. This session also included a review of the roundtable questions from the 2012 forum and a discussion of how suggestions from last year's participants were incorporated into the WREP Diversity Plan.

In addition to organizing the White Rose Diversity Forum, and as committed to in the 2013 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2013. Specific examples included:

- Annual meeting held with contractors to discuss diversity issues, June 26, 2013; Presentation by Independent Living Resource Centre (ILRC) on new website that provides employers with tools to facilitate employment of persons with disabilities.
- Promoted participation in self-identification surveys to support employment equity planning;
- Presented workforce diversity statistics to regional management team;
- In June 2013, offshore workers celebrated Diversity Day on the *SeaRose FPSO*, culminating in an international feast;
- Three employees (one onshore, two offshore) sat as members of the 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 2013.

Throughout 2013, 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 ILRC, CNIB, Coalition of Persons with Disabilities (COD), and the Canadian Hard of Hearing Association;
- Husky provided \$16,000 funding for three 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 \$20,000, and mentoring time of several of its employees, in support of the Women in Resource Development Committee's Techsploration Program; attended Techsploration Appreciation Dinner, May 2013;
- Husky supported participation of an employee on the NOIA Diversity Committee;
- Husky supported participation of an employee on the Board of the Independent Living Resource Centre;



- A senior manager sits on the Petroleum Industry Human Resources Committee (PHRIC) Research Committee which currently has a focus on diversity;
- Husky joined COMPASS (Council of Marine Professionals Associates) - The group promotes and provides information on careers in marine transportation which includes a focus on women in marine transportation;
- Husky sponsored the Office to Advance Women Apprentices Skills Trade Conference for Women and Youth in April 2013;
- Husky sponsored the Annual Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) conference in April 2013;
- In December 2013, Husky participated in an NLOWE-sponsored networking session for women entrepreneurs aimed at improving supplier diversity by providing information on requirements related to providing services to the oil and gas industry;
- Husky participated in two MUN Career Fairs in May and September 2013;
- Husky supported the Eastern Regional High School and Junior High Science Fair in March 2013;
- Husky held three separate meetings at Husky Energy Easter Seals to help raise awareness of the facility and its programs;
- Husky supported St. John's International Women's Film and Video Festival (\$1000);
- Several Husky employees participated in Junior Achievement's Economics of Success program in January and February 2013; and
- Husky attended the Association for New Canadians Diversity Forum (Preparing for Future Demographic Change – The Role of Immigration in Building a Dynamic Labour Force) on March 19, 2013.

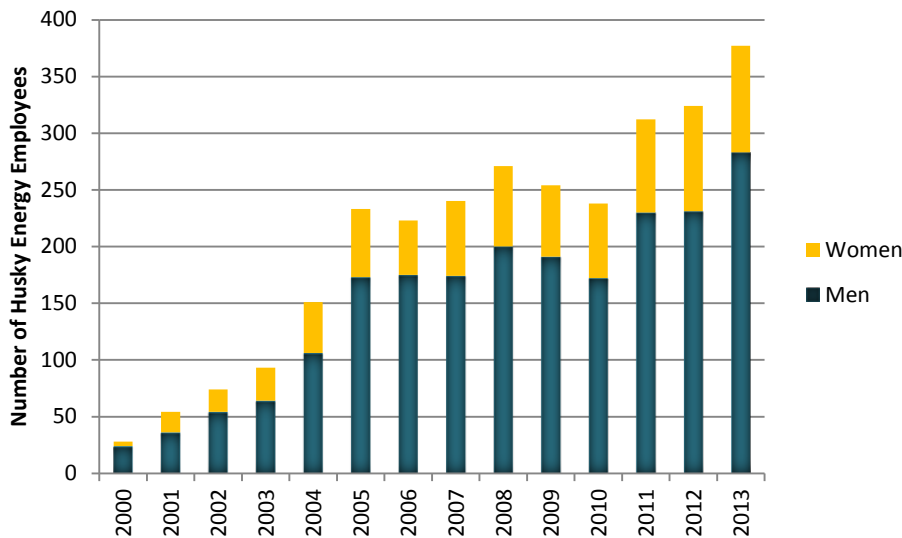
### 3.0 WHITE ROSE PROJECT DIVERSITY 2013

This section provides information regarding Husky and White Rose project diversity in 2013, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

#### 3.1 Husky Energy 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. In 2013, the total workforce reached 377, representing an increase of 16 percent. 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 2013**



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. In 2013, women comprised 25 percent of the Husky workforce and the number of females increased by 1 percent between 2012 and 2013 (Table 3.1).

