



**2020 DIVERSITY PLAN REPORT**  
**Submitted to the Canada-Newfoundland and Labrador**  
**Offshore Petroleum Board**  
**June 2021**

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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, which was updated in 2016, 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 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, 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 main 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 Report that Husky provides to the C-NLOPB. This document is the 12<sup>th</sup> of these Diversity Plan Reports and it describes the implementation of the plan, examines the White Rose project’s diversity achievements in 2020 and outlines some of the diversity targets that have been established for 2021.

## 2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

### 2.1 Roles and Responsibilities

In 2020, the primary responsibility for diversity planning for Husky's White Rose and West White Rose projects was held by Kathy Knox, Manager, Regulatory and Industrial Benefits at Husky. Late in 2020, responsibility transitioned to Aimee Sheppard, Senior Industrial Benefits & Diversity Advisor at Husky. Mark Shrimpton, Principal, Stantec Consulting Ltd. and who assisted in the preparation of the initial 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 White Rose 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 2020:

- Altera;
- A. Harvey and Company Ltd.;
- Aker Solutions;
- ASCO Canada Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- DOF Subsea;
- East Coast Catering;
- Maersk Supply Services; and
- Technip

### 2.2 White Rose Diversity Forum

Husky holds an annual forum to discuss diversity in the context of the White Rose project, and to focus on the broader considerations of diversity relevant to Newfoundland and Labrador. Unfortunately, the 2019 forum, scheduled for March 2020, was cancelled due to COVID-19.

On April 22, 2021, the forum series resumed with a virtual event to review 2020. More than 80 people representing industry partners and contractors, government and academic institutions, and community groups participated in the event. Presenters were from the local area and spoke to challenges faced by underrepresented groups during the pandemic. They also shared how the pandemic raised awareness of accessibility and the positive changes they would like to continue post-pandemic.

For example, the virtual format enabled more attendees from outside the St. John's Metro Area and those with different accessibility requirements to attend and participate fully. Given its virtual

delivery, closed captioning was also available along with other features and settings people could customize from their computers. In fact, forum feedback indicated the majority would prefer if future events be delivered virtually. See Appendix A for a copy of the agenda.

### 2.3 Other Husky Activities

In addition to coordinating the annual White Rose Diversity Forum, Husky continued to make progress against its White Rose Diversity Plan throughout 2020 and executed several internal and external activities aligned with the plan's objectives of creating a diversity culture:

#### Internal

- Two employees (1 onshore, 1 offshore) were members of the Husky-wide Diversity and Inclusion Council. The region also had two active employee resource groups (ERGs) with local committee members and events: The Women's Leadership Network and the Indigenous Community Sharing Circle. Together, these volunteers coordinated internal diversity promotion including the delivery of diversity moments to various departments, events, training opportunities and more.
- Participated in:
  - Pink Shirt Day in February. Onshore and offshore, senior leaders communicated their support for the need and benefits of a respectful work environment and zero tolerance for bullying;
  - International Women's Day in March. Participated in a webinar led by Catalyst, a global organization that works to advance women into leadership;
  - National Indigenous People's Day in June. A special diversity moment was shared at a region-wide town hall. As well, employees were encouraged to make time to watch additional resources;
  - Pride Week in July. Senior leaders, employees, and their families shared photos of themselves recognizing and celebrating Pride; and
  - Orange Shirt Day in September. Special message to raise awareness of Indigenous history, residential schools, and survivors.
- The Atlantic Region Women's Leadership Network (WLN) worked with the corporate WLN to deliver:
  - A series of virtual Ted Talk sessions in May, June and September;
  - Training seminars delivered by WinSETT on Microaggressions and Unconscious Bias;
  - A student mentorship program that supported 38 students. Thirty-seven Husky employees volunteered to support the program; and
  - A speaker series with senior leaders about career development.
- Husky partnered with Women in Resource Development Corporation (WRDC) to execute a workplace climate survey at the West White Rose Concrete Gravity Structure construction site in Argentinia in February 2020. With contractor support, more than 680 surveys were completed by workers during their shifts. Additional surveying and action planning will resume when activity at site resumes.

Throughout 2020, Husky continued to build relationships with and support frontline community stakeholders who are focused on advancing inclusion and diversity in Newfoundland and Labrador. For example:

- Husky provided \$25,000 to WRDC to support the transition of their STEM for Girls programming to a virtual delivery. One of the benefits of the transition will be the ability to reach more rural and remote communities in NL;
- Husky provided \$10,000 scholarship funding for applicants from the four designated groups. Scholarships were administered by Memorial University, College of the North Atlantic and the Coalition of Persons with Disabilities NL;
- Husky provided \$10,000 to support *The Other Side of This*, a series of radio plays by Artistic Fraud of Newfoundland aimed at highlighting equity-seeking writers and diverse works;
- Husky provided \$10,000 to Thrive and \$2,500 to the Learning Disabilities Association to support educational programming for at-risk youth;
- Husky continued to engage 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; one of the funded research projects was a presenter at the 2020 Diversity Forum;
- Husky continued its involvement in Pride at Work Canada by participating in the St. John's Ambassadors Network. Ambassadors share best practices and support greater LGBTQ2+ workplace inclusion;
- Husky continued as 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." The main goal of this project is to increase the number of women in building and construction trades unions. A Husky employee is a member of the advisory committee; and
- Husky continued as 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 opportunities for women.

