



2015 DIVERSITY PLAN REPORT

**Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board**

July 2016

Ref. No.: WR-ADM-RP-0041

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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 its 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 and 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 Plan Reports. These are subject to review by Husky, which provides the C-NLOPB with an annual Diversity Plan Report. This document is the tenth of these annual Diversity Plan Reports. It describes the

implementation of the Plan, examines the project's diversity achievements in 2015 and outlines the diversity targets that have been established for 2016.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

2.1 Roles and Responsibilities

The primary responsibility for diversity planning for Husky's East Coast Assets in 2015 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.

The contractors required to submit Diversity Plan Reports 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. The following contractors prepared annual Diversity Plan Reports and reported on the percentage participation for all four designated groups:

- A. Harvey and Company Ltd.;
- Aker Solutions;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- DOF Subsea;
- East Coast Catering;
- Halliburton;
- Maersk Supply Services;
- Oceaneering;
- Oceans Ltd.;
- One Subsea;
- Schlumberger Services;
- Technip;
- Teekay; and
- Transocean.

2.2 White Rose Diversity Forum

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 tenth such event was held at Husky Energy Easter Seals House on November 5, 2015, with more than 90 people (employees, contractors and representatives from community partners) in attendance. Given that this was Husky's 10th Diversity Forum, the event focused on a vision for the future, taking a rearview perspective regarding initiatives that have been undertaken to-date and highlighting plans and initiatives moving forward.

The Forum began with an overview of Husky operations by Malcolm Maclean, Husky's Senior Vice President, Atlantic Region. This was followed by the keynote presentation by Catharyn Andersen, Special Advisor to the President on Aboriginal Affairs, Memorial University. Ms. Andersen discussed the importance of diversity and the inclusion of Aboriginal students, as well as some of the University's diversity initiatives. A Diversity Initiatives panel followed the keynote speaker and included presentations by four guest speakers on diversity programs and projects within their companies and organizations. During the second half of the forum, roundtable discussions were held on key measures aimed at promoting employment and/or supplier diversity and opportunities for collaboration to help formulate the vision for the next ten years.

2.3 Other Husky Diversity Initiatives

In addition to organizing the White Rose Diversity Forum, and as committed to in the 2015 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2015. These included:

- An annual meeting held with contractors to discuss diversity issues on March 24, 2015. The meeting included an overview of Husky's internal and external diversity initiatives and an opportunity for contractor representatives to share best practices and challenges in a round table discussion.
- Participation in Energy Day held at the Geo Centre during Oil and Gas Week in February 2015;
- Promoted participation in self-identification surveys to support employment equity planning including posters and intranet stories of individuals who have self-identified to share their perspectives regarding the value of self-identification for the individuals and company;
- Launched a recertification of the Diversity and Respectful Workplace Policy for all staff, which involves an online training session to reinforce awareness and compliance;
- Presented workforce diversity statistics to regional management team;
- An offshore and onshore personnel celebration of Husky's Diversity Day, in September 2015. On the *SeaRose FPSO*, staff marked Diversity Day by sharing personal stories, including from those with international experience. Crew also enjoyed a special meal featuring various ethnic-inspired dishes. Onshore workers celebrated Diversity Day with a town hall event which communicated the importance of diversity in relation to Husky's business success. The event also featured two Husky personnel who shared their own personal stories from a diversity perspective;
- Participation in Pink Shirt Day including a presentation by Dr. David Dyer regarding tips for parents to prevent and address bullying and a webinar regarding how to address bullying in the workplace;
- Three employees (one onshore, two offshore) sit as members of the Husky-wide Diversity and Inclusion Council; they attended training sessions in Calgary in March and October 2015;
- Added a Diversity & Inclusion Section to the internal Atlantic Region HuskyNet to share information regarding diversity commitments, as well as internal and external diversity initiatives. Diversity-related internal news articles, profiles and events are shared on this page, along with other resources to educate and raise awareness;

- Used electronic communications boards throughout the Atlantic Region office locations and on the *SeaRose FPSO* to communicate diversity-related information and to raise awareness regarding initiatives;
- In recognition of International Women's Day, displayed slideshows on the communications boards containing a question and answer with the Women's Leadership Network Steering Committee members and the Techsploration role models;
- Husky's Women's Leadership Network events, which included:
 - Husky Atlantic Region Female Leadership Panel – February
 - He For She Speech Viewing and Discussion (International Women's Day) – March
 - Husky Atlantic Region Male Leadership Panel – April
 - Student Event: Panel of Husky Atlantic Region Staff – July
 - Leadership Panel with Husky Atlantic Region VPs – August
 - Networking and Connecting for Success, Dr. Brenda Kelleher Flight – September
 - Leadership Styles, Dr. Kara Arnold – October
 - Student Event: Panel of Husky Atlantic Region Staff - November
 - The Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT) workshop – Negotiating for Success - November

In 2015, Husky implemented three initiatives identified in the White Rose Extension Project (WREP) Diversity Plan. While execution of the project was deferred, the initiatives were progressed in the context of ongoing White Rose operations:

1. Career Information Package

Husky commenced development of a Career Information Package, designed to be accessible to youth in the four designated groups in order to encourage them to consider careers in the oil and gas industry. Husky has worked with its community partners to compile a youth advisory panel representing members of designated groups in order to ensure that the information is presented in a manner that incorporates diversity considerations and speaks to the target audience. As part of this reciprocal learning opportunity, Husky hosted an information session and tour of Husky's office to provide an opportunity to learn more about careers at Husky, and subsequently held focus groups to gather input from the panel to inform content development.

