



2017 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
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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 2003), Husky Energy (Husky) committed that the requirements of Husky’s Diversity and Respectful Workplace Policy would be cascaded down to its project contractors, which would be required to act in a manner consistent with the Policy. 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, Aboriginal people, 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 must 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 to measure their success in meeting them.

Husky’s main contractors commit to these targets in their annual Diversity Plan Reports, which are subject to review by Husky. They are also the basis of the annual Diversity Plan Reports that

Husky provides to the C-NLOPB. This document is the eleventh of these Diversity Plan Reports. It describes the implementation of the Plan, examines the project's diversity achievements in 2017 and outlines the diversity targets that have been established for 2018.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

2.1 Roles and Responsibilities

The primary responsibility for diversity planning for Husky's Atlantic Region in 2017 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 based on 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/or 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.;
- DBC Marine;
- DOF Subsea;
- East Coast Catering;
- East Coast Tubulars;
- Expro;
- Frank's International;
- Halliburton;
- Import Tool;
- Maersk Supply Services;
- Oceans Ltd.;
- Schlumberger Services;
- Score;
- Siemens;
- Stantec;
- Survitech;

- Technip;
- Teekay;
- Transocean;
- Weatherford; and
- Workstrings.

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 twelfth such event was held at Husky Energy Easter Seals House on February 28, 2018, with 90 people (employees, contractors, and representatives from community partners) in attendance.

The event began with a diversity moment which was a performance from the Stella's Circle Inclusion Choir. The choir is comprised of members and clients of Stella's Circle and was created with the idea that everyone can sing.

Trevor Pritchard, Husky's Senior Vice President, Atlantic Region, presented an overview of Husky operations, which was followed by the Keynote Speaker, Karen Winsor, speaking on behalf of the Newfoundland and Labrador Oil and Gas Industries Association (NOIA). Her presentation was followed by a panel discussion on Small Steps-Big Impacts. The panel was comprised of Dusty Mortenson of Technip Canada, Penney Meaney of Husky Energy, and Dion Finlay from Hospitality Newfoundland and Labrador. This session was moderated by Lisa Brown, CEO, Stella's Circle.

During the second half of the Forum, Mark Shrimpton (Stantec Consulting) facilitated the roundtable session, which allowed for a discussion on small steps that have had and could have big impacts on diversity.

2.3 Other Husky Diversity Initiatives

In addition to organizing the White Rose Diversity Forum, Husky undertook a number of other internal and contractor-related activities during 2017. These included:

- Annual meeting held with contractors to discuss diversity issues, October 25, 2017. The meeting included an update by Husky on its internal and external diversity initiatives, including a review of the WWRP Diversity Plan commitments; a presentation by Women in Resource Development Corporation (WRDC) outlining the programs they offer to employers; and a presentation by Women in Science and Engineering (WISE) on their Student Summer Employment Program (SSEP);
- 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;

- Presented workforce diversity statistics to regional management team;
- In September 2017, offshore and onshore personnel celebrated Husky's Diversity Day with a town hall and activities throughout the day;
- Husky staff participated in Pink Shirt Day in February, which included a Respectful Workplace Webinar, coffee break and group photo;
- Three employees (one onshore, two offshore) sit as members of the Husky-wide Diversity and Inclusion Council; members attended training sessions in Calgary in March and October 2017. Together, the onshore and offshore members coordinated internal diversity promotion including the delivery of diversity moments, recognition of Pink Shirt Day, and more;
- Husky continued to publish diversity-related internal news articles, profiles, and events on the Diversity & Inclusion Section of the internal Atlantic Region HuskyNet;
- Husky continued to use 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; and
- Husky's Women's Leadership Network (WLN) saw increased participation in its events; not only was the overall number of attendees up but so was the number of male attendees. One of the WLN's priorities is to focus on how to engage men in conversations about the need for gender-equality. The group hosted 12 events in 2017, including in recognition of International Women's Day, guest speakers, speed mentoring events for students, and a course for female employees on Networks, Mentors, and Sponsors.

Throughout 2017, 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 the groups that make Husky's diversity achievements possible. These activities included:

- Husky provided \$26,000 funding for the WISE SSEP. As part of this program, female Husky employees also hosted a Husky Day on August 16 for the SSEP students which provided an opportunity for participants to meet with other women in non-traditional jobs, as well as taking a tour of OneSubsea and Cougar Helicopters;
- Husky provided \$20,000 in support of the WRDC's Techsploration Program and four female role models acted as mentors in technical roles. This included a school visit (including presentation and speed networking activity), tours of a vessel (the *Atlantic Osprey*) and of 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;