### 3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2020

This section provides information regarding workforce diversity in 2020 for Husky and its White Rose and West White Rose projects, based on data collected in accordance with the Canada-Newfoundland and Labrador benefits reporting requirements.

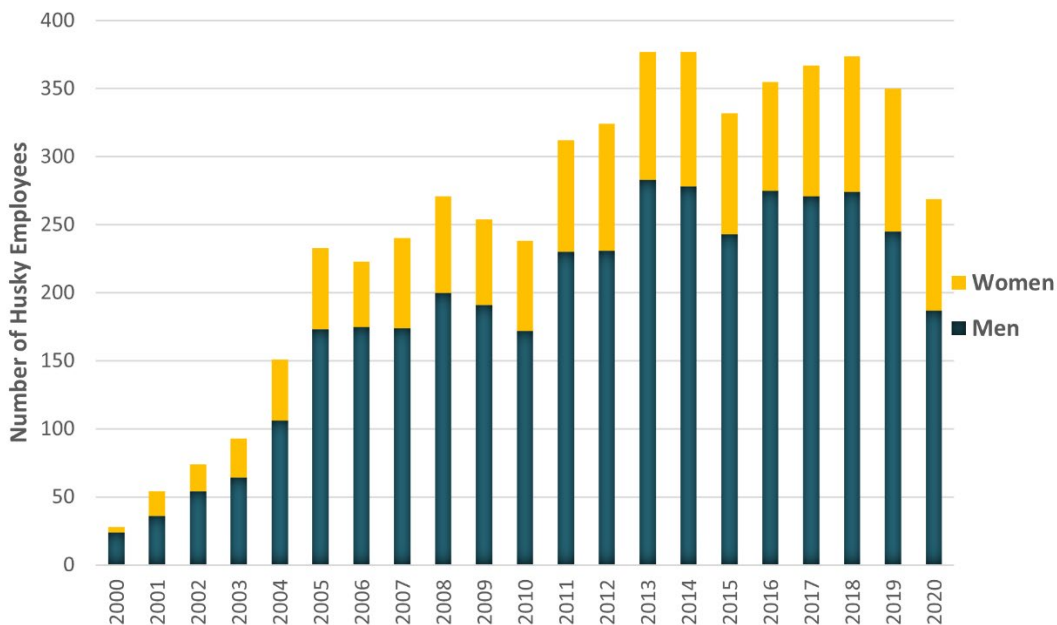
#### 3.1 Women’s Employment

##### 3.1.1 Women Working on the White Rose Project (Employed by Husky)

The number of Husky employees supporting the White Rose Project has generally increased from the initiation of work in 2000 and reached a peak of 377 in 2013 and 2014 (Figure 3-1). At the end of 2020, Husky’s total White Rose work force was 269, approximately 23% lower than in 2019. Several factors, including the absence of drilling activity, led to the workforce reduction.

Women’s share of employment at Husky was just 14% in 2000. Since then, women’s employment levels have fluctuated and for the last decade have averaged around 26%. In 2020, 82 women worked for Husky on White Rose activity, representing 30% of the total workforce (Table 3.1).

While Husky’s overall workforce declined from 2019 to 2020, the percentage of women employed stayed consistent at 30%. Most notably, the percentage of women employed in the management category increased (Table 3.2). Over the course of 2020, Husky also employed 28 co-op students, 14 men and 14 women, representing a 50% participation rate for women. Students are not included in the numbers below.



**Figure 3-1 Husky’s Employment on White Rose 2000 to 2020**



**Table 3.1 Husky's Employment on White Rose, 2000 to 2020**

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%
2019	245	105	5%	350	30%	-6%
2020	187	82	-22%	269	30%	-22%

**Table 3.2 Husky's White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2006 to 2020**

Occupational Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Management	7	8	8	9	17	13	29	20	15	19	17	13	16	20	36
Administrative/ Clerical	94	95	92	94	94	95	95	100	100	100	100	100	100	100	100
Engineers	11	17	20	14	15	18	25	20	24	30	30	33	34	36	27
Technicians/ Technologists	16	10	0	2	2	0	5	10	11	10	8	10	9	8	0
Professionals	36	43	34	41	36	32	32	32	39	35	26	32	30	36	39
Marine Crew	0	0	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	0	0
Total Women's Participation Rate	22	28	26	25	28	26	29	25	26	27	23	26	27	30	30

### 3.1.2 Women Working on the White Rose and West White Rose Projects (Employed by Husky and its main contractors)

The workforce for the White Rose and West White Rose projects includes the employees of both Husky and its contractors across both projects. Between 2017 and 2018, the total workforce increased by 135%, from 1,597 to 3,754 (Table 3.3) due to the start of construction of the West White Rose project.