**Table 3.1 Husky Energy White Rose Labour Force, 2000 to 2013**

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%
2013	283	94	1%	377	25%	16%

Source: Husky Energy

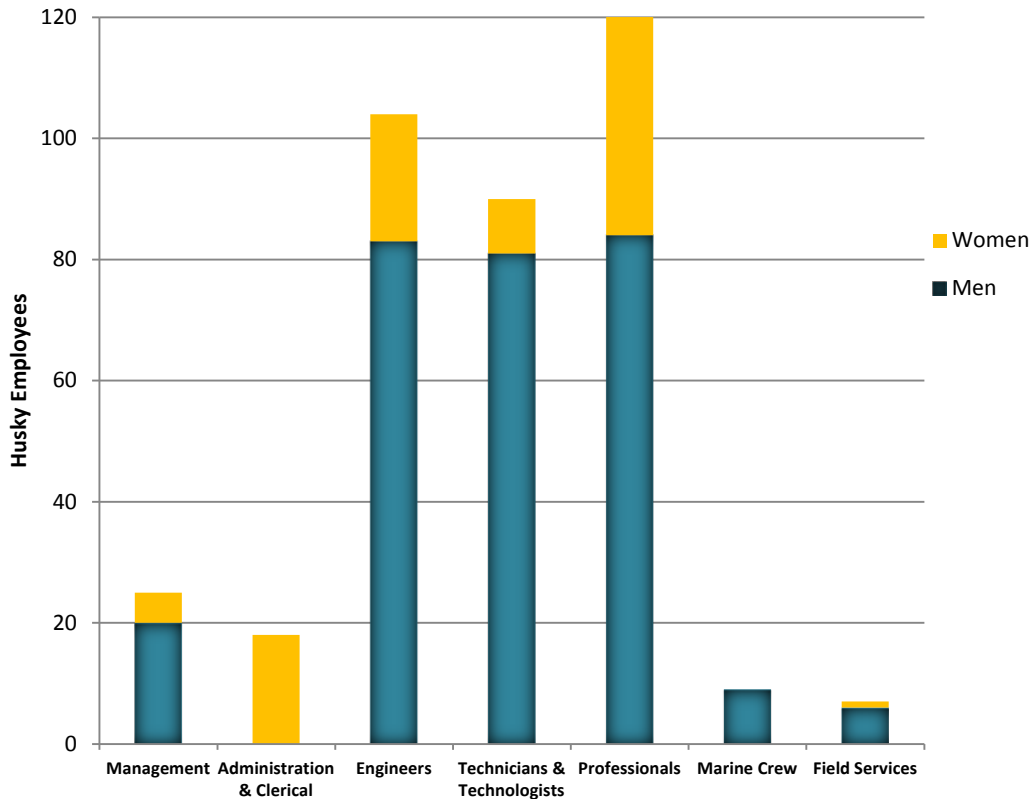
In 2013, women's participation in administrative/clerical (100 percent) and professional (32 percent) positions exceeded the overall women's participation rate (25 percent) (Table 3.2 and Figure 3-2). Between 2011 and 2012, the percentage of women in management positions more than doubled (29 percent) but this fell to 20 percent in 2013, which is still higher than in any other previous year. The number of female engineers also fell from 25 to 20 percent while the number of women in the technician/technologist category increased from 5 percent in 2012 to 10 percent in 2013. As was the case during the previous seven years, no women employed by Husky held positions in marine crewing in 2013 (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 2013**

Occupational Category	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Management	7	8	5	7	8	8	9	17	13	29	20
Administrative/Clerical	100	90	100	94	95	92	94	94	95	95	100
Engineers	19	10	13	11	17	20	14	15	18	25	20
Technicians/Technologists	33	33	13	16	10	0	2	2	0	5	10
Professionals*	26	24	35	36	43	34	41	36	32	32	32
Marine Crew	NA	NA	0	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	14
Total Women's Participation Rate	31%	30%	26%	22%	28%	26%	25%	28%	26%	29%	25%

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

**Figure 3-2 Husky Energy White Rose 2013 Employment in Selected Occupational Categories**



Each year, Husky hires a number of co-op students from Memorial University’s faculties of Engineering and Business Administration, and from technology programs related to Health, Safety, Environment and Quality (HSEQ). These students typically work with Husky for one or two semesters of a calendar year. In 2013, Husky hired 89 co-op students and 31 of these were women, representing a female participation rate of 35 percent. Between 2003 and 2012, this number has fluctuated between 23 and 64 percent.

**3.2 White Rose Project Women’s Employment**

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. Between 2012 and 2013, the workforce decreased by 7 percent, from 1,598 to 1,495. Also in 2012, work began on the WREP and 113 people were employed at the end of that year. In 2013, this number rose to 486.

