



2018 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 2018 and outlines the diversity targets that have been established for 2019.

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 2018 was held by Kathy Knox (Manager, Regulatory and Industrial Benefits) and supported by Aimee Sheppard (Senior Communications 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, for 2018:

- 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;
- SDP;
- 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 2018 White Rose Diversity Forum was held on February 26, 2019 at Husky Energy Easter Seals House, which opened in 2010 and provides programs and support for children with disabilities and their families. A total of 88 people attended the Forum, with representatives from community groups, regulatory and government agencies, supply and service companies, educational institutions, industry associations and Husky.

Kathy Knox welcomed participants to the Forum and introduced Trevor Pritchard, Husky's Senior Vice President, Atlantic Region, who said a few words regarding how Husky is broadening its definition of diversity to include more than just members of the four designated groups. He also stated that diversity is meaningless without inclusion, explaining that it's nice to invite people to the party, but we must also ask them to dance!

The keynote speaker for the event was Justice of the Supreme Court of Newfoundland and Labrador, Alexander (Sandy) MacDonald, who spoke about his experiences as an openly gay man working in the province's legal system. His address was followed by an overview of Husky operations by Trevor Pritchard and an update on Husky's Diversity Plan from Aimee Sheppard. This led to a panel discussion on true inclusion which featured Justin Campbell of the Association for New Canadians, Lori Phillips of Maersk Supply Service, and Josh Smeem from the St. John's Farmers Market. This session was moderated by Cheri Butt, Executive Director of the Women in Resource Development Corporation (WRDC).

During the second half of the Forum, Mark Shrimpton (Stantec Consulting) introduced and facilitated the roundtable session, which allowed for a discussion on the true meaning of inclusion, providing examples of actions and practices that make for an inclusive workplace.

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 2018. These included:

- Participated in Energy Day held at the Geo Centre during Oil and Gas Week in February 2018;
- 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;
- A Husky employee presented the status of the West White Rose Diversity Plan initiatives, including targets for women during construction, at a Town Hall for employees;
- In September 2018, 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 2018. 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;
- Husky staff participated in an internal event celebrating Pride Week, including a coffee break and a diversity moment led by the Atlantic Region Senior Vice-president;
- Women's Leadership Network (WLN) saw participation in their events grow. The group hosted 11 events in 2018 including:
 - International Women's Day,
 - Diversity Day,
 - Kick-off of a mentorship program for students,
 - Course for female employees on Emotional Intelligence,
 - Focus groups for male employees to understand their perceptions and opinions of the Women's Leadership Network,
 - Speakers Series that showcased internal and external leaders speaking about their own leadership journey.

Throughout 2018, 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 Student Summer Employment Program (SSEP). As part of this program, female Husky employees also hosted a Husky Day on August 15 for the SSEP students which provided an opportunity for participants to meet with women in non-traditional jobs, as well as taking a tour of OneSubsea and Cougar Helicopters;
- Husky provided \$20,000 in support of the Women in Resource Development Committee's (WRDC) Techsploration Program and provided mentoring time of four female role models in technical roles. This included a school visit (including presentation and speed networking activity), tours of a vessel (*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 (two at MUN, two at College of the North Atlantic (CNA), two at Coalition of Persons with Disabilities NL (COD-NL)) targeted at members of the four designated groups;
- A Husky employee sat on the scholarship selection committee for COD-NL;
- Husky entered into a five-year agreement with the Harris Centre of Memorial University to provide \$40,000 per year for research with community-based partners into building the pool of members of underrepresented groups who can work in the oil and gas industry;
- Husky contributed \$25,000 to the WinSETT centre. Husky's WLN leverages the training supports available from this group to enhance internal training offerings;
- A Husky employee participated in a panel discussion, 'Enhancing Inclusion in the Private and Not-for-profit Sectors' as part of the Roundtable on Inclusion 2018: Work and Disability in NL;
- Husky is a primary partner in the WRDC-led initiative "Increasing the Economic Security of Women through the Identification and Elimination of Institutional Barriers to Union Membership in the Construction Trades" and a Husky employee sits on the Steering Committee;
- Three Husky representatives attended the WRDC Techsploration Appreciation Dinner in May 2018;
- Husky continues to be a member of COMPASS (Council of Marine Professionals Associates); the group promotes and provides information on careers in marine transportation which includes a focus on the employment of women;
- Husky participated in the MUN Career Fair in September 2018;
- Several Husky employees participated in Junior Achievement's Economics of Success program in January 2018;