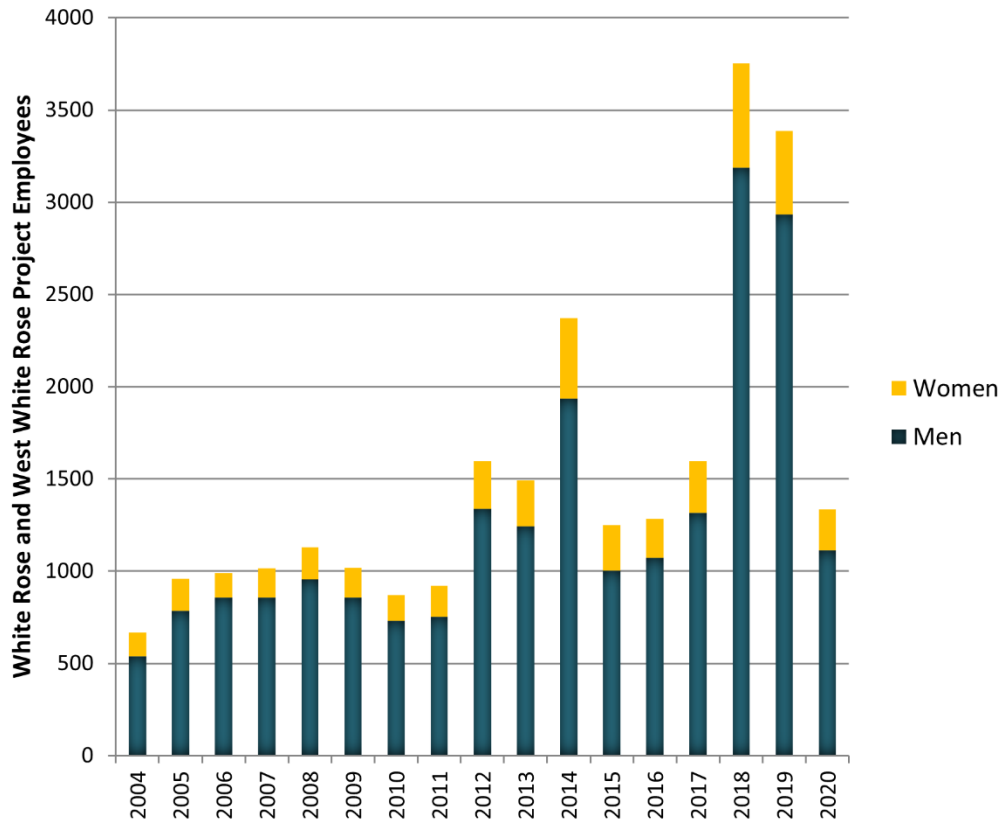
In early 2020, Husky released the *Henry Goodrich* mobile offshore drilling unit and the associated contractors. Then in March 2020, the majority of work on the West White Rose Project was suspended due to COVID-19. In October 2020, Husky announced the project would stay in preservation mode through to 2021. As a result of these decisions, the overall workforce declined to 1,336.

At the end of 2020, the total number of women employed on the White Rose and West White Rose projects by Husky and its contractors was 224. While the total number of women employed decreased from 2019 to 2020, the percentage of the total workforce increased. This is mostly attributed to the sharp decrease in the construction workforce (Figure 3-3).

**Table 3.3 White Rose and West White Rose Project Employment, 2004 to 2020**

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%
2019	2,935	452	-20%	3,387	13%	-10%
2020	1,112	224	-49%	1,336	17%	-60%