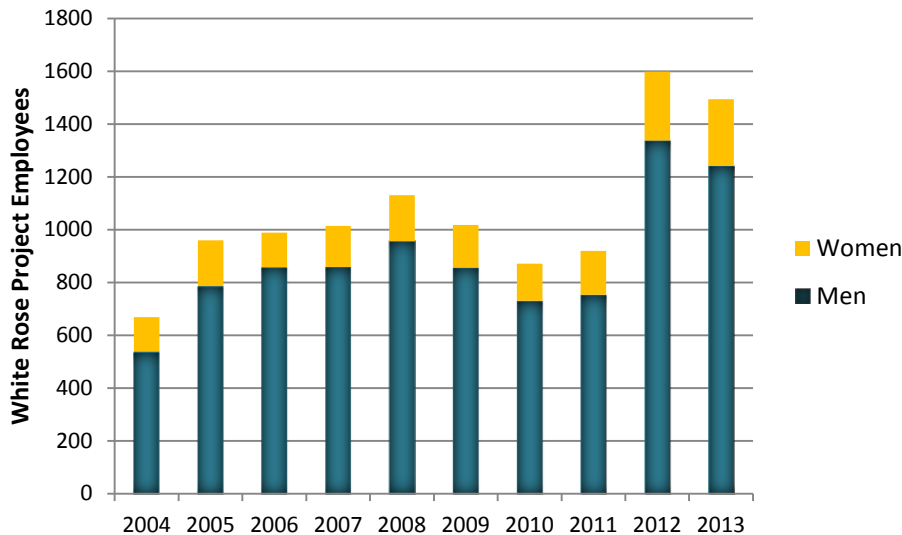
Over the life of the White Rose project, the representation of women in the workforce has varied between a high of 19 percent (in 2004) and a low of 13 percent (2006). Due to the large increase in the total workforce in 2012, the number of women working on the project rose by 56 percent over 2011. However, in 2013 this number decreased by 3 percent and women still represent only 17 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 2013**

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%
2013	1,242	252	-3%	1,495	17%	-7%

Source: Husky Energy

**Figure 3-3 White Rose Project Labour Force, 2004 to 2013**



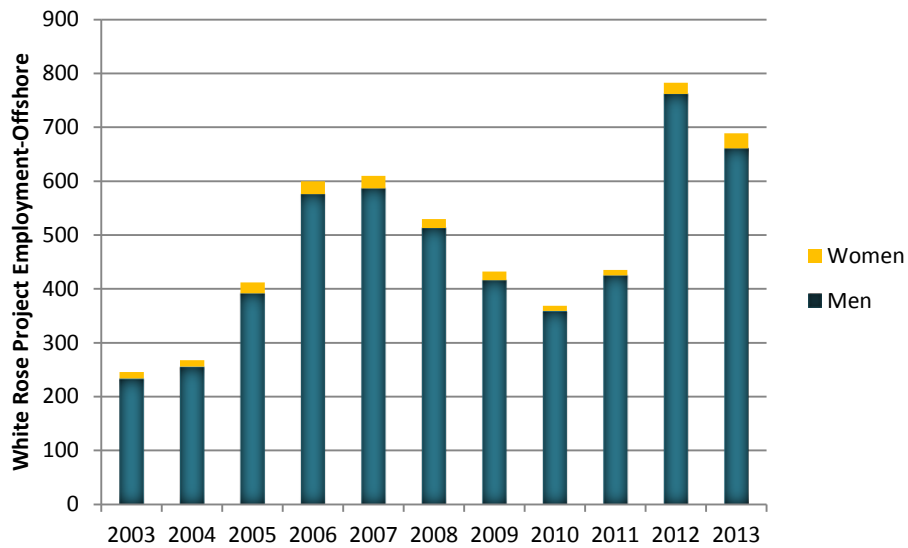
In 2013, almost all (99.7 percent) of the nearly 1,500 White Rose project employees worked in Newfoundland and Labrador (St. John’s), including 689 offshore positions and 802 onshore positions. A very small percentage (0.03 percent) of the labour force worked in Ontario and the

United States (Houston). As in previous years, more of the Newfoundland and Labrador project labour force was onshore (54 percent) than offshore (46 percent).

The percentage of women holding offshore positions in 2013 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 17 percent in 2013, they held 28 percent of onshore positions but only 4 percent of offshore positions, albeit this was up 1 percent from 2012. This low percentage 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 for Husky employees, women’s participation in the White Rose project varies across occupational categories. In 2013, there were no women employed as safety coordinators. The next lowest levels of participation were in marine crewing (3 percent) and skilled trades (3 percent), although the absolute number of women employees in marine crewing increased by 67 percent between 2012 and 2013. The number of female technicians and technologists also increased by 73 percent in 2013. As in previous years, administration and clerical was the category with the greatest rate of participation by female employees (Table 3.4).