2. Women's Offshore Experience and Training Program

Husky is in the early stages of implementing a Women's Offshore Experience and Training Program focused on providing qualified women with opportunities to acquire offshore work capabilities and experience in roles in which women are typically underrepresented. In 2015, Husky filled a Well Services Engineer position under this program, and the incumbent is working in an onshore capacity to become oriented to the role and complete required training. She will transition offshore when the rig arrives in 2016. The term of the placement will be up to two years.

3. Diverse Supplier Development Program

Husky launched a pilot Diverse Supplier Development Program, which offers diverse-owned businesses the opportunity to be paired with a Husky mentor who has expertise in an area in which they need development. This program aims to develop diverse suppliers and to build their

capacity to supply to the oil and gas industry. For the pilot year of the program, beginning in July 2015, Husky selected three mentee companies. In addition to the mentorship, Husky held procurement overview and finance sessions with the mentees, and invited them to attend the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Awards Gala. Husky also partnered with NLOWE to host a Procurement and Supply Chain session for the other 17 program applicants, in order to encourage them to continue to pursue opportunities.

Throughout 2015, Husky continued to show 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:

- Provided \$26,000 funding for the Women in Science and Engineering (WISE) Student Summer Employment Program (SSEP). As part of this program, female Husky employees also hosted a Husky Day on August 19 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 Seaforce Marine, Virtual Marine Technology, GJ Cahill Fabrication Shop and Cougar Helicopters;
- Sat on the scholarship selection committee for Coalition of Persons with Disabilities NL (COD-NL);
- Provided \$20,000 in support of the Women in Resource Development Committee's (WRDC) Techsploration Program, including mentoring time of four female role models in technical roles who participated in the program with St. Kevin's High School students. This included a school visit (including presentation and activity), tours of two of Husky's contractors' facilities (OneSubsea and Cougar) and Husky's offices (where several other female staff joined for lunch to provide an overview of their careers), and participation in the two-day Techsplorers event;
- Provided scholarships targeted at members of the four designated groups (two at Memorial University of Newfoundland (MUN), two at College of the North Atlantic (CNA), two at COD-NL);
- Sponsored WinSETT at a \$50,000 level over two years;
- Hosted, in partnership with Miawpukek First Nation, a career presentation at Husky offices and tour of the Seaforce Marine facility for grade 11 students from Conne River. The students received a presentation on the broad range of professional and technical careers at Husky and one on subsea operations by a subsea equipment service engineer;
- Participated in Independent Living Resource Centre (ILRC) research interview regarding encouraging employment of persons with disabilities;
- Participated in a Canadian Centre for Diversity and Inclusion Benchmarking Study on Supplier Diversity;
- A senior manager is a member of the Petroleum Industry Human Resources Committee (PIHRC) Executive Committee which currently has a focus on diversity;
- A senior manager is the Vice-Chair of the Marine Institute Advisory Board;
- Supported participation of an employee on the Board of WRDC;
- Took part in Labrador Aboriginal Cultural Awareness Training, presented by the Labrador Aboriginal Training Partnership;

- Supported participation of an employee on the Board of Thrive, which provides services to assist young, single mothers to help them access education;
- Continued as a member of COMPASS (Council of Marine Professionals Associates); this group promotes and provides information on careers in marine transportation, which includes a focus on women in marine transportation;
- Sponsored the Office to Advance Women Apprentices Skills Trade Conference for Women and Youth;
- Purchased at table at the NLOWE Entrepreneur of the Year Awards in October 2015;
- Supported participation of an employee on the Board of WISE-NL;
- Participated in, or attended:
 - COD-NL's Annual General Meeting;
 - WRDC International Women's Day Event;
 - WRDC's Techsploration Appreciation Dinner;
 - COD-NL's introduction of the Inclusive Emergency Planning Guide;
 - NLOWE's Supplier Diversity NL launch;
 - A COD-NL interview regarding their programs and services;
 - A COD-NL workshop – HR and Employers: Persons with Disabilities in Employment; and
 - The CNIB Open House and Annual Community Meeting.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2015

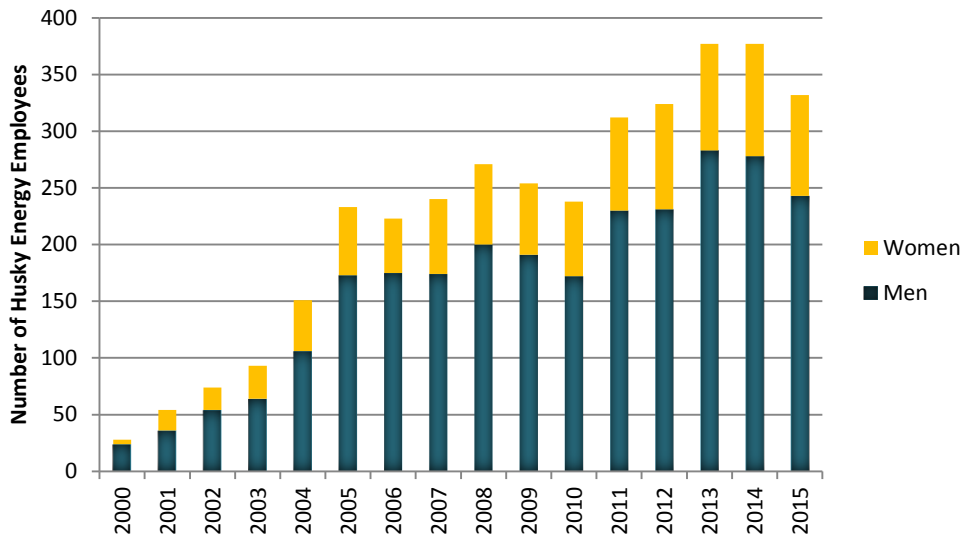
This section provides information regarding Husky and White Rose project diversity in 2015, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

3.1 Women's Employment

3.1.1 Husky Energy Atlantic Region

Husky's Atlantic Region labour force generally increased from the initiation of work in 2000 until the end of 2008, when the company employed 271 individuals. The size of the labour force then declined until 2010, before climbing again to reach a peak total workforce of 377 in 2013 and again in 2014. In 2015, the workforce decreased 12 percent to 332.

Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2015



Women’s share of 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, and for the last 10 years has averaged around 26 percent. In 2014, women comprised 26 percent of the Husky workforce and the number of females decreased by 10 percent between 2014 and 2015. In 2015, there were 89 women working for Husky Atlantic Region, comprising 27 percent of the workforce (Table 3.1).

Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2015

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%
2014	278	99	5%	377	26%	0%
2015	243	89	-10%	332	27%	-12%

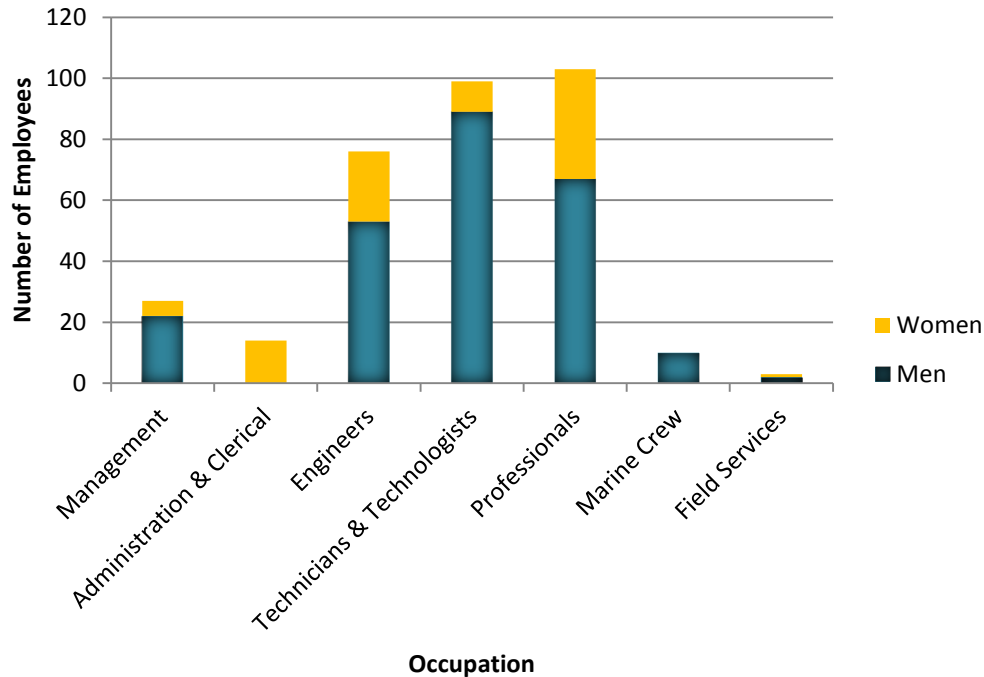
Source: Husky Energy

Between 2014 and 2015, the number of women in engineering positions increased by 10 percent. The number of women in the technician/technologist category decreased by 1 percent and the number of women professionals decreased by 10 percent. As was the case during the previous eight years, women held 100 percent of administrative positions in 2015 and no women employed by Husky held positions in marine crewing. The number of women in management and other field services remained the same as the previous year (Table 3.2 and Figure 3-2).

Table 3.2 Husky Energy Women's Atlantic Region Participation Rate (% Women) in Selected Occupational Categories, 2004 to 2015

Occupational Category	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Management	5	7	8	8	9	17	13	29	20	15	19
Administrative/Clerical	100	94	95	92	94	94	95	95	100	100	100
Engineers	13	11	17	20	14	15	18	25	20	24	30
Technicians/Technologists	13	16	10	0	2	2	0	5	10	11	10
Professionals*	35	36	43	34	41	36	32	32	32	39	35
Marine Crew	0	0	0	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	NA	14	33	33
Total Women's Participation Rate	26%	22%	28%	26%	25%	28%	26%	29%	25%	26%	27%

Figure 3-2 Husky Energy Atlantic Region Employment in Selected Occupational Categories, 2015



Each year, Husky hires co-op students from Memorial University’s faculties of Engineering and Applied Science 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 2015, Husky hired 107 co-op students, 58 male and 49 female, representing a female participation rate of 46 percent, an increase from 38 percent in 2014. Between 2003 and 2015, the women’s participation level has fluctuated between 23 and 64 percent.

3.1.2 White Rose Project

The workforce for the White Rose project includes the employees of both Husky and its contractors. Between 2014 and 2015, the workforce decreased by 31 percent, from 1,603 to 1,104. The number of people working on the WREP also decreased from 769 to 147 between 2014 and 2015. This gives a total of 1,251 Husky and contractor personnel working on the White Rose project. There are a number of reasons for this decline in White Rose project employment. In late 2015, the WREP was put on hold causing a steady decline in employment related to that in the first half of 2015. In addition, installation of the South White Rose Extension drill centre was completed in 2014 and the number of Husky-operated drill rigs fell from two to zero, leading to a decline in reported employment by companies contracted to support installation and drilling activities.