\*2014 - 2020 totals include White Rose and West White Rose Project workers

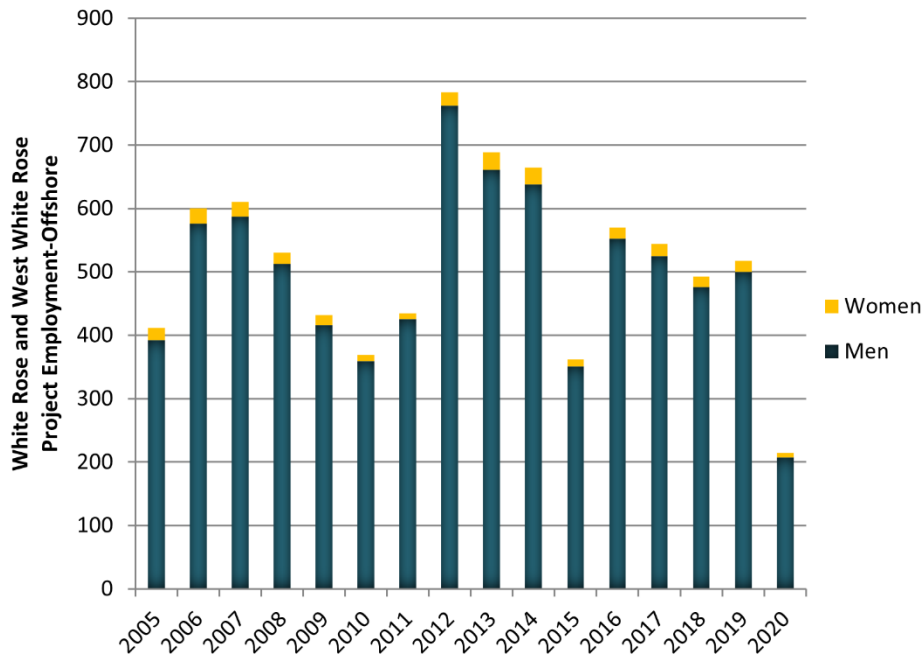


**Figure 3-2 White Rose and West White Rose Project Employment, 2004 to 2020**

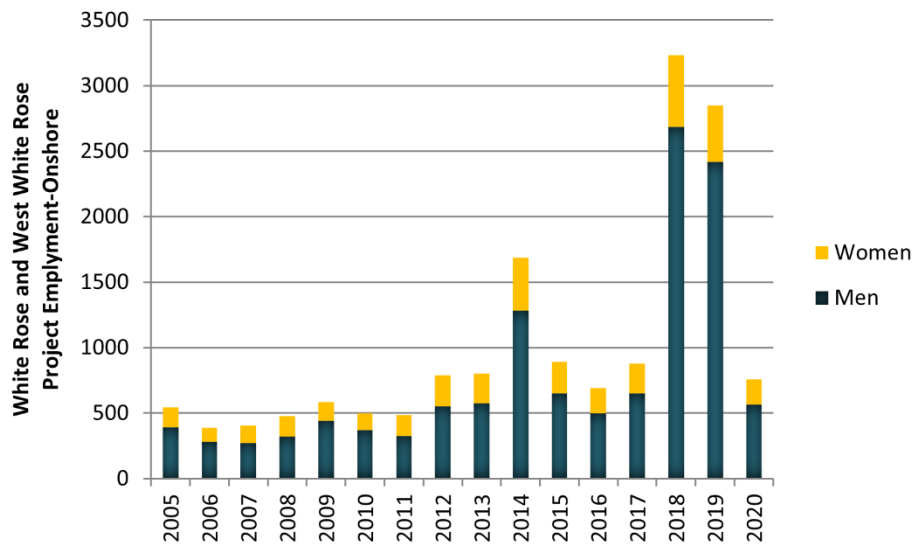
At the close of 2020, approximately 73% of the 1,336 White Rose and West White Rose project employees worked in Newfoundland and Labrador, including 215 in offshore positions and 757 in onshore positions. The West White Rose project required a completely onshore workforce in 2020, accounting for the high number of total onshore positions.

In 2020, the rates of women’s participation increased in four occupation categories: management (+6%), professionals (+5%), other field services (+7%) and marine crewing (+1%) and (Table 3.4).

Although total representation by women across the two projects was 17%, they held only 3.7% of offshore positions (Figure 3-3). This low percentage reflects that there is both low turnover and a relatively small pool of qualified women seeking offshore opportunities, issues which continue to be addressed by Husky and industry initiatives (see Section 4.0).



**Figure 3-3 White Rose and West White Rose Project Employment, Offshore, 2005 to 2020**



**Figure 3-4 White Rose and West White Rose Project Employment, Onshore, 2005 to 2020**

**Table 3.4 Women's Employment by Occupational Category on White Rose and West White Rose Projects, 2012 to 2020**

Occupational Category	2012			2013			2014			2015			2016			2017			2018			2019			2020		
	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	Total # Women	Participation Rate	% Change, # Women 2019 & 2018	Total # Women	Participation Rate	% Change, # Women 2020 & 2019
Management	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-72%	20	19%	-13%	19	12%	-5%	25	12%	32%	38	15%	52%	29	21%	6%
Administration & Clerical	84	87%	56%	74	89%	-12%	97	85%	31%	86	84%	-11%	62	82%	-28%	71	86%	15%	74	81%	4%	75	82%	1%	36	73%	-9%
Engineers	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-47%	33	21%	-31%	63	19%	91%	79	18%	25%	64	22%	-19%	36	21%	-1%
Technicians & Technologists	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-61%	26	10%	44%	39	13%	50%	70	17%	79%	39	12%	-44%	19	10%	-2%
Professionals*	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-22%	55	29%	-7%	72	32%	31%	125	33%	74%	115	34%	-8%	81	39%	5%
Skilled Trades	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-82%	4	3%	100%	3	2%	-25%	75	8%	240%	45	4%	-40%	9	2%	-2%
Marine Crew	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-33%	6	3%	0%	5	2%	-17%	8	5%	60%	6	3%	-25%	5	4%	1%
Other Field Services	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-50%	6	4%	-40%	8	6%	33%	112	10%	130%	70	8%	-38%	9	15%	7%
<b>TOTAL</b>	<b>259</b>	<b>16%</b>	<b>55%</b>	<b>252</b>	<b>17%</b>	<b>-2%</b>	<b>437</b>	<b>19%</b>	<b>19%</b>	<b>252</b>	<b>20%</b>	<b>-42%</b>	<b>212</b>	<b>17%</b>	<b>-16%</b>	<b>280</b>	<b>18%</b>	<b>32%</b>	<b>568</b>	<b>15%</b>	<b>103%</b>	<b>452</b>	<b>13%</b>	<b>-20%</b>	<b>224</b>	<b>17%</b>	<b>4%</b>

### 3.2 Employment of Other Designated Groups on White Rose Project

In 2012, Husky and its main 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.