- Husky provided scholarships targeted at members of the four designated groups (two at MUN, two at College of the North Atlantic (CNA), and two at Coalition of Persons with Disabilities NL (COD-NL));
- A Husky employee sat on the scholarship selection committee for COD-NL;
- Husky donated \$20,000 to the Rainbow Riders to purchase needed equipment;
- Husky committed \$100,000 to Easter Seals to support its I Can Too classroom-based awareness program. In 2017, more than 2500 students received the presentation;
- Husky supported participation of an employee on the Board of Thrive, which provides services to assist young single mothers to access education as well as committing \$100,000 to their GED training program;
- Husky continued to be a member of COMPASS (Council of Marine Professionals Associates), which promotes and provides information on careers in marine transportation with a focus on women;
- Three Husky representatives attended the WRDC Techsploration Appreciation Dinner in May 2017;
- In 2017, 53% of the students hired under Husky's Co-op Student Program were female; the percentage of female students hired has increased every year since 2014 (38% in 2014, 45% in 2015, 48% in 2016);
- In May 2017, two Husky personnel attended the Office to Advance Women Apprentices (OAWA) event Celebrating Accomplishments and Advancements, an evening to honour tradeswomen who have attained Journey person, Red Seal Status;
- In August 2017, two female engineers attended a "Meet our Engineers" program specifically targeted at girls as part of the WRDC Engineering Program held at Mundy Pond Boys and Girls Club. The engineers discussed their career path and the work they do;
- In December 2017, two Husky personnel attended the OAWA speaker series event that provided information to tradeswomen and supporting partners on retaining and advancing women in the trades in Newfoundland and Labrador; and
- Throughout 2017, a Husky representative participated in the Diversity Network, a group that met regularly to share learnings and experiences related to diversity in the natural resources sector. The group produced a document *Using Balance to Build: Supporting Gender Diversity in Newfoundland and Labrador Construction Trades 1990-2017*, which Husky shared with its contractors and other stakeholders.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2017

This section provides information regarding Husky and White Rose project diversity in 2017, 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 (Figure 3-1). Following a period of fluctuation, the labour force reached a peak of 377 in 2013 and 2014. Between 2015 and 2017, the work force increased approximately 11 percent to 367.

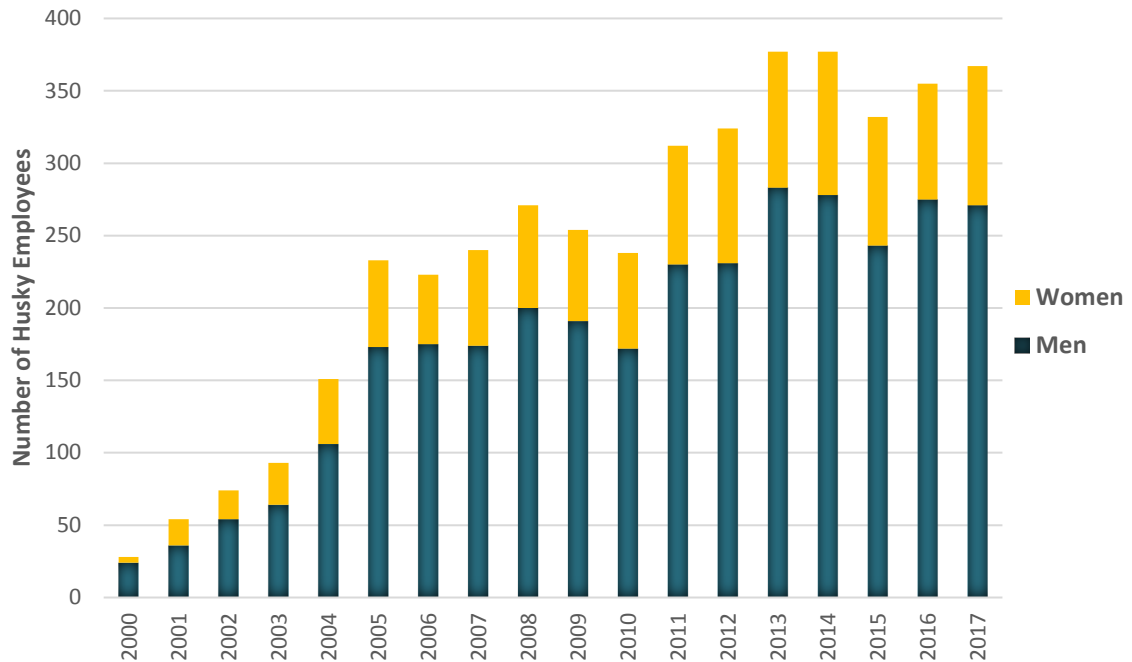


Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2017

Women’s share of employment by Husky was just 14 percent in 2000 but reached 33 percent in 2001. Since then, women’s employment levels have fluctuated between 22 and 31 percent, and for the last decade have averaged around 26 percent. In 2017, 96 women worked for Husky Atlantic Region, representing an increase of 20 percent from 2016, and 26 percent of the total workforce (Table 3.1).

Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2017

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Women 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%
2016	275	80	-10%	355	23%	7%
2017	271	96	20%	367	26%	3%

Source: Husky Energy

Between 2016 and 2017, the percentage of women in engineering, technician/technologist, and professional positions increased, while the percentage of women in management decreased. As was the case during previous years, women held 100 percent of administrative positions in 2017. No women employed by Husky held positions in marine crewing or field services (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 2017

Occupational Category	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Management	5	7	8	8	9	17	13	29	20	15	19	17	13
Administrative/ Clerical	100	94	95	92	94	94	95	95	100	100	100	100	100
Engineers	13	11	17	20	14	15	18	25	20	24	30	30	33
Technicians/ Technologists	13	16	10	0	2	2	0	5	10	11	10	8	10
Professionals	35	36	43	34	41	36	32	32	32	39	35	26	32
Marine Crew	0	0	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	0	0
Total Women’s Participation Rate	26	22	28	26	25	28	26	29	25	26	27	23	26