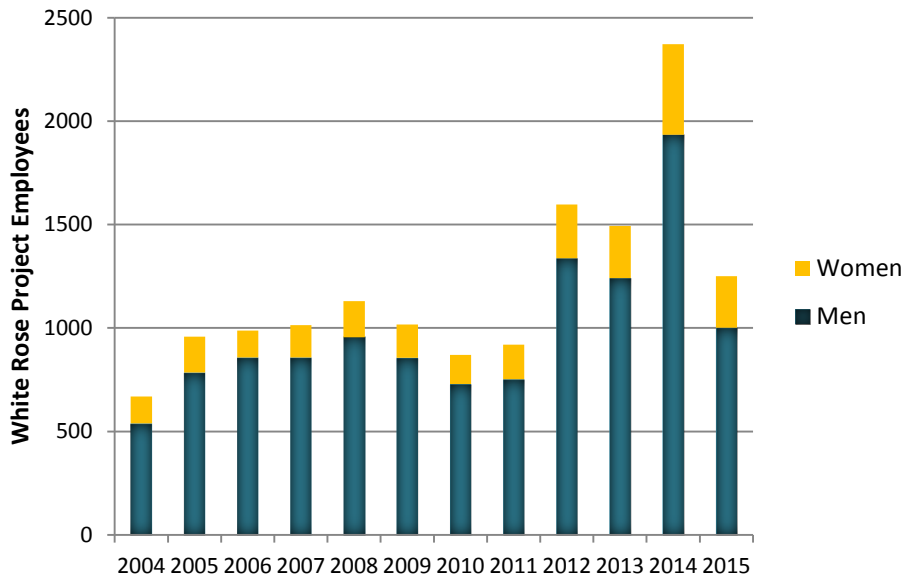
Over the life of the White Rose project, the representation of women in the workforce has varied between a low of 13 percent (2006) and a high of 20 percent (2015). Although the total number of women in the workforce decreased by 43 percent between 2014 and 2015, women represented 20 percent of the total workforce, the highest level since 2005.

Table 3.3 White Rose Project Labour Force, 2004 to 2015

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%
2014	1,935	437	73%	2,372	18%	59%
2015	1,002	249	-43%	1,251	20%	-47%

*2014 and 2015 totals include White Rose and WREP workers
Source: Husky Energy

Figure 3-3 White Rose Project Labour Force, 2004 to 2015



At the close of 2015, almost all (99 percent) of the more than 1,200 White Rose project employees worked in Newfoundland and Labrador, including 362 offshore positions and 889 onshore positions (including WREP personnel). A very small percentage (approximately 1

percent) of the labour force worked in Nova Scotia, the United Kingdom and the United States (Houston). As in previous years, more of the Newfoundland and Labrador project labour force worked onshore (71 percent) than offshore (28 percent).

The percentage of women holding offshore positions in 2015 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 20 percent in 2015, they held 27 percent of onshore positions but only 3 percent of offshore positions. 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 Atlantic Region employees, women’s participation in the White Rose project varies across occupational categories. In 2015, the lowest levels of participation were in skilled trades (2 percent) and marine crew (3 percent). As in previous years, administration and clerical was the category with the greatest rate of participation (84 percent) by female employees. As a result of the decreased White Rose project labour force in 2015, the number of women decreased for all positions (Table 3.4).