Overall, in 2020, 10 of Husky's 269 employees supporting White Rose belonged to one of these groups, representing 3.7% of its White Rose project personnel. This total was comprised of three Aboriginal persons (1.1%), three persons with disabilities (1.1%) and 4 members of visible minorities (1.5%).

Across other White Rose contractors, 54 out of 335 people, or 16% of the workforce, identified as members of these designated groups. Specifically, the self-reporting shows: 18 Aboriginal persons (5.4%), 15 persons with disabilities (4.5%), and 21 members of visible minorities (6.3%).

In total, 64 of the 604 people supporting the White Rose project (employees from Husky and its major contractors), or 10.6% 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, 2020**

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	0	3	0	0	0	0	3
Contractors	3	12	0	2	0	1	18
<b>Total</b>	<b>3</b>	<b>15</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>21</b>
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	0	1	2	0	0	0	3
Contractors	1	9	0	0	0	5	15
<b>Total</b>	<b>1</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>18</b>
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	0	4	0	0	0	0	4
Contractors	0	10	0	2	0	9	21
<b>Total</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>25</b>

### 3.3 Recruitment

Husky advertises most of its positions on sites such as CareerBeacon.com and 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 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 also encourages contractors to track and report on diverse businesses that provide them with goods and services.

Table 3.6 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 2020.

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.

**Table 3.6 White Rose Project Diverse Businesses**

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Copy Canada	✓			
Dallas Mercer Consulting Inc.	✓			
Mark’s Work Wearhouse	✓			
Oceans Ltd.	✓	✓		
Professional Uniforms and Mats Inc.	✓			
Target Linens Ltd.	✓			
Vallen	✓			

## 4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

The following section summarizes the achievements of Husky and its main contractors on the White Rose project with respect to diversity targets in 2020 and outlines their new targets for 2021. Given the range of achievements and targets, company names have not been listed except in the case where an achievement or target may be public.

### 4.1 Process Achievements and Targets

Process targets are the actions that Husky and its main contractors commit to take over the course of the year in order to achieve greater diversity. They include actions in the areas of information and communications, employee recruitment and selection, employee development, working environment, contracting goods and services, community outreach, and financial contributions.

#### 4.1.1 2020 Process Achievements

Specific process achievements of Husky and its main contractors in 2020 are listed below. While some of the process achievements identified are not specific to the White Rose project, they are achievements of one of Husky's main contractors in other areas where they are providing services in Newfoundland and Labrador and have been included to provide a full picture of the achievements of this contractor.

#### Information and Communications

- Delivered monthly respectful workplace policy moments;
- Registered eight female employees to be members of WISE, which offered WinSETT Leadership Program workshops;
- Recognized Pink Shirt Day and used it as an opportunity to promote inclusion and spoke about the importance of this in the workplace;
- Divisional Diversity and Inclusion committee hosted a bi-weekly conference call and quarterly meetings;
- Display boards were updated weekly to feature diversity and inclusion milestones and events, including WRDC's Techsploration program, Women Driving Forward network, and much more;
- Diversity report and statistics were shared with employees;
- Atlantic Towing received a Government of Canada Employment Equity Achievement Award in the spring of 2020;
- Created website to help associates, family and friends find resources on issues that impact their overall well-being, including many groups, online sessions and communications such as BIPOC (Black, Indigenous and People of Colour), Pride Alliance and women's leadership;
- Updated Respectful Workplace Policy and Harassment Policy to be combined into a single policy; and
- A message from the CEO and COO was recorded and posted on the employee news application stressing the importance of diversity and inclusion.



## Employee Recruitment and Selection

- Continued to post job opportunities with designated groups (e.g., AXIS Career Services, Office to Advance Women Apprentices, WRDC);
- Following the merger of Aker and Kvaerner, their management team is now 43% female, increasing from the previous 27% representation;
- Hired female welders;
- Continued to ensure relevant/updated diversity and inclusion language was used in all posted opportunities;
- Attended Marine Institute, NSCC's *Building Bridges with Women and Indigenous Students*, and career fairs at Georgian College and British Columbia Institute of Technology;
- Hired two female operations employees;
- Continued to work with community-based agencies to advertise jobs;
- Continued to actively source cadets from designated groups;
- Explored scholarship opportunities for Indigenous persons at partnering educational institutions;
- Continued to ensure all qualified persons from underrepresented groups who apply for seagoing positions receive an interview;
- Human Resources team presented at Marine Institute to promote the Offshore industry to students;
- Vulnerable Communities Act required many staff to stay home during COVID-19, much of the replacement staff were women and visible minorities;
- Shared job postings with Aboriginal partners to help with the recruitment and hiring process;
- Accessed expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Added a work term program for Marine Cooking from the College of the North Atlantic;
- Continued a system to track and monitor all applications from designated groups; and
- Maintained the practice of one out of two onshore hires being female; and
- Labrador Catering follows the Lower Churchill Project's Impact and Benefits Agreement hiring protocol, hiring qualified Indigenous applicant first. In 2020, there were 140 new positions created and 70% were held by Indigenous employees.