- Throughout 2018, a Husky representative participated in the Diversity Network, a group that meets to share learnings and experiences related to diversity in the natural resources sector;
- Husky sponsored the Opening Plenary and Delegate Bags for the 2018 Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Annual Provincial Conference which took place in April;
- Husky sponsored the Momentum Award at the 2018 NLOWE Entrepreneur of the Year Awards, which took place in October. The award recognizes an entrepreneur who has demonstrated significant growth and/or growth potential and has built a business that is adaptable and leverages opportunities for continued growth; and
- Husky sponsored the Placentia Age Friendly Fair. The event, which took place in May, finds ways and means of responding to people's needs and promoting healthy aging for seniors and their families.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2018

This section provides information regarding Husky and White Rose project diversity in 2018, 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 2018, the work force increased approximately 13 percent to 374.

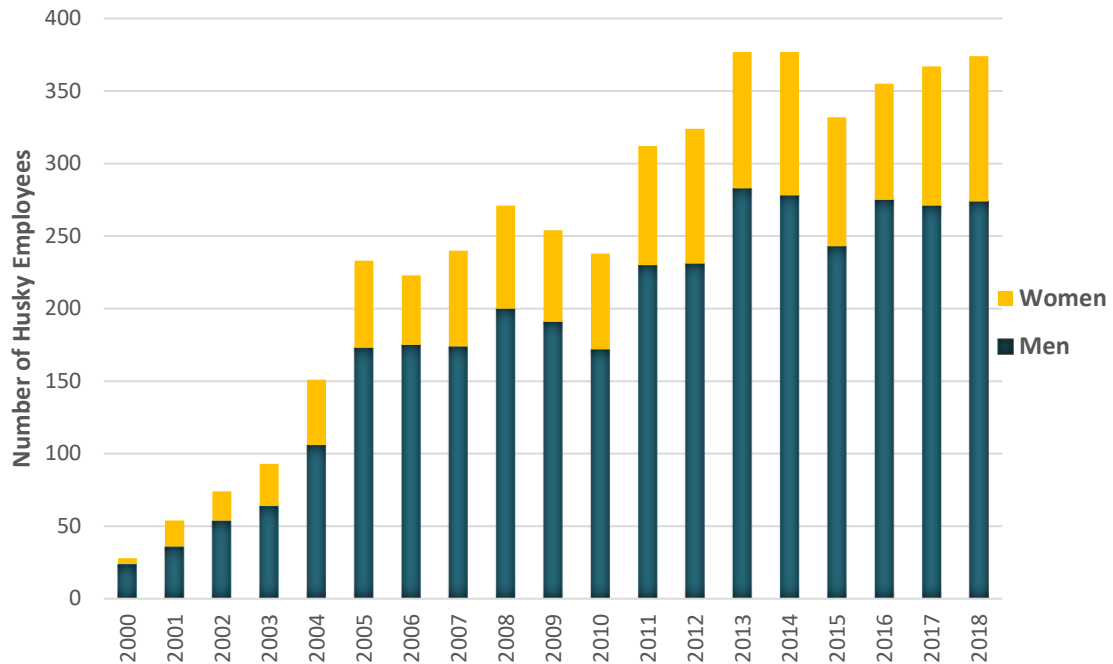


Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2018

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 2018, 100 women, the largest number of women yet, worked for Husky Atlantic Region, representing an increase of 4 percent from 2017, and 27 percent of the total workforce (Table 3.1).

Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2018

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%
2018	274	100	4%	374	27%	2%

Source: Husky Energy

Between 2017 and 2018, the only occupational category which saw an increase in women's participation was engineering. The percentage of women in management decreased. As was the case during previous years, women held 100 percent of administrative positions in 2018. 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, 2006 to 2018

Occupational Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Management	7	8	8	9	17	13	29	20	15	19	17	13	16
Administrative/ Clerical	94	95	92	94	94	95	95	100	100	100	100	100	100
Engineers	11	17	20	14	15	18	25	20	24	30	30	33	34
Technicians/ Technologists	16	10	0	2	2	0	5	10	11	10	8	10	9
Professionals	36	43	34	41	36	32	32	32	39	35	26	32	30
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	14	33	33	0	0	0
Total Women's	22	28	26	25	28	26	29	25	26	27	23	26	27