Figure 3-4 White Rose Project Employment, Offshore, 2004 to 2015

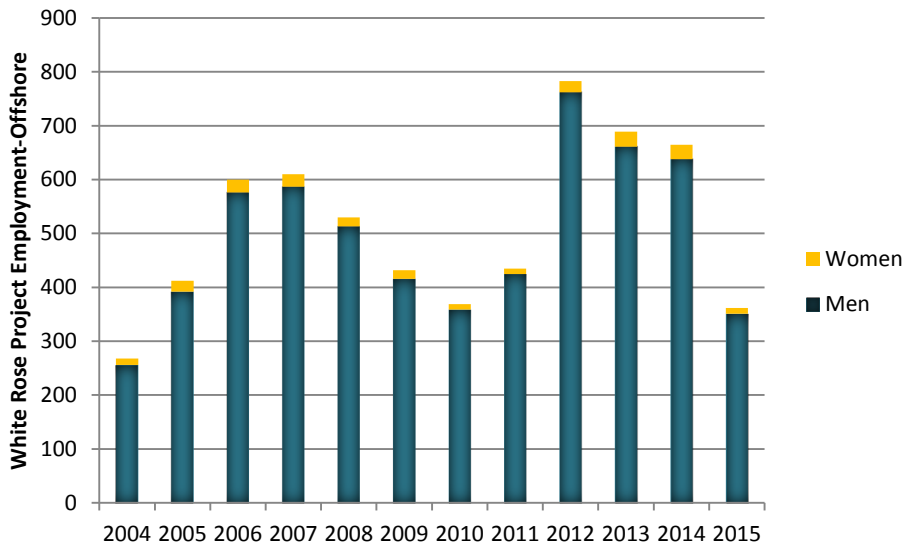


Figure 3-5 White Rose Project Employment, Onshore, 2004 to 2015

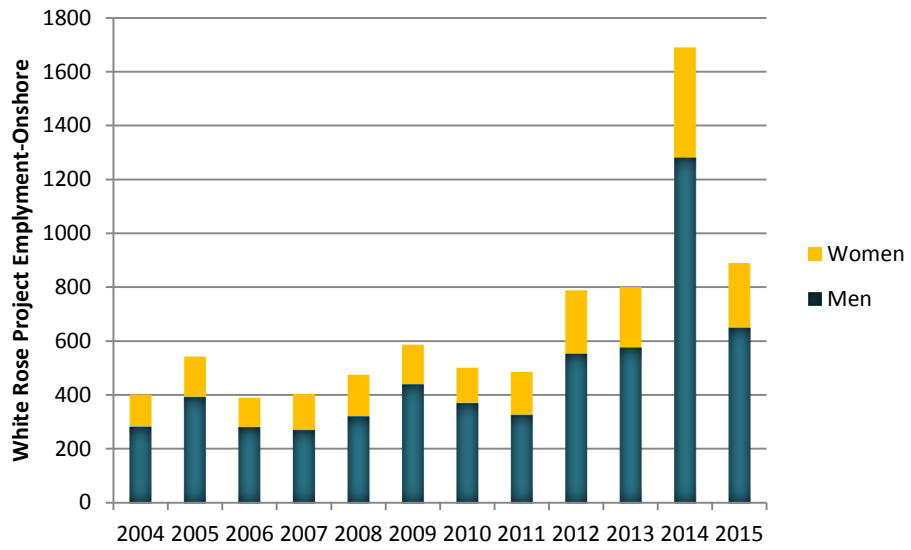


Table 3.4 White Rose Project Women's Employment by Occupational Category, 2009 to 2015

Occupational Category	2009			2010			2011			2012			2013			2014			2015		
	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	Total # Women	Participation Rate	% Change, # Women 2014 & 2013	Total # Women	Participation Rate	% Change, # Women 2015 & 2014
Management	9	17%	20%	7	16%	-22%	8	15%	14%	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-72%
Administration & Clerical	50	81%	-23%	41	89%	-18%	54	92%	32%	84	87%	56%	74	89%	12%	97	85%	31%	86	84%	-11%
Engineers	17	13%	-19%	16	12%	-6%	26	17%	63%	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-47%
Technicians & Technologists	12	11%	33%	11	11%	-8%	9	8%	-	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-61%
Professionals*	42	40%	11%	29	24%	-31%	47	35%	62%	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-22%
Skilled Trades	4	3%	-60%	2	5%	-50%	1	2%	-	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-82%
Marine Crew	15	4%	114%	9	3%	-40%	3	1%	67%	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-33%
Other Field Services	6	7%	-57%	13	19%	117%	8	13%	38%	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-50%
TOTAL	160	16%	-8%	142	16%	-11%	167	18%	18%	259	16%	55%	252	17%	-2%	437	19%	19%	252	20%	-42%

*All categories, with the exception of marine crew, include WREP employees. WREP had no marine crew in 2014 and 2015.

3.2 Employment of Other Designated Groups

In 2012, Husky and its contractors began reporting on the percentage participation for all designated groups. Reporting for designated groups other than women is based on self-reporting. Table 3.5 provides information regarding the participation of Aboriginal persons, visible minorities, and persons with disabilities in the White Rose project labour force. The contractor numbers represent the average percentage participation for each designated group for major contractors working on the project.

Overall, in 2015, 39 Husky Atlantic Region employees belonged to one of these groups, representing 3.1 percent of all personnel. This total represented 11 Aboriginal persons (0.8 percent of all employees), eight persons with disabilities (0.6 percent) and 20 members of visible minorities (1.6 percent). Other White Rose contractors employed 93 members of these groups, or 7.4 percent of all their employees, representing 19 Aboriginal persons (1.5 percent of all employees), 10 persons with disabilities (0.8 percent) and 64 members of visible minorities (5.1 percent). In total, 132 members of Husky and its major White Rose contractors' workforces, or 10.6 percent of all employees, reported belonging to one or other of these three designated groups.

Table 3.5 Number of Employees from Other Designated Groups on White Rose Project, 2015

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	8	1	1	0	0	11
Contractors	4	8	2	0	0	5	19
Total	5	16	3	1	0	5	30
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	2	4	0	0	0	8
Contractors	2	5	1	0	0	2	10
Total	4	7	5	0	0	1	18
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	16	2	0	0	0	20
Contractors	11	43	2	1	1	6	64
Total	13	59	4	1	1	6	84

In the total White Rose labour force, the greatest number of persons with disabilities (7 employees) held Professional and Technical positions. In previous years, Aboriginal employees were strongly concentrated in Skilled Crafts and Trades; however, in 2015, the majority of Aboriginal employees (16 individuals) held Professional and Technical positions, which accounted for more than 50 percent of all Aboriginal workers. Members of visible minorities were mostly Professional and Technical workers (59 employees) and Managers and Supervisors (13 employees).

3.2.1 Recruitment

Husky advertises the majority of its positions on online sites such as JOBSinNL.ca and CareerBeacon.com, in print through 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 2015, and outline new targets for 2016.

4.1 Process Achievements and Targets

Process targets are the actions that Husky and its major 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 2015 Process Achievements

Husky and its major contractors committed to a large number of process targets in their 2015 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 2016 (see below). Specific process achievements of Husky's major contractors in 2015 included:

Information and Communications

- A commitment to diversity, including diversity statistics, can be found on the company's external website;
- Partnered with Shell to provide content to a new collaboration and mutual support group called PinkPetro. This online group was launched in March 2015 and brings together women in the energy industry to share experiences and develop strategies for enhancing their careers. The focus is on inclusivity – gender, generation, ethnicity and culture;
- Launched internal advertisements showing “Diversity Matters – Great Minds Don't Always Think Alike”;
- Continued to support Women Sharing Excellence, an initiative which provides opportunities to develop leadership and professional skills for members, provides mentoring opportunities, career path information and networking opportunities through community services;
- HSEQ Manager attended an Aboriginal Awareness and Cultural Sensitivities session;
- Professional development seminars for the leadership team included topics related to diversity, inclusion and respect;
- Monthly communications pertaining to respect in the workplace are distributed, posted and communicated internally;
- Featured content specifically related to diversity awareness is shown on vessel display board monitors;