**Figure 3-4 White Rose Project Employment, Offshore, 2003 to 2013**



**Figure 3-5 White Rose Project Employment, Onshore, 2003 to 2013**

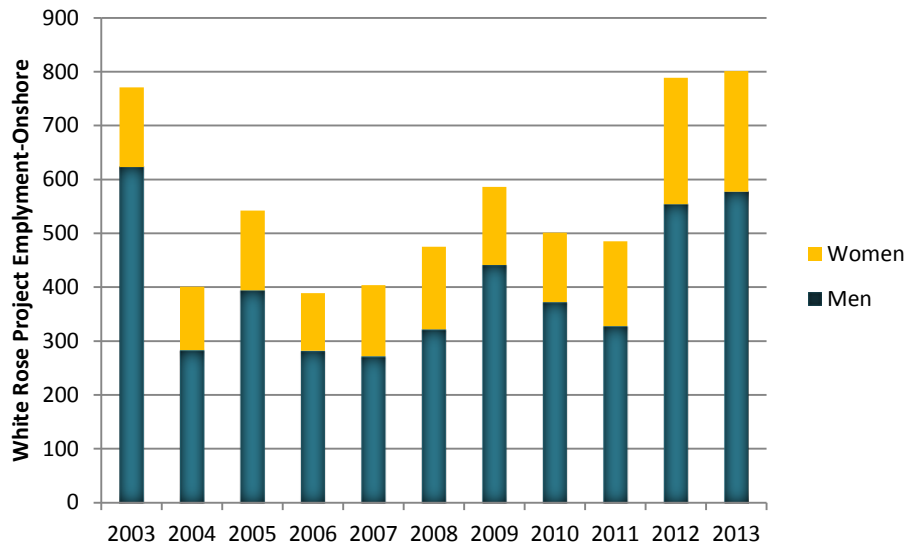


Table 3.4 White Rose Project Women's Employment by Occupational Category, 2007 to 2013

Occupational Category	2007			2008			2009			2010			2011			2012			2013		
	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	Total # Women	Participation Rate	% Change, # Women 2013 & 2012
Management	8	14 %	14%	3	5%	-	9	17 %	20%	7	16 %	-	8	15 %	14%	36	26 %	350 %	34	29 %	-6%
Administration & Clerical	52	87 %	16%	65	81 %	25%	50	81 %	-	41	89 %	-	54	92 %	32%	84	87 %	56%	74	89 %	-12%
Engineers	12	10 %	9%	21	16 %	75%	17	13 %	-	16	12 %	-6%	26	17 %	63%	43	16 %	65%	41	16 %	-5%
Technicians & Technologists	6	8%	25%	9	9%	50%	12	11 %	33%	11	11 %	-8%	9	8%	18%	11	8%	22%	19	11 %	73%
Professionals*	38	46 %	19%	38	33 %	0%	42	40 %	11%	29	24 %	31%	47	35 %	62%	55	33 %	17%	60	36 %	9%
Skilled Trades	4	3%	0%	10	7%	150 %	4	3%	60%	2	5%	50%	1	2%	50%	6	3%	500 %	6	3%	0%
Marine Crew	14	4%	56%	7	2%	50%	15	4%	114 %	9	3%	40%	3	1%	67%	6	2%	100 %	10	3%	67%
Other Field Services	5	6%	29%	14	11 %	180 %	6	7%	57%	13	19 %	117 %	8	13 %	38%	6	3%	25%	9	5%	50%
TOTAL	155	15 %	18%	173	15 %	12%	160	16 %	-8%	142	16 %	11%	167	18 %	18%	259	16 %	55%	253	17 %	-2%



### 3.3 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 3.5 provides information regarding the participation of Aboriginal persons, 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 2013, 29 of its employees belonged to one of these groups, representing 7.2 percent of workers. This was comprised of 10 Aboriginal persons (2.5 percent of all employees), 5 persons with disabilities (1.2 percent) and 14 members of visible minorities (3.5 percent). Other White Rose contractors employed 154 members of these groups, or 13.0 percent of all their employees, comprised of 39 Aboriginal persons (3.3 percent of all employees), 24 persons with disabilities (2.0 percent) and 91 members of visible minorities (7.7 percent). In total, 183 members of Husky and its White Rose contractors' workforces, or 10.9 percent of all employees, reported belonging to designated groups.