## Employee Development

- Continued to focus on the development of women seafarers through mentorship and training opportunities;
- Launched the Career Path module in the spring of 2020, which allows employees to explore various career options, explains the experience and necessary credentials required for each role;
- Incorporated targets for women and other designated groups in the company's succession plan;
- Continued to participate in 'Women Driving Forward', a network aimed at retaining, recruiting, and promoting women in the transportation industry;

- A virtual version of YMCA's Cultural Competency training was provided to employees in the spring;
- Added another designated group member to the occupational health and safety committee;
- Continued to support female Harbour Coastal deckhand towards fulfilling requirements for Captain position;
- Continued respectful workplace training with site managers;
- Committee members attended numerous events, including Immigration Fredericton's 50 Shades of Beige Conference, Diversity and Inclusion Webinars, Cultural Cooking classes, and more;
- Assisted women and designated group employees in accessing developmental opportunities and management training;
- Offered monthly themed toolbox talks, which include topics of diversity and inclusion and mental health;
- Created junior management positions to create a bridge to senior levels for women and designated groups; and
- Conducted a training session for staff on harassment and discrimination with an external party.

### **Working Environment**

- During the beginning of COVID-19, schools shut down as well as day cares putting extra stress on some women, therefore, flexible work schedules and working from home options were provided until they could receive childcare;
- Encouraged a healthy workforce and environment by offering a wellness program and wellness initiatives;
- Hosted virtual 'Getting to Know Your Network' events, which included staff from across the business sharing their career paths and personal stories;
- Obtained feedback from employees on issues that affect work/life balance;
- Developed a process for individuals to advise of a requirement for accommodation either due to medical reasons or family status when planning office opening phases;
- A staff member hosted a virtual cultural cooking class where employees were able to cook along;
- Female Executive Vice President of Human Resources spoke to employees about her ten keys to success;
- Initiated a female sounding board project with local representation to identify challenges for development for female seafarers and establish an action plan for improvements;
- Hosted an 'Invitation to India' event, in which employees who had immigrated to Canada from India showcased their cultural backgrounds;
- Maternal/ parental leave top-up pitched to the General Manager and will continued to be investigated further in 2021; and
- Updated the equity self-reporting survey to include additional gender-inclusive selection options.

### **Contracting Goods and Services**

- Continued to partner with a female-led business to provide cleaning services;

- Used Hungry Heart Café for catering services at meetings and functions;
- Procurement Lead continued to distribute the 'Self-Identifying' form to all new suppliers and kept track of the responses;
- Continued to partner with diversity-based suppliers; and
- Used local vendors for training where possible.

### **Community Outreach**

- Continued relationship with InclusionNL/Empower to increase company awareness of disabilities and inclusion;
- Participated in "Supply Chain 1, 2, 3 - Meet the buyer day" offered through Learnsphere, which company representatives met with Indigenous firms and economic development officers/corporations;
- Continued development and management of relationships with various community groups to promote job opportunities;
- Grade 9 students participated in the mentorship program as part of the 'Techsploration Goes to Work' event, which took place virtually this year; and
- Five female employees were nominated to be members of WISE, they will be attending events as they arise;

### **Financial Contributions**

- Supported WISE NL, NLOWE and WinSETT;
- Donated to a number of charities and non-profits, including the Special Olympics, Growing the Voices, St. John's Status of Women, and Inclusion NL; and
- Contributed to the Heritage Class SPIRIT Award scholarship.

#### **4.1.2 2021 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. 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 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**

- Annually share diversity commitments from upper management to all workforce;
- Develop a web-based self-identification survey to increase efficiency in data collection and reporting;
- Conduct a Managers Summit on Human Resources topics and updated policies, including diversity initiatives;
- Employee self-identification survey will be conducted with the data reviewed and areas of opportunity for improvement identified;

- Promote the Respectful Workplace Program and train all employees through internal sessions;
- Ensure all communication materials prepared in Eastern Canada are reviewed to utilize gender-inclusive and culturally sensitive language and graphics;
- Provide mental health training to all managers by year-end;
- Continue to include diversity in all promotional materials; and
- Design and install a Mental Health and Diversity awareness board and provide posters throughout the office relating to inclusion in the workplace.