- Continued to provide diversity updates on the Crew & Family Website. The site is accessible to all crew members and their families;
- Posters of female employees working on board vessels are displayed;
- More employees were encouraged to join the Diversity/Employment Equity Committee. Through this expression of interest committee membership grew by three seafarers (two men and one woman);
- The Diversity/Employment Equity Committee continued to have quarterly meetings where the initiatives and updates are shared and discussed;
- Following an employee's self-identification as trans-gender, the company delivered sensitivity/awareness training on this topic;
- Featured a permanent full-time female deckhand in the company's quarterly newsletter;
- Provided information to employees about the importance of a respectful workplace, diversity in the workplace and inclusion;
- A new orientation process was rolled out in Q2 of 2015; a voluntary self-identification form is now included in the orientation package;
- All staff are given a set of company diversity cards when they join the Project Office;
- Participated in Husky diversity activities throughout the year;
- Advertised job vacancies on axiscareers.net (Association for New Canadians); and
- Female company representatives in engineering roles participated in MUN and CNA Career Fairs.

Employee Recruitment and Selection

- President engaged Innu Development Corporation and created an 'Innu Training Initiative' which resulted in eight Aboriginal peoples receiving the required training to allow them to join Labrador workforce, which in turn resulted in three new workers being hired for full-time positions on site;
- Met with representative of Lennox Island First Nation Mi'kmaq community in PEI to discuss opportunities and potential partnership for employment of aboriginals in the marine industry;
- Made it mandatory for all new hires to receive and review the Discrimination and Workplace Violence and Harassment Policy;
- All new hires received the Self Declaration Employment Equity Questionnaire which is included in their onboarding paperwork;
- Developed a cadet recruitment video to highlight diversity amongst cadets (<https://vimeo.com/131464555>);
- All job advertisements included a statement of commitment to employment equity;
- Delivered "Meet the Business" presentations, each of which included a Diversity & Employment Equity section, to the various nautical institutes in Atlantic Canada;
- Participated in recruiting events at the Marine Institute and Nova Scotia Community College Port Hawkesbury; and

- Encouraged female employees to train for positions typically held by men.

Employee Development

- Financial support provided to female employee to advance her education;
- Offshore female employees were recruited for shore-based positions (Training and Recruitment and HSEQ) to gain additional experience;
- An internal diversity and inclusion course was offered to managers and supervisors;
- Implemented a new Performance Improvement Procedure, which requires department managers to meet with Innu Liaisons prior to addressing any performance issues with Aboriginal workers;
- Human Resources Coordinator completed the Fostering Respect and Dignity in the Workplace course;
- Introduced and delivered respectful workplace (bully-free workplace) training to staff and management; and
- Employee development continued with a greater focus placed on providing the necessary training for female employees to pursue advancement in the organization.

Working Environment

- A maternity leave top-up program was implemented for female staff;
- Washroom facilities were improved to accommodate the needs of a female officer;
- Harassment Policy was redistributed to all work sites on an annual basis. Implementation of new Anti-Bullying appendix currently in the works;
- Employees were provided with the option of flexible work arrangements to allow them to balance work and personal responsibilities;
- Gender specific clothing options were made available;
- Made Speak software and new computer mouse available for the needs of an individual with a disability; and
- Ensured female seafarers have their own cabins or, when two women are on the same shift, made cabin sharing arrangements.

Contracting Goods and Services

- Purchased products from Key Industries Promotional, which is a non-profit organization that gives person with intellectual disabilities meaningful employment;
- Continued to use an Aboriginal-owned catering company as master supplier for Labrador operations;
- Attended NLOWE's Helping Women in Business event, where members from Supply Chain Management interacted with women entrepreneurs; and
- Purchased office supplies, including business cards, letterhead and envelopes from the HUB.

Community Outreach

- HR Coordinator attended the “Randy Lewis Session – HR and Employers: Persons with Disabilities in Employment” organized by the COD-NL;
- Held a diversity session in collaboration with the Association for New Canadians called “Creating Inclusive Workplaces through Understanding and Knowledge”;
- Continued membership with the Newfoundland and Labrador Down Syndrome Society (NLDSS) and participated in summer camp for persons with disabilities and participated in Down Syndrome Awareness Week.
- An employee co-founded Female Empowerment Movement (FEM), a community organization whose mission is to prevent sexual assault, foster female empowerment and promote gender equality. This is done by engaging the community through panels/talks, high school presentations, social media campaigns and supporting other local organizations;
- Three employees from the Diversity/Employment Equity Committee attended the 2015-2016 Techsploration Annual Launch Event; and
- Participated in Orientation to Trades and Technology (OTT) Program.

Financial Contributions

- Sponsored and attended the 2015 Autism Gala;
- Provided charitable donations to the Vera Perlin Charitable Foundation and Special Olympics Newfoundland and Labrador;
- 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 contributions to Choices for Youth; and
- Sponsored and attended the CNIB event “Dining in the Dark”.

4.1.2 2016 Process Targets

Process targets vary greatly among Husky and its main contractors. This is reflective of the different types of businesses involved in the White Rose project. For example, some companies have no immediate hiring plans, or operate a business based on occupations that have long been dominated by women. Their plans allow them 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, Husky and its main contractors will continue with a wide range of activities introduced in previous Diversity Plan Reports, such as promoting themselves as equal opportunity employers in job advertisements and presentations and continuing to communicate Diversity Plan information to employees.