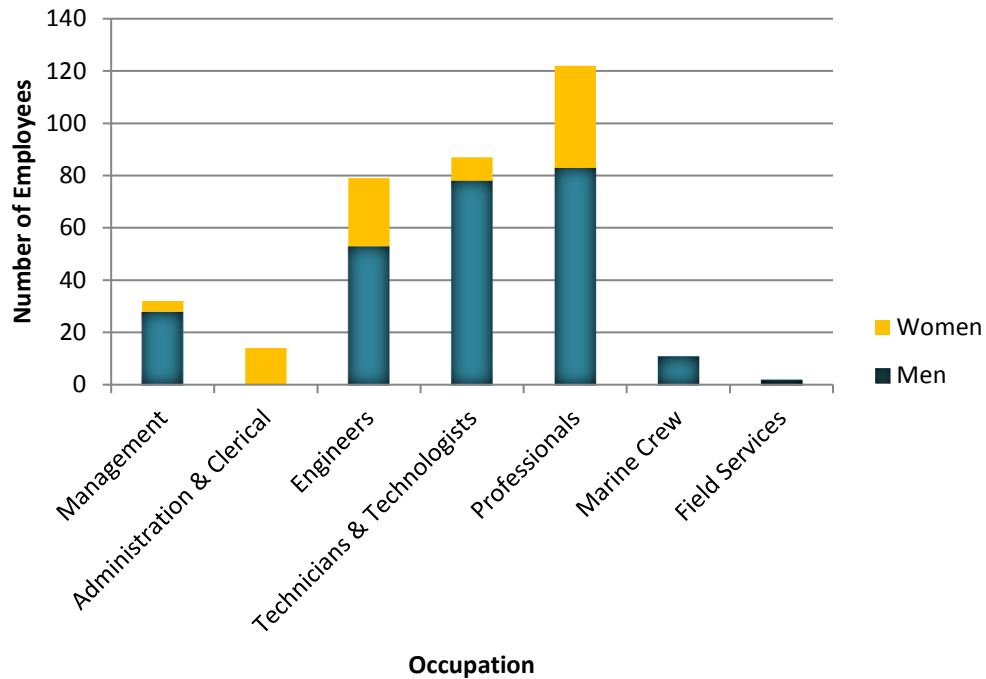


Figure 3-2 Husky Energy Atlantic Region Employment in Selected Occupational Categories, 2017

Each year, Husky hires co-op students from Memorial University’s faculties of Engineering and Applied Science, Earth Sciences, 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 2017, Husky hired 110 co-op students, 52 men and 58 women, representing a female participation rate of 53 percent, an increase from 48 percent in 2016.

3.1.2 White Rose Project

The workforce for the White Rose project includes the employees of both Husky and its contractors, as well as those employees working on the West White Rose Project. Between 2016 and 2017, the workforce increased by 24 percent, from 1,283 to 1,597 (Table 3.3). The number of people working on the West White Rose Project increased from 147 to 431 between 2016 and 2017.

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). In 2017, women comprised

18 percent of the Husky workforce, but this represented an increase of 32 percent over the number in 2016 (Figure 3-3).

Table 3.3 White Rose Project Labour Force, 2004 to 2017

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Women 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%
2016	1,071	212	-15%	1,283	17%	3%
2017	1,317	280	32%	1,597	18%	24%

*2014 - 2017 totals include White Rose and West White Rose Project workers
 Source: Husky Energy

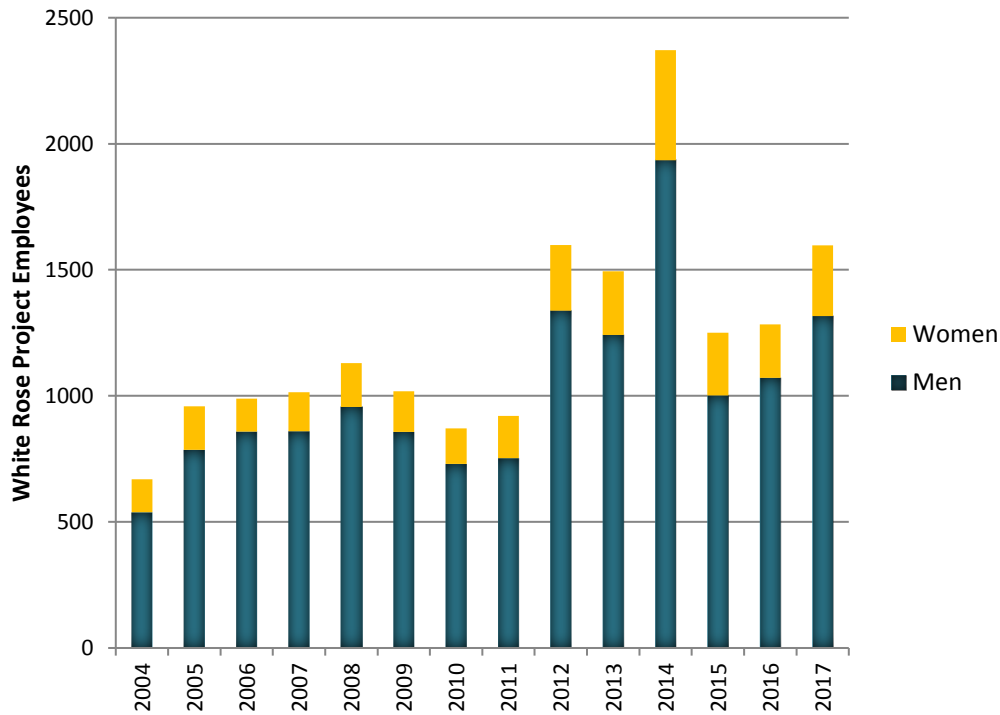


Figure 3-3 White Rose Project Labour Force, 2004 to 2017

At the close of 2017, approximately 80 percent of the nearly 1,600 White Rose project employees worked in Newfoundland and Labrador, including 720 in offshore positions and 877 in onshore positions (including West White Rose Project personnel). Approximately 20 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 (55 percent) than offshore (45 percent).