### **Employee Recruitment and Selection**

- Advertise career opportunities with the Canadian Council of Aboriginal Businesses;
- Continue to state in job ads that “We are an equal opportunity employer;”
- Continue to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continue to host information sessions at local post-secondary institutes to promote the offshore/marine industry to students identifying in underrepresented groups;
- Assign responsibility at senior level for reviewing all hires in relation to Diversity Plan targets;
- Continue hiring female welders;
- Reach out to educational institutions to understand how they screen/measure diversity;
- Human Resources Manager to meet with diversity-based organizations to discuss opportunities for members;
- Look into funding and grant programs to support diversity initiatives;
- Attend a minimum of two career fairs (including those that target the designated groups) and continue to promote diversity as part of the employer brand;
- Launch a scholarship for Indigenous students at Camosun college and continue to provide employment and training opportunities for the coastal communities;
- Distribute all job postings to diversity-based organizations;
- Ensure all job postings contain inclusive language encouraging the participation of underrepresented groups;
- Participate in Atlantic Canada Study and Stay program for international students;
- Partner with Women in Resource Development Corporation Newfoundland to host Techsploration-style program for high school students to explore non-traditional career options; and
- Apply for the Government of Canada Employment Equity Achievement Awards.

### **Employee Development**

- Increase the percentage of designated group members in professional development courses;
- Human Resources Coordinator to complete Pride at Work LGBT Workplace Inclusive Certificate;

- Continue to source opportunities for Diversity Committee members to attend conferences, events, and training related to Diversity and Employment Equity;
- Implement the Respectful Workplace Plan, which includes updating job profiles to include Respectful Workplace, Respectful Moment “Tool-Box Talks,” and Respectful Workplace Meeting Moments;
- Explore funding and grant programs to facilitate diversity initiatives;
- Offer two company wide diversity and inclusion training sessions;
- Introduction of new onboarding program with enhanced focus on diversity and inclusion;
- Include Respectful Workplace, Diversity and Inclusion training in mentorship program;
- Create junior management positions to create a bridge to senior levels for women and designated groups; and
- Encourage employees to participate in community development activities, webinars, lunch and learns, which are focused on the empowerment and awareness of underrepresented group.

### **Working Environments**

- Update working from home policy;
- Involve existing employees within designated groups for input in the continual improvement of diversity initiatives and to gain perspective on the design of the diversity enhancements required;
- Maintain a designate as a primary contact person for harassment-related enquiries;
- Expand D&I Committee to include all operational locations;
- Assess flexibility in work schedules to assist employees with work/life balance;
- Obtain feedback from employees on issues that affect work/life balance;
- Continue to administer training and awareness for harassment in the workplace to achieve a harassment-free environment;
- Hold informal discussions with female seafarers regarding working environment and conditions specifically relating to women at work, creating action plans accordingly;
- Host potlucks to celebrate different cultural backgrounds;
- Continue to investigate the possibility of a maternity/parental leave top-up;
- Celebrate various holidays and traditions via social media, e-mail communication, and employee display boards, including Indigenous Persons Day, Canada Day, International Women’s Day and Pride Month;
- Solicit feedback through the annual engagement and perception survey to improve the working environment and company satisfaction;
- Host quarterly Women Driving Forward events; and
- Continue “Female Sounding Board” initiative as an action plan to improve female employee experience offshore and facilitate development opportunities

### **Contracting Goods and Services**

- Attend supply chain management events that are focused around supplier diversity initiatives;
- Continue to contract custodian work to a female-led business;
- Select vendors and suppliers who focus on diversity and inclusion;
- Encourage diversity-based suppliers to quote on our business; and
- Priority will be given to contractor who are a visible minority.

### **Community Outreach**

- Continue relationship with Empower to increase company awareness of disabilities and inclusion;
- Continue development and management of relationships with various community groups (ex. WRDC, AXIS Career Services) to promote job opportunities;
- Exploring having underrepresented youth (female, indigenous, LGBTQ2+, etc) explore our training complexes and engage through hands-on trade and safety demonstrations;
- Attend at least one job fair that focuses on the employment of individuals in designated minority groups;
- Meet with diversity-based groups to broaden our reach into the community;
- Explore opportunities for involvement in activities revolving around diversity in the community (depending on COVID restrictions);
- Look for any opportunities to sponsor diversity-based conferences, seminars and development programs;
- Attend a least one forum or conference hosted by a community support group for members of designated groups;
- Commit to a donation for the Kids Eat Smart Program; and
- Increase focus on community groups and potential partnerships.

### **Financial Contributions**

- Provide three \$2,000 scholarships to Atlantic Canadian students as well as two \$1,000 scholarships to Marine Institute students;
- Continue to support and make financial contributions to various diversity-focused charitable and non-profit organizations;
- Review past contributions and search for a new designated group to expand on diversity goals;
- Provide support to designated group members who want to complete professional development programs at the Gardiner Centre;
- Actively pursue any new business opportunities that may arise for Labrador Catering, as half of their profits are shared with Innu Development; and
- Evaluate potential financial contributions for diversity-related initiatives in 2021.