**Table 3.5 Number of Employees from Other Designated Groups on White Rose Project, 2013**

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	5	3	1	0	0	<b>10</b>
Contractors	6	11	3	18	1	0	<b>39</b>
<b>Total</b>	<b>7</b>	<b>16</b>	<b>6</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>49</b>
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	2	2	0	0	0	<b>5</b>
Contractors	3	10	3	5	2	1	<b>24</b>
<b>Total</b>	<b>4</b>	<b>12</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>29</b>
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	10	2	0	0	0	<b>14</b>
Contractors	19	52	2	3	5	10	<b>91</b>
<b>Total</b>	<b>21</b>	<b>62</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>105</b>

In the total White Rose labour force, the greatest number of persons with disabilities held Professional and Technical positions (12 individuals). Aboriginal employees were strongly concentrated in Skilled Crafts and Trades (19 individuals) and Professional and Technical (16 individuals) positions, which accounted for 71.4 percent of all Aboriginal workers. Members of visible minorities were mostly Professional and Technical workers (62 employees) and Managers and Supervisors (21 employees), which accounted for 79.0 percent of all such workers.

### 3.3.1 Recruitment

Husky advertises the majority of its positions on online sites such as JOBSinNL.ca and CareerBeacon.com, the 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.”*

## **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 2013, and outline new targets for 2014. In 2013, 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 2013 Process Achievements**

Husky and its main contractors committed to a large number of process targets in their 2013 Diversity Plan Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been carried over as targets for 2014 (see below). Specific process achievements in 2013 included:

#### **Information and Communications**

- Diversity/Employment Equity Committee continued to meet quarterly to share knowledge acquired through seminars attended by members;
- Crew and Family website was developed, which provides information on a number of topics, including diversity and employment equity;
- Information on diversity continued to be part of new employee orientations and an Employment Equity Survey was provided to all new employees and existing crew members;
- Core Values presentations, which included discussion on embracing diversity, were delivered on all vessels;
- Reviewed all communication materials to ensure that they are consistent with, promote and are representative of corporate diversity policies;
- Developed plan to roll out Improving Intergender Communication training program to employees;
- Ensured that job postings (print and website), company newsletter and presentations included language reflective of cultural and gender diversity;
- Discussed diversity initiatives during Management Review meetings;
- Continued to include Employment Equity Corner in the quarterly newsletter circulated to all employees;

- Communicated Diversity Annual Report to employees;
- Provided staff with diversity cards as a tool to educate about diversity issues; and
- Reviewed Discrimination, Workplace Violence and Harassment policies with new hires.

### **Employee Recruitment and Selection**

- Participated in recruitment events at MUN, Marine Institute (MI) and CNA;
- Continued 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;
- Onboarding and Business Ethics programs, which outline company's expectations regarding a respectful workplace, are mandatory for new hires;
- Continued to track and monitor applications from designated groups;
- Continued application of 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);
- Encouraged current employees to make friends and family aware of company diversity plan in an effort to increase awareness for diversity group members seeking employment;
- Spoke to Aboriginal groups about skilled training required to be eligible for positions with company;
- Continued with internal program to encourage employment of disabled persons;
- Continued to state in job advertisements 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;
- Worked with local education facilities to provide information about the shipping industry and employment opportunities to members of designated groups;
- All orientation sessions included review of company diversity policy and employment equity questionnaire; and
- Worked with the Association for New Canadians to recruit for various positions.

## Employee Development

- Set targets for appointments to project committees, boards, and work terms;
- Onshore staff are required to complete on-line anti-harassment training;
- Two managers attended Leading Others course, which included a session on diversity and inclusion;
- Managers attended leadership training program, which now includes a gender diversity component;
- Attended diversity focused workshop in Calgary;
- Attended Husky's 2013 Diversity Forum at Easter Seals House;
- Attended the Ovations forum and dinner;
- Provided diversity training and cultural awareness and bias training to employees;
- Every two years, employees must complete on-line training/certification, which includes ethics and compliance, discrimination and harassment, and general harassment reporting and training;
- 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 women are on the same shift sharing arrangements are made;
- Introduced policy allowing for staff to take six family days to assist with child care and work-life balance;
- Designated a female Gender Balance Ambassador, who meets regularly with other ambassadors throughout the company to implement plans to improve gender balance;
- Presented results of internal survey which provided feedback on gender-related topics;
- 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;
- Encouraged employees to join the Diversity/Employment Equity Committee;
- Provided accommodations to employees on disability leave to allow them to continue to work;
- Continued respectful workplace training and certification in the areas of dealing with discrimination and harassment issues;
- 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;
- Continued to maintain a designate as primary contact for harassment-related enquiries;

- Provided training to managers and supervisors responsible for the harassment policy;
- Conducted exit interviews with employees who voluntarily leave a position, when applicable;
- Provided short-term assignment to female shipboard employee who was on maternity leave;
- 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; and
- Obtained feedback from employees on issues that affect work/life balance.