The percentage of women holding offshore positions in 2017 was much lower than that of women in onshore jobs (Figures 3-4 and Figure 3-5). Although total representation by women on the project was 18 percent, they held 26 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 seeking offshore opportunities or who have the requisite capabilities, an issue which continues to be addressed by Husky and industry initiatives (see Section 4.0).

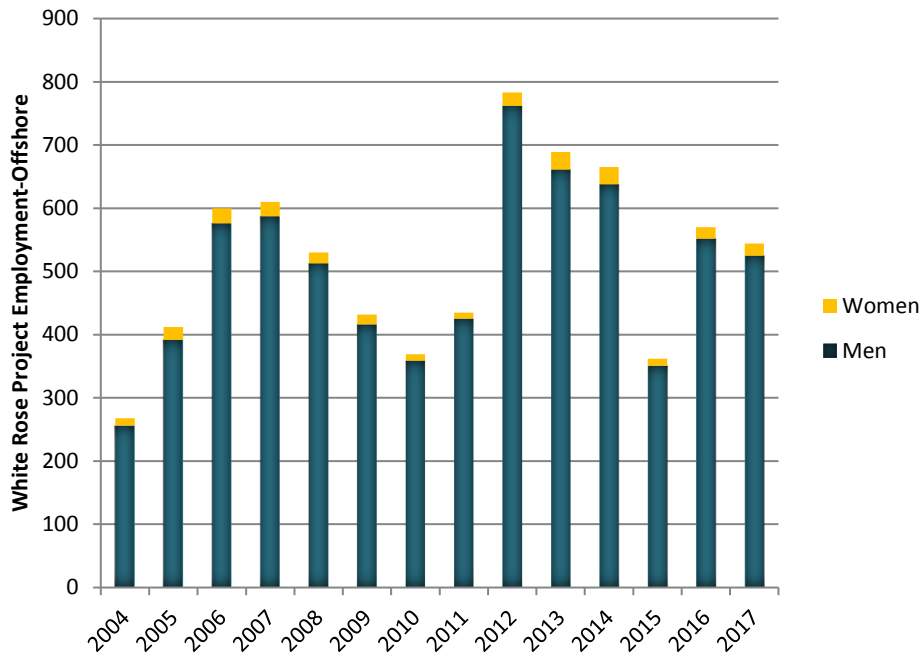


Figure 3-4 White Rose Project Employment, Offshore, 2004 to 2017

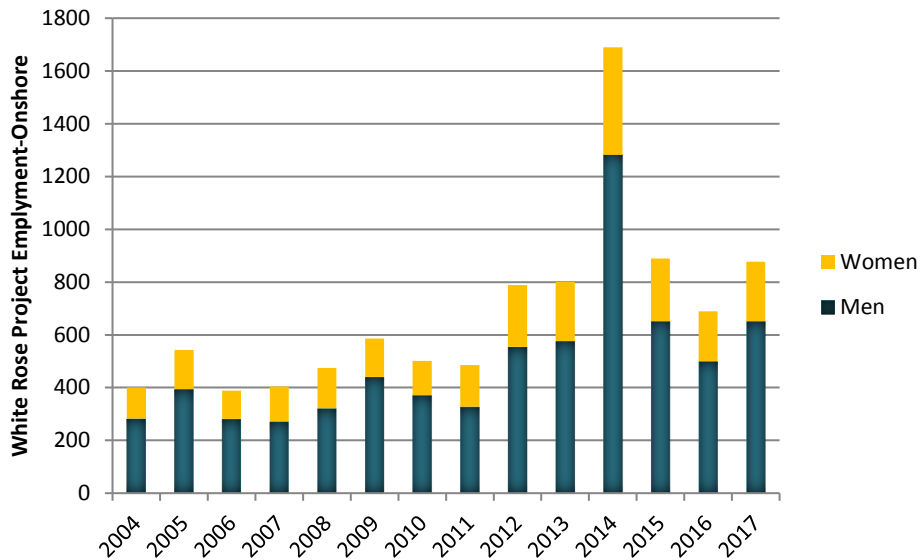


Figure 3-5 White Rose Project Employment, Onshore, 2004 to 2017

As discussed in Section 3.1 for Husky Atlantic Region employees, women's participation in the White Rose project varies across occupational categories. In 2017, the lowest levels of participation were in skilled trades (2 percent) and marine crew (2 percent). However, the number of women engineers increased by 91 percent between 2016 and 2017 and the number of female technicians and technologists also increased, by 50 percent. As in previous years, administration and clerical was the category with the greatest rate of participation (86 percent) by female employees (Table 3.4).