Participation Rate												
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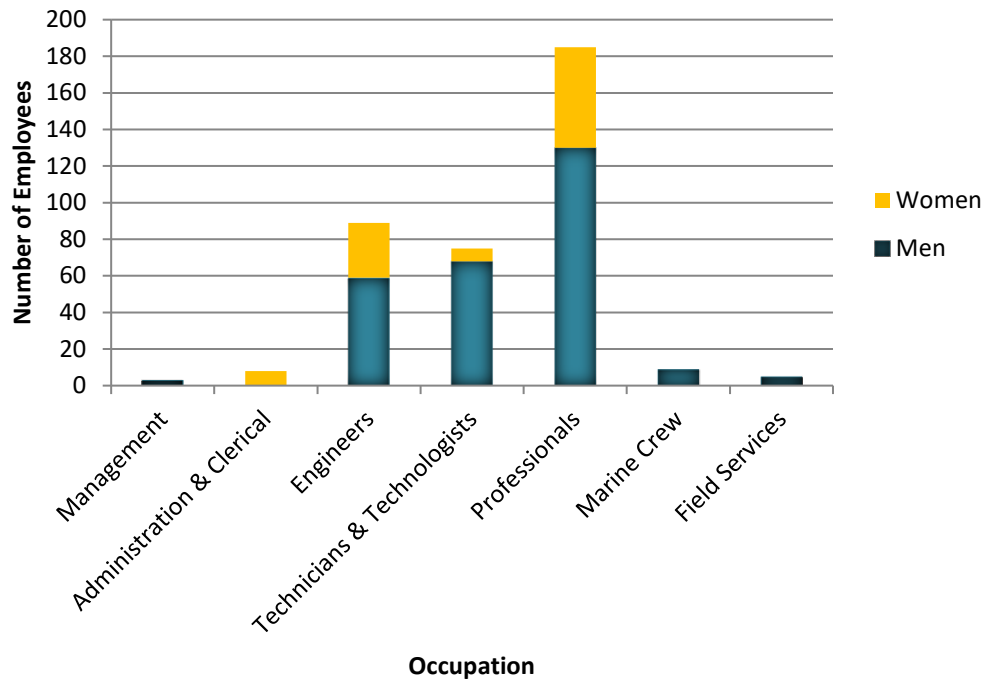


Figure 3-2 Husky Energy Atlantic Region Employment in Selected Occupational Categories, 2018

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 2018, Husky hired 120 co-op students, 52 men and 68 women, representing a female participation rate of 57 percent. The percentage of female students hired has increased every year since 2014 (38 percent in 2014, 45 percent in 2015, 48 percent in 2016, 53 percent in 2017);

3.1.2 White Rose Project

The workforce for the White Rose project includes the employees of both Husky and its contractors. Between 2017 and 2018, the total workforce increased by 135 percent, from 1,597 to 3,754 (Table 3.3) due to construction of the West White Rose project, which had a labour force of 2,656 in 2018.

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 2018, women comprised 15 percent of the Husky workforce, but this represented decrease of 34 percent over the number in 2017 (Figure 3-3).

Table 3.3 White Rose Project Labour Force, 2004 to 2018

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%
2018	3,186	568	103%	3,754	15%	135%