Information and Communication

- Hold internal manager conference to discuss topics including a respectful workplace;
- Include a diversity moment for discussion in each monthly town hall meeting;
- Ensure senior management understand diversity issues and initiatives, by having the applicable representatives review the Diversity Plan, discuss diversity during Management Review Meetings and complete/approve the appropriate Benefits Reports;
- Develop and roll-out a Self-Identification Survey, in an effort to measure progress and create strategies to support an equitable, diverse and inclusive workplace;
- Include section on diversity and inclusion in employee handbook;
- Have diversity targets as a part of project start up or lessons learned;
- Make diversity moments within meetings, similar to those for safety;
- Encourage more widespread organizational participation in webinars offered through the Mental Health Commission of Canada;
- Provide disability management training for all managers, leads and supervisors;
- Add Employment Equity Corner to Vessel Display Boards;
- Continue to feature Diversity/ Employment Equity articles in the Marine Wave;
- Communicate the Diversity Annual Report to all employees;
- Diversity and Employment Equity Committee will continue to meet quarterly;
- Include employment equity discussions in annual leadership strategy sessions;
- Revise Employee Handbook to include diversity statement;
- Continue to deliver information regarding respectful workplace, diversity and inclusion to all staff;
- Ensure that employees are engaged in committees within the community which deal specifically with workforce diversity; and
- Participation at career fairs with a focus on encouraging diversity in the workforce.

Employee Recruitment and Selection

- Stress that the company is an equal opportunity employer that strives for diversity in the workplace in all employment advertisements;
- Examine job descriptions to ensure language aligns with diversity commitment and equal opportunity policy;
- Include diversity and equal opportunity statement in recruitment packages;
- Continue to assist women, persons with disabilities and employees from other designated groups to access development and management training;
- Actively source cadets from the designated groups through initiatives with the marine schools;
- Review current job postings to ensure they are relevant to underrepresented groups;
- Work with local education institutions to provide information about employment opportunities in the transportation and marine industry, with specific focus on

- underrepresented groups;
- Attend career fairs and have female employees participate as representatives of the company; and
- Ensure that all qualified women who apply for employment receive an interview.

Employee Development

- All managers will receive Mental Health First Aid Training;
- Conduct a Managers Summit on human resources topics and updated policies, including diversity initiatives;
- Provide the following training: Conflict Resolution in the Workplace (Basic & Advanced), Living Well with Stress, Effective Communication at Work, and Dealing with Difficult People;
- Have a management representative attend a workshop on workplace harassment and employee relations in a diverse work environment, and communicate the information learned to all employee;
- Introduce a leadership training program and/or bulletin that includes discussion of the corporate emphasis on diversity and respectful workplaces;
- Identify conferences/events for women and send a representative from the company; and
- Continue to train, mentor and develop female employees.

Working Environments

- Create an environment where employees are free to wear apparel of cultural and religious significance;
- Provide family time and other leaves to accommodate work-life balance;
- Recognize and acknowledge awareness days and events (e.g. National Aboriginal Day, International Women's Day, and Human Rights Day);
- Administer informal survey to female employees, to gather information on how to improve the working environment;
- Solicit feedback through an annual employee engagement survey to improve working environment and employee job satisfaction;
- Meet with our staff physician, who is also a certified Marine Medical Examiner, to fully understand how disabilities can be accommodated;
- Add female work boots to the online ordering catalogue;
- Roll out a Respectful Workplace Policy; and
- Form a Respectful Workplace Committee that will meet quarterly and review the Respectful Workplace Policy annually.

Contracting Goods and Services

- Continue to use the HUB for all stationary and printing requirements;
- When contracting goods and services, consider qualified and competitive providers of goods and services that are owned/ operated by members of designated groups;
- Actively pursue new business opportunities for Labrador Catering, a co-venture with Innu Development Limited Partnership;
- Use Hungry Heart for all catered events;
- 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

- Actively seek input and consult with minority community groups on the design of Diversity and Inclusion Plan;
- Forge new partnerships with WinSETT to help enhance the pool of women cadets/employees available for hire;
- Reach out to WRDC to explore possible opportunities to host female students of the OTT program;
- Two female company representatives will participate in PIHRC Central Newfoundland Educator's Forum;
- Continue to participate in WRDC's Techsploration Program;
- Continue to participate in the OTT program; and
- Continue community volunteer activities related to diversity.

Financial Contributions

- Sponsor events, seminars, and workshops organized by local community groups that support designated groups
- Seek out opportunities to sponsor diversity initiatives (e.g. conferences, seminars, development programs).

Note that some of the process achievements identified in the above sections are not specific to the White Rose Project. However, they are achievements of one of Husky's main contractors in other areas where they are providing services in Newfoundland and Labrador. They have been included to provide a full picture of the achievements of this particular contractor.

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 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-op work term students; promotions; special assignments or other forms of employee development; and resumes in a company database.

4.2.1 2015 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2015 in their 2014 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2015:

- Four of the eleven staff identified as emerging leaders were women;
- Women represented 67 percent of company's new hires;
- Approximately 56 percent of interview candidates were from designated groups;
- An estimated 27 percent of all unsolicited resumes received were from designated groups;
- Nine of 34 work-term placements were filled by women;
- A female Operations Supervisor was hired at a company facility;
- Four women were hired in logistical operations roles;
- Female welder apprentice became a journeyperson;
- Designated groups represented 43 percent of hires in 2015;
- Promoted one female, an Innu housekeeper, to a supervisory position and hired an Innu male for a management position for Labrador operations;
- Recruited, trained and hired an Innu female for the full-time Quality Coordinator position and hired a female Accommodations Manager and a female HSE Advisor for Labrador Operations;
- Six out of eight corporate hires were members of designated groups (five women and one visible minority);
- 100 percent of work-term placements were women;
- Hired an Aboriginal female pilot;
- Sixteen professional development opportunities were provided to women in 2015;
- Three full-time hires, two work term students, and one casual hire self-identified as members of a designated group;
- One female cadet became a full-time Junior Engineer, while three other women were hired to support business operations;
- One woman was hired through the Careers in Motion shore-based summer internship program;
- Four women were employed in engineering, navigation, or cooking cadet work placements;
- Three female cadets were employed and one female cadet was converted to full-time employment upon graduation;

- Delivered 10 diversity awareness sessions on-board vessels and one session to the managers at the Senior Leadership Team Meeting;
- Two employees re-submitted their forms to self-declare as members of one of the designated groups;
- Two female students within the OTT program who were interested in Non-Destructive Testing (NDT) were able to job shadow NDT technicians for a week;
- Representation of female engineers increased from 32 percent in 2014 to 35 percent in 2015;
- Placed three female students in HSE work terms; and
- Twenty-six percent of employees who completed internal leadership training courses were women.