Table 3.4 White Rose Project Women's Employment by Occupational Category, 2011 to 2017

Occupational Category	2011			2012			2013			2014			2015			2016			2017		
	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	Total # Women	Participation Rate	% Change, # Women 2016 & 2015	Total # Women	Participation Rate	% Change, # Women 2017 & 2016
Management	8	15%	14%	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-72%	20	19%	-13%	19	12%	-5%
Administration & Clerical	54	92%	32%	84	87%	56%	74	89%	-12%	97	85%	31%	86	84%	-11%	62	82%	-28%	71	86%	15%
Engineers	26	17%	63%	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-47%	33	21%	-31%	63	19%	91%
Technicians & Technologists	9	8%	-18%	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-61%	26	10%	44%	39	13%	50%
Professionals*	47	35%	62%	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-22%	55	29%	-7%	72	32%	31%
Skilled Trades	1	2%	-50%	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-82%	4	3%	100%	3	2%	-25%
Marine Crew	3	1%	-67%	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-33%	6	3%	0%	5	2%	-17%
Other Field Services	8	13%	-38%	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-50%	6	4%	-40%	8	6%	33%
TOTAL	167	18%	18%	259	16%	55%	252	17%	-2%	437	19%	19%	252	20%	-42%	212	17%	-16%	280	18%	32%

3.2 Employment of Other Designated Groups

In 2012, Husky and its contractors began reporting on the percentage participation for all designated groups. For designated groups other than women, this 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 2017, 28 Husky Atlantic Region employees belonged to one of these groups, representing 1.8 percent of all White Rose project personnel. This total represented nine Aboriginal persons (0.6 percent of all employees), six persons with disabilities (0.4 percent) and 13 members of visible minorities (0.8 percent). Other White Rose contractors employed 138 members of these groups, or 8.6 percent of all their employees, representing 47 Aboriginal persons (2.9 percent of all employees), 15 persons with disabilities (0.9 percent) and 76 members of visible minorities (4.8 percent). In total, 166 members of Husky and its major White Rose contractors' workforces, or 10.4 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, 2016

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	4	1	2	0	0	9
Contractors	5	24	1	11	2	4	47
Total	7	28	2	13	2	4	56
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	1	3	1	0	0	6
Contractors	4	5	2	1	1	2	15
Total	5	6	5	2	1	2	21
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	12	0	0	0	0	13
Contractors	12	42	3	8	2	9	76
Total	13	54	3	8	2	9	89

In the total White Rose labour force in 2017, members of visible minorities were mostly Professional and Technical workers (54 employees). Most Aboriginal employees (28 individuals) held Professional and Technical positions, which accounted for 50 percent of all Aboriginal workers. Employees with disabilities were fairly evenly distributed amongst Managers and Supervisors, Professional and Technical, and Administrative positions.

3.3 Recruitment

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

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

3.4 Diverse Businesses

Husky recognizes that it can be difficult for diverse businesses to connect with resource development companies. Currently there is very limited identification and registration of such businesses in Newfoundland and Labrador. In an effort to identify those that are currently providing goods and services to Husky, such companies have been given an opportunity to identify themselves in bid documentation. Husky has also encouraged contractors to track and report on diverse businesses that provide them with goods and services.

The following is a list of the known diverse businesses that provide goods and services to contractors that also provide services to the White Rose project. Note that some of these companies do not directly supply goods and services related to the project but have been included in this listing because they have been identified as diverse businesses operating in Newfoundland and Labrador. This listing is based on information provided by Husky’s contractors for 2017.

Table 3.6 White Rose Project Diverse Businesses

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Bellevue Signs	✓			
Brenkir Industrial Supply	✓		✓	
Burden’s Janitorial			✓	
Chard’s Professional Services	✓			
Copy Canada	✓			
Cox and Palmer	✓			
Dallas Mercer Consulting Inc.	✓			
DMC	✓			
Fabstay	✓			
Gordon Food Services			✓	
Hungry Heart Café		✓		
Innu DMC			✓	
Innu Med Inc.			✓	
Innu Mikun			✓	
Iverson Marine Service and Repairs	✓			
Leaside Manor	✓			
Magnum and Steins	✓			
Mark’s Work Wearhouse	✓			

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Mattel Pharmacy Services Ltd.	✓			
Mayrand			✓	
Natakam Labrador Foods Inc.			✓	
Newfoundland Chocolate Company	✓			
NL Workplace Solutions	✓			
Oceans Ltd.	✓			
Ocean Quest Inc.	✓			
Provincial Ready Mix	✓			
Quality Matters Inc	✓			
Quality Plus	✓			
Rocket Bakery and Fresh Food	✓			
Target Linens Ltd.	✓			
The Call Centre Inc. (Telelink)	✓			
The Comfort Inn	✓			
The Hub		✓		
Terra Nova Transcription	✓			

Husky also includes inclusive language in procurement advertising:

Husky Energy encourages the participation of members of designated groups (women; Aboriginal peoples; persons with disabilities; and members of visible minorities) and corporations or cooperatives owned by them, in the supply of goods and services.

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 2017 and outline their new targets for 2018.

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 2017 Process Achievements

Husky and its major contractors committed to many process targets in their 2016 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 2018 (see below).

Note that some of the process achievements identified in the following 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 contractor. Specific process achievements of Husky's major contractors in 2017 included:

Information and Communications

- Cultural awareness training and an in-house Work/Life Balance & Family Status Diversity Workshop were provided to staff;
- A Diversity Representative was identified within the company to educate staff on new diversity initiatives through in-house training and workshops;
- Delivered diversity moments on respectful behaviour, inclusion, and bullying;
- Hosted a lunch and learn for all staff on breaking the stigma associated with mental health issues;
- Participated in Pink Shirt Day and passed out pink-shirt stickers to those who had to remain in protective clothing;
- Updated Respectful Workplace and Harassment policies were posted at Marine Base locations;
- Included employment equity discussions in annual leadership strategy sessions;
- Diversity leadership training was included in all Meet the Business presentations and all new hires were oriented on diversity program;