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

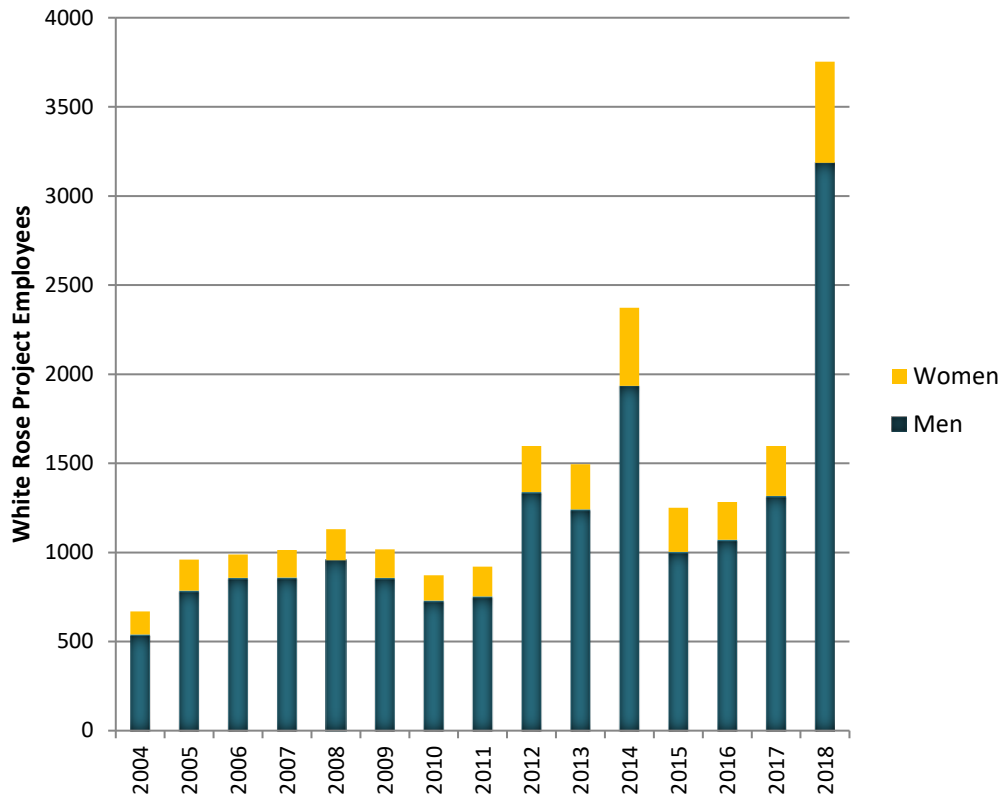


Figure 3-3 White Rose Project Labour Force, 2004 to 2018

At the close of 2018, approximately 87 percent of the 3,754 White Rose project employees worked in Newfoundland and Labrador, including 447 in offshore positions and 2,808 in onshore positions (including West White Rose Project personnel). Construction of the West White Rose project required a completely onshore workforce in 2018, which accounts for the high number of total White Rose project onshore positions. Approximately 13 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 (86 percent) than offshore (14 percent).

The percentage of women holding offshore positions in 2018 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 15 percent, they held 17 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).