### **Contracting Goods and Services**

- Purchased promotional products from Key Industries, a non-profit organization that provides meaningful employment to persons with disabilities;
- Attended NLOWE's Helping Women in Business event where members from Supply Chain Management interacted with women entrepreneurs;
- 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, where company provided role models;
- Attended Partners for Workplace Inclusion annual luncheon and quarterly Advisory Board meetings;
- Female Manager acted as NOIA Ambassador to promote women in trades and in the oil and gas industry;
- Human Resources Manager is President of COMPASS, which has a number of initiatives targeting women and Aboriginals;
- Company representatives attended MUN's Toast to Hire Learning Breakfast, which was an opportunity to engage students on topics, including workplace values and diversity;
- Participated in Oil and Gas Week and Husky Diversity Forum;
- As part of Orientation to Trades and Technology Program, gave a presentation on available and attainable careers for women;
- Attended various functions hosted by the Newfoundland and Labrador Down Syndrome Society;
- Attended WRDC events and working on project with Association for New Canadians; and
- 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.

### **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;
- Sponsored the CNIB event “Dining in the Dark”; and
- Made donations to Special Olympics Newfoundland and Labrador, the Vera Perlin Society and the Autism Society of Newfoundland and Labrador.

#### **4.1.2 2014 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

- 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 an internal drive for employees to access information on policies, procedures and job postings;
- Continue to post job opportunities with community-based agencies and designated groups (e.g. AXIS, Office to Advance Women Apprentices, WRDC);
- Update and circulate diversity cards;
- Have a 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;
- Introduce a leadership training program and/or bulletin that includes discussion of corporate emphasis on diversity and respectful workplaces;
- 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; 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;
- Ensure that all job postings state that company is an Equal Opportunity employer;
- Continue to actively recruit women, Aboriginal people, visible minorities and persons with disabilities for any open positions;
- Review demographic profiles of all applicants to determine percentage from designated groups;
- Set measurable targets and monitor number of women applying for trades positions;
- Monitor promotion of personnel through competency program to ensure movement of members of designated groups;
- 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;



- Re-hire member of diversity groups that may have worked with the company on a temporary basis in 2013;
- Ensure that cadet job postings at MI and CNA include language to encourage application by members of designated groups;
- 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**

- Implement online training, including respectful workplace training;
- Introduce a leadership training program and/or bulletin that communicates the corporate emphasis on diversity and respectful workplaces;
- Ensure all employees attend Diversity Leadership workshop;
- 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;
- Provide diversity training to employees and ensure that tolerance, awareness and acceptance components are included and emphasized in new hire orientation;
- Have Senior Crew Manager complete Diversity and Inclusion for Bottom-Line Performance training program; 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;
- Create a focus group to suggest ways to improve life on board vessels for female crew members;
- Develop guidelines for dealing fairly and consistently with requests for flexibility in work schedules;
- Reviewed company practices against diversity policies for compliance;
- Develop and execute Inclusive Workplace Activity Plan;
- Offer flexible work arrangements to working parents;
- Research Ease Back program for parents returning from parental leave;
- Review anti-harassment in the workplace policies;

- Conduct informal survey of female crew members to identify ways to improve life for them off-shore;
- Crew Manager to be dedicated to ensure appropriate accommodation of disabled employees; and
- Continue Harassment-Free Workplace training.

### **Contracting Goods and Services**

- Continue to work with Key Industries;
- Actively pursue new business opportunities for Labrador Catering, a co-venture with Innu Development Limited Partnership;
- Use Hungry Heart for all catered events;
- Actively encourage minority-owned suppliers to bid on business; and
- Work with supply chain management to identify vendors owned by members of designated groups.

### **Community Outreach**

- Maintain representation on the PIHRC;
- Develop links with Aboriginal groups to increase representation on staff;
- Continue to work with WRDC Newfoundland and Labrador and Nova Scotia and participate in Techsploration Program and the Orientation to Trades and Technology Program;
- Continue to identify females to participate in WRDC Techsploration Program as role models;
- Maintain representation on the Business Advisory Board for Partners for Workplace Inclusion Program;
- Continue to support diversity initiatives by WRDC, MI, CNA, Aboriginal Human Resources Council and Association for New Canadians with an aim to increase inclusion of diversity group members in the marine industry;
- Continue research into forming a joint venture with an Aboriginal group;
- Invite MI students to work site and allow them to engage in open discussions about offshore lifestyle;
- Continue to visit school career events; and
- Maintain representation on Board of Directors of Newfoundland and Labrador Down Syndrome Society.