- A Health and Wellness board was created to display general information on health and wellness, pamphlets on physical and mental health issues, and important contact information;
- Diversity committee expanded to include one senior leader, two female offshore employees and one female harbour captain;
- “Diversity in Communication” email was distributed to employees;
- Company-wide email on LGBTQ+ services and groups was distributed;
- Implemented new Code of Conduct containing respectful workplace and diversity information to be used in orientation and training materials;
- Mandatory offshore training included discussion of expectations for a safe, respectful, and inclusive workplace, including review of company and client documents on harassment and discrimination in the workplace;
- All policies, procedures and management system documents reviewed and edited to be gender neutral;
- A Gender Identity and Expression Discrimination Policy was drafted and is currently under review;
- A Corporate Diversity and Inclusion Guide was written;
- A company-wide email recognizing St. John’s Pride Week was distributed and the Pride Flag was raised at the corporate office during the week;
- Integrated slideshow in common areas that displayed policies, including Equal Opportunity, Ethics, Workplace Harassment, and Human Resources;
- Equal Opportunity statement created and included in all job advertisements;
- Diversity initiatives discussed during Management Review meetings with topics relating to the Canada-Newfoundland Benefits Reporting plan strategies for all RFP response packages and contractual obligations;
- Hired a dedicated (female) HR Manager to manage Diversity Plan;
- Rolled out Innu Training video created by VP Operations that translates all policies and procedures for Sheshatshiu Innu to clearly understand company requirements and expectations;
- Continued to use internal advertisements showing “Diversity Matters – Great Minds Don’t Always Think Alike”;
- A diversity and inclusion space was created on the company intranet site covering such topics as diversity of thought, inclusive leadership, and unconscious bias;
- Monthly communications pertaining to respect in the workplace distributed and communicated internally;
- Featured content on diversity awareness shown on vessel display board monitors;

- Continued to provide diversity updates and the annual diversity report on the Crew and Family Website, which is accessible to all crew members and their families;
- Highlighted female seafarers in quarterly publication;
- All staff given a set of company diversity cards when they join the Project Office; and
- Diversity representative attended monthly meetings with Diversity and Inclusion committee.

Employee Recruitment and Selection

- All job postings contained the following wording: “committed to the principle of equal opportunity in its employment practices and to providing an environment free from discrimination and harassment for all employees”;
- Job postings made available to WRDC, AXIS Careers, Office to Advance Women Apprentices, Coalition of Persons with Disabilities, St. John’s Native Friendship Centre, and Newfoundland and Labrador Association for Community Living;
- Reached out to Marine Institute and CNA to ensure qualified candidates in underrepresented groups were included in applicant pool;
- Developing diverse supplier procurement form;
- Employee Diversity Self-Identification Survey was revised and implemented as part of the hiring package. Data from surveys will be analyzed and documented for continuous improvement initiatives and communicated with clients;
- Worked with Inclusion NL to employ person with disability;
- Partnered with the Association for New Canadians (ANC) to identify potential candidates;
- All qualified candidates from designated groups were interviewed and subsequently hired; and
- All job advertisements included a statement of commitment to employment equity.

Employee Development

- HR Manager received training in harassment and workplace investigations;
- HR Coordinator completed Train the Trainer courses in Respectful Workplace Training and Inclusiveness in the Workplace;
- Unconscious bias training has been made mandatory for all hiring managers; this training teaches ways to manage biases in order to make good hiring decisions;
- Held two ConnectWomen events where female employees were invited to participate in discussions surrounding their roles in the organization;
- Links put in place with diversity groups and forums in Canadian offices;

- Employees participated in webinars on mental health in the workplace and the art of managing conflict;
- Vice President of the company attended workshop on creating a respectful workplace;
- One female employee attended course on effective negotiation;
- One female employee attended leadership course;
- Ten employees attended Mental Health First Aid training;
- Internal web-based training program, Learning Central, offers the following courses: Diversity & Inclusion: Integrating Diversity & Inclusion into Every Aspect of the Business and Unity through Diversity;
- Employees participated in Pink Shirt Day to support anti-bullying and received information on mental health and myths about mental illness as part of Mental Health Week;
- Managers completed respectful workplace training;
- Identified person from a designated group in a succession plan for a senior management role;
- Three female employees attended workplace violence seminar;
- New hires encouraged to join the Diversity Committee;
- Female deckhand and female captain identified for participation in Leadership Development program;
- Work/life balance workshop and ethics presentation provided to employees; and
- In-house diversity and inclusion lunch held to celebrate team diversity.

Working Environment

- Rolled out Flexible Working Arrangement Guidelines;
- Held informal discussions with female seafarers regarding working environment and conditions specifically relating to women;
- Made modifications to work stations for individuals to accommodate medical conditions;
- Accommodated request to work from home two days per week for personal reasons;
- Rolled out Speak Up Program, which gives staff a completely confidential means to address issues such as harassment, workplace bullying, drug and alcohol abuse, and physical violence;
- Moved into a new office which is accessible to employees with disabilities;
- Implemented flexible work arrangements according to personal situations;
- New options for female work gear added to selection list; and
- Employees were provided with the option of flexible work arrangements to allow them to balance work and personal responsibilities.

Contracting Goods and Services

- Used Hungry Heart Café for catering services at meetings and functions;
- Continued to use an Aboriginal-owned catering company as master supplier for Labrador operations; and
- Purchased office supplies, including business cards, letterhead, and envelopes from the HUB.