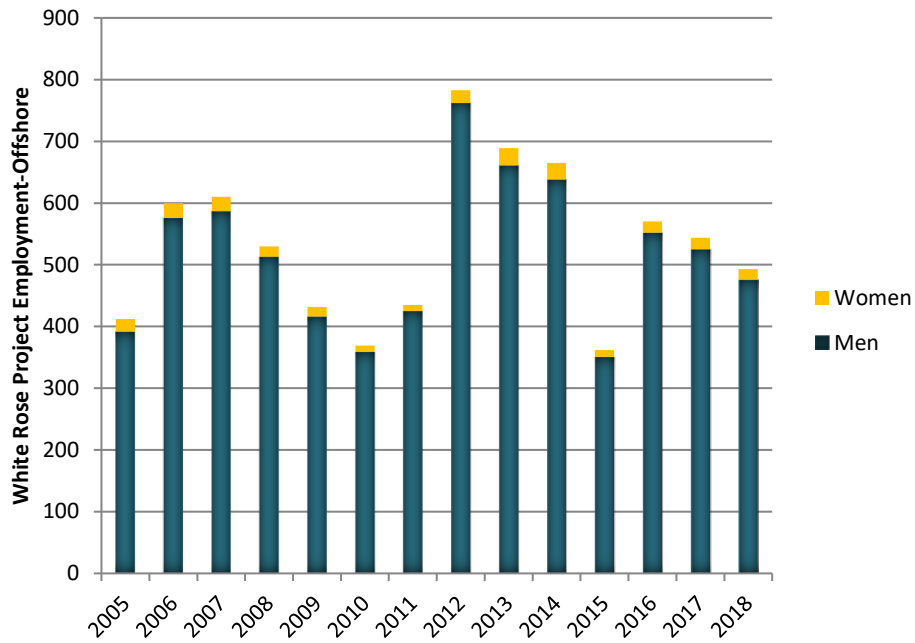


Figure 3-4 White Rose Project Employment, Offshore, 2005 to 2018

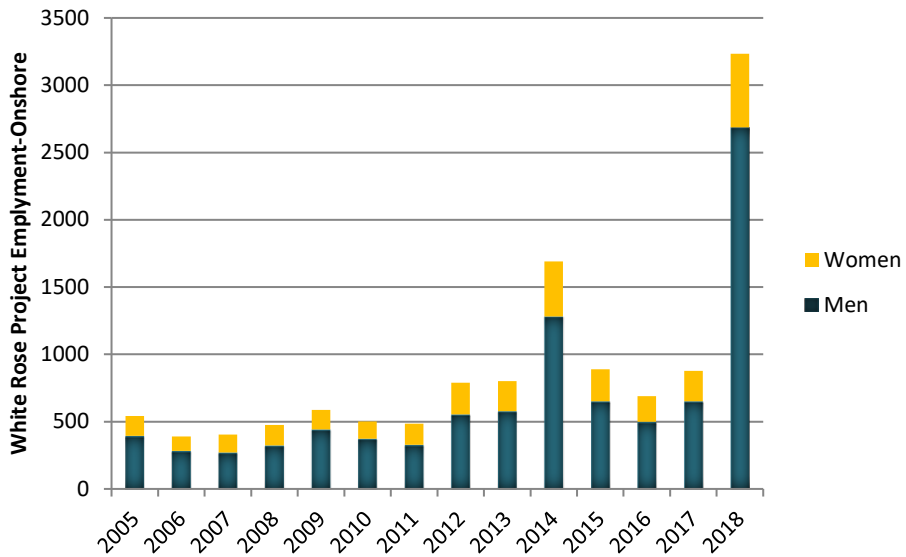


Figure 3-5 White Rose Project Employment, Onshore, 2005 to 2018

As discussed in Section 3.1 for Husky Atlantic Region employees, women's participation in the White Rose project varies across occupational categories. In 2018, the rates of women's participation increased in all occupation categories, and in some cases (skilled trades and other field services), by more than 100 percent. This is due in part to the large increase in the total labour force as a result of West White Rose construction activities in 2018. While the women's participation rate in marine crewing remained low (5 percent) in 2018, it did increase by 60 percent over the previous year. As in previous years, administration and clerical was the category with the greatest rate of participation (81 percent) by female employees, although this category saw the smallest rate of change between 2017 and 2018 (Table 3.4).

Table 3.4 White Rose Project Women's Employment by Occupational Category, 2012 to 2018

Occupational Category	2012			2013			2014			2015			2016			2017			2018		
	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	Total # Women	Participation Rate	% Change, # Women 2018 & 2017
Management	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-72%	20	19%	-13%	19	12%	-5%	25	12%	32%
Administration & Clerical	84	87%	56%	74	89%	-12%	97	85%	31%	86	84%	-11%	62	82%	-28%	71	86%	15%	74	81%	4%
Engineers	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-47%	33	21%	-31%	63	19%	91%	79	18%	25%
Technicians & Technologists	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-61%	26	10%	44%	39	13%	50%	70	17%	79%
Professionals*	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-22%	55	29%	-7%	72	32%	31%	125	33%	74%
Skilled Trades	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-82%	4	3%	100%	3	2%	-25%	75	8%	240%
Marine Crew	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-33%	6	3%	0%	5	2%	-17%	8	5%	60%
Other Field Services	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-50%	6	4%	-40%	8	6%	33%	112	10%	130%
TOTAL	259	16%	55%	252	17%	-2%	437	19%	19%	252	20%	-42%	212	17%	-16%	280	18%	32%	568	15%	103%

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 2018, 30 Husky Atlantic Region employees belonged to one of these groups, representing 2.7 percent of all White Rose project personnel. This total was comprised of nine Aboriginal persons (0.8 percent of all employees), six persons with disabilities (0.5 percent) and 13 members of visible minorities (1.2 percent). Other White Rose contractors employed 288 members of these groups, or 26.2 percent of all their employees, representing 51 Aboriginal persons (4.6 percent of all employees), 27 persons with disabilities (2.5 percent) and 210 members of visible minorities (19.1 percent). In total, 318 members of Husky and its major White Rose contractors' workforces, or 29.0 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, 2018

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	6	1	1	0	0	9
Contractors	7	21	1	13	2	7	51
Total	8	27	2	14	2	7	60
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	2	3	1	0	0	7
Contractors	3	9	4	8	2	1	27
Total	4	11	7	9	2	1	34
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	13	0	0	0	0	14
Contractors	14	165	2	11	3	15	210
Total	15	178	2	11	3	15	224

In the total White Rose labour force in 2018, members of all designated groups were mostly Professional and Technical workers (216 employees), representing 19.7 percent of the total labour force.

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, however they 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 2018.