### **Financial Contributions**

- Seek out opportunities to sponsor diversity initiatives (e.g. conferences, seminars, development programs); 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 2013 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2013 in their 2012 Diversity Plan Reports. Review of the 2013 Reports indicates that most were achieved over the course of the year. The following are outcome achievements, or numerical measures, which were achieved in 2013:

- Hired three females in logistical positions at marine base;
- Hired two female apprentice welders;
- One hundred percent of front desk staff are Aboriginal females;
- The number of resumes received from females increased by 52 percent;
- Seventeen percent of cadets were women;
- Added female-owned and operated business to vendor list;
- One hundred percent of work term students were women;
- Hired a female Health, Safety and Environment Advisor;
- Promoted Aboriginal female to Lead Housekeeper (supervisory position);
- Two female engineers promoted to lead and senior management positions;
- Fifteen percent of scholarships were awarded to female students;
- Thirty five percent of engineering staff were female;
- Percentage of female technicians increased from 11 percent to 21 percent;
- Twenty-one percent of company's hires in 2013 were women;
- Twenty-five percent of all Field Engineers and 10 percent of all Field Specialists recruited were female;
- Six of 14 work term students were members of designated groups;
- Forty-six percent of new recruits in 2013 were designated group members;
- Procurement team was composed two women, one of whom is a member of an Aboriginal group;
- One offshore employee is a member of a Visible Minority;
- Female ROV technicians increased from two to five;
- Six of 10 work term students were members of designated groups;
- Thirty-six percent of new hires were from designated groups;

- An estimated 23 percent of person-years were worked by employees from designated groups;
- An estimated 35 percent of all unsolicited resumes received were from members of designated groups;
- Fifty-five percent of employees who participated in Emerging Leaders program were women; and
- Sixty percent of work-term students were women;

#### **4.2.2 2014 Outcome Targets**

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2014, are listed below:

- Hire at least one Aboriginal employee in an administrative position;
- Hire at least one female employee in a supervisory position;
- Increase the participation of women working for company and affiliated companies to 45 percent;
- Include at least one offshore management employee in diversity leadership training initiative;
- Organize one educational workshop on diversity in the workplace;
- Recruit female engineers and field specialists and assign them to the Newfoundland operations based in Mount Pearl;
- Assign/maintain a woman in an operations management position;
- Attend at least two conferences/forums on topics related to diversity;
- Interview 100 percent of female applicants for trades positions;
- Organize and administer one presentation on diversity in the workplace for employees;
- Maintain a level of 10 percent person-years for designated groups (including full-time, part-time, and contract positions);
- Increase the number of cadets from designated groups to 20 percent;
- 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 2013, the overall workforce (i.e., including contractor personnel) of the White Rose project was 1,495, which was a decrease of 7 percent from the previous year when the operation of two drilling rigs and the initiation of work on the WREP resulted in a 2012 workforce of nearly 1,600. The total number of women working on the project decreased by 3 percent between 2012 and 2013. As in previous years, the majority of positions held by women were in administration, however, the number of females in technical, marine crewing and field service positions increased significantly. The Husky Atlantic Region workforce increased by 16 percent in 2013 and the number of women in the workforce increased by 1 percent.

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. In 2013, Husky also supported and participated in events and initiatives aimed at promoting careers in science and technology to students, such as the WRDC's Techsploration program, school science fairs and Junior Achievement.