Community Outreach

- Female employee volunteered with sea cadet organization as mentor to female cadets;
- HR personnel made presentation to high school classes on opportunities for women in the oil and gas industry;
- Female employee provided a presentation during a school career development class promoting careers in the offshore industry and encouraging women in the class to also look at the many opportunities available in the oil and gas sector;
- Supported participation of employee on the Board of Island Furniture and on a committee to review the Job Strategy Program for hiring persons with disabilities;
- Conducted facility tours with various groups, including WISE, schools, Girl Guides and Techsploration;
- Board member was an active member on the Board of Directors of the Autism Society of Newfoundland and Labrador;
- Researching potential for a scholarship awarded to a female entering a non-traditional career;
- Hosted shop tours for a junior high school as part of Techsploration program;
- Attended two Techsploration events and female captain has been identified to participate in that program as a mentor;
- Hosted two groups of women and gave presentations on work life balance as part of Orientation to Trades and Technology (OTT) Program;
- HSE Manager sat as part of Lean-In St. John's group to support women in the workplace; and
- Participated in MS Charity Cycle event.

Financial Contributions

- Committed to supporting the Junior Police Academy camp, which fosters relationships between police members and members of Aboriginal groups;
- Contributed to the NL Down Syndrome Society and several other charitable organizations;
- Made contribution to Iris Kirby House; and

- Donated to MS Charity Cycle fundraising event.

4.1.2 2018 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

- Include a diversity moment for discussion in each monthly town hall meeting;
- Host semi-annual activities to promote diversity and the value of a diverse workforce;
- Prepare info graphics depicting diversity statistics and images for distribution within the company;
- Review all communication materials to ensure that they are gender inclusive and use culturally sensitive language and images;
- Host lunch and learn focused around an area of diversity;
- Include diversity statistics on vessel display boards and on Crew and Family website;
- Continue to feature Diversity/Employment Equity articles in the Marine Wave;
- Developing a Diversity and Inclusion Plan;
- Include discussions on employment equity in annual leadership strategy sessions;
- Promote employment equity stories through newsletter, posters, and internal social media; and
- Develop updated diversity promotional materials.

Employee Recruitment and Selection

- Incorporate targets for women and other designated groups in the company's succession plan;
- Stress in all employment advertisements that the company is an equal opportunity employer that strives for diversity in the workplace;
- Examine job descriptions to ensure language aligns with diversity commitment and equal opportunity policy;

- Re-hire diversity-group personnel who may have worked on a temporary basis in 2017, where possible;
- Continue measures to create inventory of candidates from designated groups;
- Create 'self-identifying' form/survey for current workforce, ensuring anonymity;
- Continue to assist women, persons with disabilities and employees from other designated groups to access development and management training;
- Continue to work with groups such as Association for New Canadians when a recruitment need arises.
- Actively source co-op students from the designated groups; and
- Develop initiative with marine schools to reserve cadet placements positions for candidates from the designated groups.

Employee Development

- Develop plan to include female engineer in coastal chief engineer succession planning program;
- Prepare female second mate for promotion to chief officer position;
- Provide leadership training to onshore/offshore leadership team with the focus of understanding diversity and implementing diversity initiatives;
- Ensure all supervisors attend train the trainer courses in Respectful Workplace Training and Inclusiveness in the Workplace by mid-2018;
- Managers are scheduled to receive Mental Health First Aid Training;
- Encourage all employees to participate in local civic organizations and community development activities focused on the empowerment and awareness of underrepresented groups;
- Continue to train, mentor, and develop female employees so they may have equal opportunity to assume any role within the company;
- Ensure completion of Respectful Workplace workshop by all offshore operations employees;
- Use information gathered through the completion of Voluntary Self-identification forms to compile measurable data regarding current employee diversity and identify areas that could be improved for any future recruitment needs;
- Continue to source opportunities for Diversity Committee members to attend conferences and training specifically related to Diversity and Employment Equity;
- Promote the value of a diverse workforce through semi-annual diversity activities; and
- Put in place links with diversity groups and forums across the organization.

Working Environments

- Continue to access expertise on accommodation of persons with disabilities;
- Develop guidelines to deal fairly and consistently with requests for flexibility in work schedules;
- Source additional female work gear (bump hats, coveralls, and shirts);
- Hold informal discussions with female marine seafarers on working conditions and create action plan to improve them if necessary;
- Roll out Flexible Working Arrangement Guidelines for Canada;
- 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); and
- Solicit feedback through an annual employee engagement survey to improve working environment and employee job satisfaction.

Contracting Goods and Services

- Include diversity section to HSEQ pre-qualification for suppliers;
- Attend supply chain management events that are focused around supplier diversity initiatives;
- 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;
- 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

- Seek volunteer opportunities that support local community groups in achieving diversity goals;
- Support staff members who wish to participate in charitable/volunteer events, particularly those which represent designated groups;
- Continue to partner with WRDC in the OTT program to provide women with a practical experience through presentations, shop tours and job shadowing;
- Attend fundraisers and events that aim at increasing awareness and assisting with diversity initiatives;
- Explore opportunities with multi-cultural associations throughout the province;
- Support STEM programs at local schools; and

- Continue to participate in WRDC's Techsploration Program.

Financial Contributions

- Support the Junior Police Academy camp, which fosters relationships between police members and members of Aboriginal groups;
- Actively pursue any new business opportunities that may arise for Labrador Catering, because half of profits are shared with Innu Development Corporation;
- Sponsor events, seminars, and workshops organized by local community groups that support designated groups; and
- Seek out opportunities to sponsor diversity initiatives (e.g. conferences, seminars, development programs).