Table 3.6 White Rose Project Diverse Businesses

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
A Harvey Group of Companies	✓			
Burden’s Janitorial			✓	
Catalyst Health Solutions	✓			
Central Rehab	✓			
Copy Canada	✓			
Cox and Palmer	✓			
Dallas Mercer Consulting Inc.	✓			
DMC	✓			
Elisabeth Deblois Inc.	✓			
Gordon Food Services			✓	
Hungry Heart Café		✓		
Imprint Specialty Promotions Ltd.	✓			
Innu DMC			✓	
Innu Med Inc.			✓	
Innu Mikun			✓	
Iverson Marine Service and Repairs	✓			

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Mark's Work Wearhouse	✓			
Mattel Pharmacy Services Ltd.	✓			
Mayrand			✓	
Natakam Labrador Foods Inc.			✓	
Oceans Ltd.	✓			
Rocket Bakery and Fresh Food	✓			
Target Linens Ltd.	✓			
The Call Centre Inc. (Telelink)	✓			
The Comfort Inn	✓			
The Hub		✓		
Terra Nova Transcription	✓			
Vallen	✓			

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 2018 and outline their new targets for 2019.

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 2018 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 2019 (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 2018 included:

Information and Communications

- Attended Senior Management seminar to discuss policies and initiatives related to diversity;
- During team meetings, employees are reminded to take advantage of the diversity and inclusion space of employee intranet;
- Respectful Workplace workshop was presented to all managers;
- Continued to deliver message of diversity in the Diversity Corner section of quarterly newsletter;
- Email communications on ethical behaviour and harassment delivered to all employees;
- Monthly and quarterly gender reports submitted to Management and Corporate Leadership teams;
- Delivered mental health moments during Business Management team meetings;
- Engaged Inclusion NL to help develop job postings with appropriate language regarding diversity;

- Distributed information on mental health for Bell Let's Talk Day;
- Hosted breakfast sessions on creating a respectful and inclusive workplace;
- Developed a database of diversity moments to share at meetings;
- Updated promotional materials, including diversity information, to be shared at career fairs and other events;
- Diversity Leader was identified to take responsibility for new office diversity initiatives and activities;
- Held information sessions targeted at removing unconscious bias;
- Continued to update information on the Health and Wellness board with pamphlets on physical and mental health issues and important contact information;
- All communications reviewed and edited to be gender neutral and representative of diversity policies and programs; and
- Diversity commitment placed on external website, including national diversity statistics.

Employee Recruitment and Selection

- Continued to develop inventory of candidates from designated groups;
- Gave presentation during school career development class promoting careers in the offshore industry to women;
- Female naval architecture engineering and ROV students completed work terms and gained practical hands-on experience;
- Sent job postings to agencies that represent traditionally under-represented groups in the company;
- 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;
- Employee with self-identified disability was rehired in December;
- Working with Indigenous communities in BC to fill various positions;
- Apprentice-welder from a visible minority continues employment and is gaining hours toward Journeyman status;
- Delivered message to marine schools that all women qualified for cadetships will be interviewed;
- Reached out to Marine Institute and CNA to ensure qualified candidates in underrepresented groups were included in applicant pool; and
- Worked with Inclusion NL to employ person with disability.

Employee Development

- Several women promoted to new positions – one to a Team Lead position, one to a sales role, and one to Marketing and Operations Coordinator;
- Assisted women and designated group employees in accessing opportunities to develop skills and management training;
- Implemented 2018 Respectful Workplace Plan, which includes Respectful Moment Toolbox Talks and Respectful Workplace Meeting Moments;
- Crew Manager completed unconscious bias training;
- HSE Manager and Finance Manager completed Mental Health First Aid training;
- Working While Women workshop made available to female employees;
- Held two conferences with presentations on mental health;
- Female employee awarded Chief Engineer position on coastal fleet;
- Diversity committee members attended Canadian National Institute for the Blind (CNIB) webinars, JDI Women Connect seminars, and YWCA Women of Distinction awards;
- Attended session on creating an inclusive workplace and creating greater work fairness;
- Held learning sessions on Social Identity Theory (how assumptions affect interactions in the workplace), gender-based bias, and how managers can help mitigate bias against junior employees and women;
- Held webinar called “An Inclusion Mindset” focused on how the company performance appraisal process can be used to encourage employees to leverage unique skills and talents to support diversity in the workplace;
- Leaders met quarterly to share diversity updates and best practices; and
- Held three ConnectWomen events where female employees were invited to participate in discussions surrounding their roles in the organization.