4.2.2 2016 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2016, 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 percentage of female employees, including in affiliated companies, to 50 percent;
- Hire or internally promote at least one employee in a supervisory position who is of either female, Aboriginal, persons with disability or visible minority status;
- Increase job applicants from designated minority groups by 15 percent;
- Have at least two members of the management team attend diversity/inclusion training;
- Seek out at least one supplier from the designated groups;
- Interview 100 percent of the qualified applicants from designated groups;
- Hire at least one qualified female in a non-traditional role (i.e., technical, trade, engineering, warehouse support, and marine crew);
- Prepare and present at least one presentation on topics associated with diversity and workplace inclusion;
- Meet with at least two community support groups to discuss diversity initiatives;
- Attend at least one forum or conference hosted by a community support group for members of designated groups;
- Utilize at least one resource that assists with employment of individuals in the designated minority groups;
- Offer a mentorship program to at least one female employee in the technical field;
- Identify at least one high performing/potential employee from the designated groups for succession planning;
- Sponsor at least one event that aligns with diversity and inclusion initiatives;
- Attend at least one job fair that focuses on the employment of individuals in designated

minority groups;

- Sign up for at least three publications, articles or newsletters that focus on workplace diversity and inclusion;
- Maintain all current female employees in supervisory roles;
- Include “Equal Opportunity Employer” in 100 percent of all job advertisements;
- Have at least one female technician participate in WRDC’s Techsploration Program;
- Aim for 25 percent female representation among interviewees for all positions;
- Provide one training opportunity for an employee of one of the four designated groups; and
- Make at least one presentation to high school students on opportunities for employment including the company’s efforts to increase diverse opportunities for the four designated groups.

5.0 CONCLUSION

In 2015, the overall workforce (i.e., including Husky and contractor personnel) of the White Rose project was 1,251 employees. The total number of women working on the project decreased by 43 percent from 2014 to 2015, although the percentage of women in the workforce increased by 20 percent. Between 2014 and 2015, the number of women decreased in every occupational category due to the decreased total labour force. The biggest decreases were in skilled trades and management. As in previous years, the majority of positions held by women were in administration. The participation rate for women in engineering positions increased from 15 percent to 21 percent and remained high for professional positions (35 percent). The Husky Atlantic Region workforce decreased by 12 percent between 2014 and 2015; however, the percentage of women in the workforce increased by 1 percent. Overall there was a drop in employment on the White Rose project in 2015. This is attributable to several months in which there was no drilling rig operating in the White Rose field as well as the delay in execution of the White Rose Extension Project.

Husky continued to foster both a diversity culture and strong working relationships with community stakeholders, including through the work of its Diversity and Inclusion Council and the celebration of Diversity Day, its Women's Leadership Network, and through its representation on a number of committees and boards focused on diversity. In 2015, Husky also supported and participated in events and initiatives aimed at promoting careers in science and technology to students, such as the WISE Student Summer Employment Program, Energy Day at the GeoCentre, WRDC's Techsploration program, school science fairs and Junior Achievement. Husky also provided scholarships targeted at members of the four designated groups to MUN, CNA and COD-NL.

Husky and its contractors continue to place emphasis on collective efforts to increase the size of the pool of diversity group members. In 2015, 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. These companies that support the White Rose project 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 enhancing recruitment processes to increase the number of applicants from designated groups and monitoring diversity data, as well as improving communication about the importance of diversity to employees through company policies, internal communication material and training opportunities. The development of current employees through the provision of leadership training, mentoring and personal development plans is also a priority for 2016.

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
Aker solutions	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
Arup Canada	Paula Barfoot	Paula.barfoot@arup.com	http://www.arup.com/global_locations/canada.aspx
ASCO Canada Ltd.	Christie Auchinleck	christie.auchinleck@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Stacey Miller	miller.stacey@atlantictowing.com	www.atlantictowing.com
OneSubsea	Sheila McEvoy	sheila.mcevoy@onesubsea.com	https://www.onesubsea.com/
Cougar Helicopters Inc.	Renée Paddock	rpaddock@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Terri Furey	tfurey@crosbiegroup.com	www.crosbiegroup.com
DOF Subsea	Catherine George	Catherine.george@dofsubsea.com	www.dofsubsea.com
East Coast Catering Ltd.	Brad Courtenay	bcourtenay@eccltd.ca	www.eccltd.ca
Halliburton	Dave Gillis	dave.gillis@halliburton.com	http://www.halliburton.com/
Maersk Supply Services	Paul Harvey	paul.harvey@maersk.com	www.maersk.com
Schlumberger Canada Ltd.	Nicole Parsons	nparsons@slb.com	www.slb.com
Technip Canada Limited.	Dusty Mortensen	dmortensen@technip.com	www.technip.com/entities/canada/index.htm
Teekay	Rob McNamara	Robert.mcnamara@teekay.com	http://teekay.com/investors/teekay-offshore-partners-l-p/
Transocean	Michelle Hynes	Michelle.Hynes@deepwater.com	www.deepwater.com