Husky and its contractors continue to place emphasis on collective efforts to increase the size of the pool of diversity group members. In 2013, 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	<a href="mailto:fjc@aharvey.nf.ca">fjc@aharvey.nf.ca</a>	<a href="http://www.aharvey.com">www.aharvey.com</a>
AGR Drilling			<a href="http://www.agr.com/home">http://www.agr.com/home</a>
Aker solutions	Janet Chafe	<a href="mailto:Janet.chafe@akcsop.com">Janet.chafe@akcsop.com</a>	<a href="http://www.akcsop.com">http://www.akcsop.com</a>
Arup Canada	Jawwaad Malik	<a href="mailto:Jawwaad.malik@arup.com">Jawwaad.malik@arup.com</a>	<a href="http://www.arup.com/global_locations/canada.aspx">http://www.arup.com/global_locations/canada.aspx</a>
ASCO Canada Ltd.	Trudy Decker	<a href="mailto:trudy.decker@ascoworld.com">trudy.decker@ascoworld.com</a>	<a href="http://www.ascocan.com">www.ascocan.com</a>
Atlantic Offshore Medical Services	Robert Wheeler	<a href="mailto:robert.wheeler@aoms.nf.net">robert.wheeler@aoms.nf.net</a>	<a href="http://www.aoms.nf.net/">http://www.aoms.nf.net/</a>
Atlantic Towing Ltd.	Bryan Gauthier/Stacey Miller	<a href="mailto:gauthier.bryan@atlantictowing.com">gauthier.bryan@atlantictowing.com</a> <a href="mailto:miller.stacey@atlantictowing.com">miller.stacey@atlantictowing.com</a>	<a href="http://www.atlantictowing.com">www.atlantictowing.com</a>
Atlantic XL			<a href="http://www.xlg.co.uk/atlanticxl/">http://www.xlg.co.uk/atlanticxl/</a>
Baker Petrolite			
Cameron Canada Corporation	Jason Sheppard	<a href="mailto:jason.sheppard@c-a-m.com">jason.sheppard@c-a-m.com</a>	<a href="http://www.c-a-m.com">www.c-a-m.com</a>
Canship Uglund Ltd.	Larry Moore	<a href="mailto:lmoore@canship.com">lmoore@canship.com</a>	<a href="http://www.canship.com">www.canship.com</a>
Cormorant Ltd.			<a href="http://www.cormorant-ltd.com/">http://www.cormorant-ltd.com/</a>
Cougar Helicopters Inc.	Renée Paddock	<a href="mailto:rpaddock@cougar.ca">rpaddock@cougar.ca</a>	<a href="http://www.cougar.ca">www.cougar.ca</a>
Crosbie Group of Companies	Cynthia Crosbie	<a href="mailto:ccrosbie@crosbiegroup.com">ccrosbie@crosbiegroup.com</a>	<a href="http://www.crosbiegroup.com">www.crosbiegroup.com</a>
East Coast Catering Ltd.	Brad Courtenay	<a href="mailto:bcourtenay@eccltd.ca">bcourtenay@eccltd.ca</a>	<a href="http://www.eccltd.ca">www.eccltd.ca</a>
East Coast Tubulars	Susan Greening	<a href="mailto:sgreening@coil.ca">sgreening@coil.ca</a>	
Expro Group Canada	Heather Lindsay	<a href="mailto:heather.lindsay@exprogroup.com">heather.lindsay@exprogroup.com</a>	<a href="http://www.exprogroup.com/homepage/">http://www.exprogroup.com/homepage/</a>
FI Oilfield Services Canada ULC	Lisa Loder	<a href="mailto:lisa.loder@franksintl.com">lisa.loder@franksintl.com</a>	
Fugro Jacques GeoSurveys Inc.			<a href="http://www.fugrogeoconsulting.com/contact/contact-fugro-geosurveys">http://www.fugrogeoconsulting.com/contact/contact-fugro-geosurveys</a>
Halliburton	Dave Gillis	<a href="mailto:dave.gillis@halliburton.com">dave.gillis@halliburton.com</a>	<a href="http://www.halliburton.com/">http://www.halliburton.com/</a>
Hansen Protection Canada Ltd.	Nicole Tobin	<a href="mailto:nicole@helly.ca">nicole@helly.ca</a>	
Import tool	Barry Allison		<a href="http://www.importtool.com/">http://www.importtool.com/</a>
Maersk	Sandra Bennett	<a href="mailto:Sandra.bennett@maersk.com">Sandra.bennett@maersk.com</a>	<a href="http://www.maersk.com">www.maersk.com</a>
MI Swaco			<a href="http://www.slb.com/services/miswaco.aspx">http://www.slb.com/services/miswaco.aspx</a>
Newalta			<a href="http://www.newalta.com/">http://www.newalta.com/</a>

Oceaneering Canada Ltd.	Michelle Smart-McGrath,	msmart@oceaneering.com	www.oceaneering.com
Oceans Ltd.	Jan Hamilton	jhamilton@oceansltd.com	http://www.oceansltd.com/
Provincial Airlines			https://www.provincialairlines.ca/
Schlumberger Canada Ltd.	Margie Dicks	dicksm@slb.com	www.slb.com
Score	Kayla Parsons	kayla.parsons@score-group.com	
SGS Canada Inc.	Chantal McLean	<a href="mailto:chantal.mclean@seamanning.ca">chantal.mclean@seamanning.ca</a>	http://www.sgs.ca/
Siemens	Heather MacDermid	heather.macdermid@siemens.com	http://www.siemens.com/answers/ca/en/
SNC Lavalin			http://www.snclavalin.com/index.php?lang=en
Stantec	Mark Shrimpton	<a href="mailto:Mark.shrimpton@stantec.com">Mark.shrimpton@stantec.com</a>	http://www.stantec.com/
Technip Canada Limited.	Dusty Barron	dbarron@technip.com	<a href="http://www.technip.com/entities/canada/index.htm">www.technip.com/entities/canada/index.htm</a>
Transocean	Michelle Hynes	<a href="mailto:Michelle.Hynes@deepwater.com">Michelle.Hynes@deepwater.com</a>	www.deepwater.com
Weatherford	Shawn Johnson	shawn.johnson@CA.weatherford.com	http://www.weatherford.com/
Wood Group Mustang			http://www.wgmustang.ca/
Workstrings Canada	Louise Noseworthy	louise.noseworthy@workstrings.ca	http://workstringsinternational.com/contact/newfoundland_canada/