Working Environment

- Continued to maintain a primary contact for harassment-related enquiries;
- Obtained feedback from employees on issues that affect work/life balance;
- Developed guidelines to deal fairly and consistently with requests for flexible work schedules;
- Flexible schedules were available to shore-based employees;
- Guidelines for flexible working arrangements were rolled out to all of Canada;
- Coveralls for women were designed by women after concerns about appropriate work gear were brought to the attention of the President and CEO;
- Sessions held to measure improvements to working environment;
- Relunched Diversity and Inclusion Committee and developing action plan for 2019;

- Participated in a variety of activities to promote the value of a diverse workforce, including Pride Week and Bell Let's Talk activities;
- Female Senior HR business partner actively engaged female seafarers and invited open conversation about work environment and necessary improvements;
- Accommodated requests to work from home for personal reasons; 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;
- Catalyst Health Solutions were hired to provide employee flu shots; and
- Continued to use Key Industries for promotional materials.

Community Outreach

- General Manager is Atlantic Regional Lead – Pride at Work Canada;
- Attended career fairs throughout the province and promoted the marine industry through the Be a Seafarer program;
- Maintained representation on Petroleum Industry Human Resources Committee (PIHRC);
- Working with CNA to create opportunities for members of underrepresented groups;
- Engaged with Association for New Canadians regarding women in technical programs;
- Participated in a trial run of Inclusion NL's Disabilities' Mentoring Day;
- Employee volunteers with Sea Cadets and provides mentoring to girls and new Canadians;
- Supported Women in Aerospace and one employee is a member;
- 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;
- Hosted high school students in its SAR facility on Energy Day and a number of groups as part of Techsploration program; and
- Hosted two groups of women and gave presentations on work life balance as part of Orientation to Trades and Technology (OTT) Program.

Financial Contributions

- Committed to supporting the Junior Police Academy camp, which fosters relationships between police members and members of Aboriginal groups;
- Contributed to the Special Olympics;

- Sponsored and attended CNIB Dining in the Dark and Visions Lounge fundraisers; and
- Supported Iris Kirby House with donation on behalf of the Godmother of the Beothuk Spirit.

4.1.2 2019 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

- Deliver a quarterly communication to offshore crew on diversity-related topic;
- Include diversity highlights on employee display boards;
- Create a detailed Diversity and Inclusion Plan;
- Launch division-wide Diversity Committee and post minutes of meetings on SharePoint;
- Promote inclusion during all meetings and activities;
- Review all communication materials to ensure that they are gender inclusive and use culturally sensitive language and images; and
- Include discussions on employment equity in annual leadership strategy sessions.

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;
- Set gender-specific post-secondary recruiting targets;
- Post job ads in Indigenous Careers magazine;
- Strengthen awareness of unconscious bias amongst hiring managers;
- Source a variety of job boards and networks to increase diversity amongst applicants;
- Work with crewing agency to increase hires from designated groups;
- Examine job descriptions to ensure language aligns with diversity commitment and equal opportunity policy;

- Continue to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continue internal program for Employment of Disabled Persons;
- Continue measures to create inventory of candidates from designated groups; and
- Continue to work with groups such as Association for New Canadians when a recruitment need arises.

Employee Development

- Incorporate targets for members of designated groups in succession plan;
- Invite guest speaker to attend team building event or training session with a focus on diversity;
- Continue to develop succession plans for members of designated groups;
- Continue to educate staff on new diversity endeavours via training, workshops, and staff meetings;
- All full-time staff will complete Mitigating Unconscious Bias training module;
- Prepare female Deckhand for promotion to Captain position;
- Provide mental health training and development opportunities for onshore and offshore staff;
- Continue to assist women, persons with disabilities and employees from other designated groups to access development and management training; and
- Promote the value of a diverse workforce through semi-annual diversity activities.

Working Environments

- Continue to access expertise on accommodation of persons with disabilities;
- Maintain flexible work schedules for shore-based employees;
- Improve and modify working environment to accommodate members of diverse groups;
- Accommodate requests to improve work-life balance where possible;
- Meet with Inclusion NL to identify opportunities for improvement with respect to diversity and inclusion; and
- Solicit feedback through an annual employee engagement survey to improve working environment and employee job satisfaction.

Contracting Goods and Services

- Complete procurement analysis to explore opportunities to partner with diverse contractors/suppliers;
- Engage “New Boots” program;

- Monitor NLOWE events to identify new opportunities for diversity in supply chain; and
- Create self-identifying form for vendors to complete during the RFQ process.