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 2017 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2017 in their 2016 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2017:

- Appointed a Diversity and Inclusion Representative at St. John's office;
- Achieved an 8% increase in number of diverse suppliers used;
- Attended two diversity sessions delivered by WRDC;
- Nine of 43 cadets declared themselves to be members of designated groups;
- Representatives attended two marine school fairs, two high school career fairs and displayed diversity posters at each of these events;
- Hired first female captain into Harbour Coastal fleet;
- Fifty percent of cooperative education work placements were given to women;
- Hired women in management roles and promoted female as first offshore supervisor;
- Five of six clerk positions held by Aboriginal women;

- Hired two women in field engineer positions;
- Put succession plans in place for all senior managers and three successors are members of designated groups;
- Four members of management team are from designated groups;
- Hired women in the positions of Radio Operator and Medic;
- Twenty-three employees were hired from the four designated groups;
- Chairwoman on the Board of Directors;
- Thirty-three percent of unsolicited resumes were from members of designated groups; and
- Women were responsible for an estimated 40 percent of person-years worked at the Marine Base.

4.2.2 2018 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2018 are listed below:

- Hire or internally promote at least one employee in a supervisory position that is from the designated groups;
- Feature at least one diversity/employment equity article in quarterly newsletter;
- Attend at least two Marine School Career fairs and promote diversity by having employees who have self-identified represent the company, and display our diversity posters at the event;
- Provide training opportunity to at least one individual from a designated group;
- Meet at least once a quarter to update on the diversity targets identified in this report;
- Attend an information or training session on diversity with a focus on transgender issues in the workplace;
- Provide leadership training to at least one member of the onshore/offshore team with the focus of understanding diversity and implementing diversity initiatives;
- Prepare and present at least one presentation on topics associated with diversity and workplace inclusion;
- Attend at least one forum or conference hosted by a community support group for members of designated groups;
- Ensure procurement from at least one diverse supplier;
- Sponsor at least one event that aligns with diversity and inclusion initiatives;
- Increase percentage of female employees to 50 percent;
- Recruit a female lab technician for Mount Pearl operations;
- Designate a technical field position in Atlantic Canada for visible minority incumbents;

- Host ConnectWomen webinars; and
- Interview 100 percent of the qualified applicants from designated groups.

5.0 CONCLUSION

Husky continues to foster both an internal and project-wide diversity culture and strong working relationships with community stakeholders, including through the work of its Diversity and Inclusion Council, its Women's Leadership Network, and its representation on several committees and boards focused on diversity. In 2017, Husky provided funding to and participated in events and initiatives aimed at promoting careers in science and technology to students, such as the WISE Student Summer Employment Program, Thrive – Community youth Network, WRDC's Techsploration and Engineering programs, Rainbow Riders, Energy Day at the Geo Centre, school science fairs, and Junior Achievement.

The overall 2017 workforce (i.e., including Husky and contractor personnel) of the White Rose project grew to 1,597 employees; the total number of women working on the project also increased by 32 percent from 2016 to 2017, and the percentage of women in the workforce increased by 18 percent. Between 2015 and 2016, the number of women increased in most occupational categories, with the greatest increase (91 percent) occurring in the engineering category. The number of women in technical and professional positions also increased by 50 percent and 31 percent, respectively. As in previous years, most positions held by women were in administration. The Husky Atlantic Region workforce increased by 3 percent between 2016 and 2017 and the percentage of women in the workforce increased by 20 percent.

Husky and its contractors continue to place emphasis on collective efforts to increase both the numbers and the pool of designated group members. In 2017, Husky's contractors continued to communicate the importance of diversity in the workforce to their employees, and to 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. For the second year in a row, Husky and its contractors tracked and reported on diverse businesses that provide them with goods and services.

Targets for the coming year have a focus on increasing and enhancing communications about diversity and related topics and providing more opportunities for training in creating respectful workplaces, mental health first aid, and inclusiveness. Employee development and succession training for members of diverse groups is also a priority. In 2018, contractors plan to increase support for employee participation in community development and diversity initiatives and exploring more opportunities for community outreach.

APPENDIX A

Contracting Company Contact Information

Table A1 Contracting Company Information

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	ffc@aharvey.nf.ca	www.aharvey.com
Aker solutions	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
Arup Canada	Paula Barfoort	paula.barfoort@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.	Tracy MacPhee	macphee.tracy@atlantictowing.com	www.atlantictowing.com
Cougar Helicopters Inc.	Mark Broderick	mbroderick@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Dana Taylor	dtaylor@crosbiegroup.com	www.crosbiegroup.com
DOF Subsea	Jennifer Penney	Jennifer.penney@dofsubsea.com	www.dofsubsea.com
East Coast Catering Ltd.	Brittany Smart	bsmart@eccltd.ca	www.eccltd.ca
Halliburton	Erin Tavenor	erin.tavenor@halliburton.com	http://www.halliburton.com/
Maersk	Paul Harvey	paul.harvey@maersk.com	www.maersk.com
Schlumberger Canada Ltd.	Trevor Bullick	tbullick@slb.com	www.slb.com
Technip Canada Limited.	Dusty Mortensen	dmortensen@technip.com	www.technip.com/entities/canada/index.htm
Teekay	Rick Cave	Rick.cave@teekay.com	www.Teekay.com
Transocean	Claudette Whelan	claudette.whalen@deepwater.com	www.deepwater.com