Community Outreach

- Seek volunteer opportunities that support local community groups in achieving diversity goals;
- Continue relationship with Empower to increase company awareness of disabilities and inclusion;
- Create partnership with Association for New Canadians;
- Develop presentations on women in the oil and gas industry to deliver to college level students;
- Work with MUN to increase the number of women in Engineering programs – 30 by 2030 (30% by 2030);
- 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;
- Explore opportunities with multi-cultural associations throughout the province;
- Support Science, Technology, Engineering, and Mathematics (STEM) programs at local schools; and
- Continue to provide role models 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;
- Select one charity with a focus on diversity to support;
- 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 2018 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2018 in their 2017 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2018:

- Estimated 37% of person years worked by female staff at Marine Base;
- 29% of unsolicited resumes were from members of designated groups – greater than target of 25%;
- 36% of interview candidates were from designated groups – greater than target of 25%;
- Placed three female cadets onboard vessels in Canada;
- Promoted one Aboriginal Deckhand to Officer status;
- One woman in promotion pipeline for Captain and Chief Engineer;
- Assigned three women to Newfoundland and Labrador Operations – two as Field Engineers and one as Field Specialist;
- One woman took on Senior Drilling Engineer role;
- Achieved target of placing three women in co-op positions;
- Nearly 13% of employees were visible minorities;
- Four women in management/supervisory positions, which represent 5% of workforce;
- Senior Leadership team consists of 25% women;
- Four out of nine cadets in work-term placements were members of designated groups;
- Recruited six individuals from the four designated groups;
- Hired one female work-term student and seven new female employees in Eastern Canada;
- Promoted one woman to Team Lead position and one to position of Marketing and Operations Coordinator; and
- Employee who is a visible minority gained hours toward Journeyman status.

4.2.2 2019 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2019 are listed below:

- Ensure 75% of interviews for co-op placements are with members of designated groups;

- 50% of special assignments and employee development opportunities are offered to members of designated groups;
- Ensure two employees complete Mental Health First Aid training;
- Recruit female Lab Technician for Newfoundland and Labrador operations;
- Will assign a woman to Operations Management position;
- Will designate one technical field position for a visible minority;
- Continue to place two female students in co-op positions;
- Hold a minimum of four diversity and inclusion staff activities;
- Support advancement of one female Harbour Coastal Deckhand to Captain position;
- Participate in at least one STEM event;
- Attend three diversity and inclusion workshops or seminars throughout the year;
- Diversity and Inclusion committee to host minimum of one staff information session or activity per quarter;
- Ensure 25% of job interviews are assigned to members of designated groups;
- 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;
- 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;
- Sponsor at least one event that aligns with diversity and inclusion initiatives; and
- Recruit a female lab technician for Mount Pearl operations.

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. Husky also celebrated Diversity Day, International Women's Day, Pink Shirt Day, and Pride Week with internal activities. In 2018, 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 2018 workforce (i.e., including Husky and contractor personnel) of the White Rose project increased 135 percent to 3,754 employees. This jump was due to work on the West White Rose project, which had a labour force of 2,656 in 2018. The total number of women working on the project also increased by 103 percent from 2017 to 2018, while the percentage of women in the workforce decreased from 18 percent to 15 percent. Between 2017 and 2018, women's participation increased in all occupational categories - with the greatest increase (240 percent) occurring in the skilled trades category. The number of women in administrative positions remained high at 81 percent and the participation rate for women in marine crewing positions increased by 60 percent. The Husky Atlantic Region workforce increased by 2 percent between 2017 and 2018 and the percentage of women in the workforce increased by 4 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 2018, 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. They also sought ways to increase the representation of diverse groups within their organization and provided opportunities to attend conferences and workshops on diversity, inclusion, and mental health. For the third 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. Contractors also plan to place more emphasis on recruiting members of diverse groups. In 2019, contractors plan to increase support for employee participation in community development and diversity initiatives and exploring more opportunities to work with organizations representing diverse groups.

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	Ben Vaughan	ben.vaughan@arup.com	http://www.arup.com/global_locations/canada.aspx
ASCO Canada Ltd.	Vanessa Gilbert	vanessa.gilbert@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Brittany McGraw	mcgraw.brittany@jdirving.com	www.atlantictowing.com
Cougar Helicopters Inc.	Mark Broderick	mbroderick@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Doug Youden	dyouden@crosbiegroup.com	www.crosbiegroup.com
DOF Subsea	Jennifer Penney	Jennifer.penney@dofsubsea.com	www.dofsubsea.com
East Coast Catering Ltd.	Stephen Kitchen	skitchen@eccltd.ca	www.eccltd.ca
Halliburton	Erin Tavenor	erin.tavenor@haliburton.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	Sharon Russell	sharon.russell@teekay.com	www.Teekay.com
Transocean	Claudette Whelan	claudette.whalen@deepwater.com	www.deepwater.com