## 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 2020 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2020 in their 2019 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2020:

- An estimated 21% of person-years worked by female staff at the Marine Base;
- 25% of unsolicited resumes received were from members of designated groups;
- 30% of interview candidates were from designated groups;
- New hires and cadet work- term students included seven women, one Aboriginal person, and one visible minority;
- Due to COVID-19, two women filled in the site manager role several times throughout the year and an Aboriginal woman was hired full time in a new HR/Admin position;
- Completed full employment systems review locally in 2020 and will complete globally in 2021 to ensure all policies and procedures contain no barriers for disadvantaged groups;
- Met with Association of New Canadians/AXIS;
- Among the first companies to sign off on the Charter for More Women in Shipping, this is an important step in our commitments to increase female representation onshore and offshore;
- Despite the staffing challenges presented by COVID-19, one contractor's overall numbers for 2020 show significant increases in several diversity groups: Women increased 9% from 31% in 2019 to 40% in 2020, Aboriginal increased 10% from 25.6% in 2019 to 35.6% in 2020, and visible minority increased 2% from 0.2% in 2019 to 2.3% in 2020;
- Implemented initiatives relating to Bell Let's Talk Day, Pride Week and International Women's Day;
- Promoted its first-ever female Chief Engineer in Brazil;
- A Crew Manager is sitting on the "Female Sounding Board" committee; and
- Signed on as an employer partner with the Canadian Centre for Diversity and Inclusion, which provides several benefits that will support the diversity journey.

#### 4.2.2 2021 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2021 are listed below:

- Designate two internship opportunities to candidates from underrepresented groups;
- Maintain 10% of person years worked by designated groups members for offshore operations;
- Ensure 25% of resumes in a company database are from designated groups as identified by a specific section of the application form;
- Ensure 75% of interviews for co-operative student work terms are assigned to designated groups;
- Ensure 25% of all job interviews are assigned to designated groups;
- If any special assignments or other forms of employee development occur within, ensure 50% is assigned to designated groups;
- Relaunch self-identifying ethics survey for the current workforce and to be included in the hiring package;
- Enrol up to five designated group members in professional development training;
- Increase the percentage of female employees by 5%;
- Hire or internally promote at least one employee in a supervisory position that is either female, Aboriginal, a person with a disability, or visible minority status;
- Implementation of the Global Diversity and Inclusion Plan;
- Continue the “Female Sounding Board” Initiative;
- Complete Global Employment Systems review;
- Partner with AXIS for placement of an employee in 2021; and
- Increase female representation in the offshore industry.



## 5.0 PHOTOGRAPHS

The photos below highlight some of the ways Husky demonstrated its commitment to inclusion and diversity in 2020 (Note: Photos were taken throughout the year and reflect public health guidelines at the time).



Husky employees recognized Pink Shirt Day and took a stand against bullying- February 2020.



Following physical distancing guidelines, Husky participated in Pride Week in St. John's, NL - July 2020.



In October, Husky supported *The Other Side of This*, a drive-in series of radio plays created by Artistic Fraud of Newfoundland. The project, which employed more than 25 local artists, allowed audience members to safely enjoy original pieces of performance art presenting culturally important and diverse works.

## 6.0 CONCLUSION

In 2020, the COVID-19 global pandemic had significant impacts on the local industry and community. Husky saw reductions in its own workforce and also in the number of contractors supporting the White Rose project. Furthermore, construction on the West White Rose project was suspended in March 2020 and remains in a preservation mode.

While most, if not all, of Husky's contractors had to adjust their businesses in some way, the pandemic also increased awareness of the need for greater accessibility, equity, and inclusion in workplaces and organizations adjusted to work from home and other arrangements.

As an operator, Husky recognizes its ability and responsibility to bring together stakeholders who can advance diversity and inclusion. Husky continues to foster both an internal and project-wide diversity culture and strong working relationships with contractors and community stakeholders. Despite significant business challenges, Husky and its main contractors made progress against their 2020 diversity objectives and will continue to take steps forward in their 2021 objectives.

# Appendix A

## Diversity Forum Agenda



## Diversity Forum Agenda

Thursday, April 22, 2021

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- 8:30 Welcome—Aimee Sheppard, Husky Energy
- 8:35 Wellness Moment—Sujay Pande, Husky Energy
- 8:40 SVP Opening Remarks— Jonathan Brown, Husky Energy
- 9:00 Rising to the challenge: Changing how we work together  
*Moderated by Mark Shrimpton, Stantec*
- Working from home and accessibility
    - Mandy Penney, InclusionNL
  - Engaging newcomers
    - Sheri Abbott, Association for New Canadians
  - Challenging biases
    - Ashley Sullivan, Creatos
  - Collaboration and inclusion
    - Kendra MacDonald, Ocean Supercluster
- Q&A
- 10:00 Break
- 10:15 Rising to the challenge: Creative thinking exercise  
Amy Henderson, Business and Arts NL
- 10:30 West White Rose Project Diversity Research Fund Update
- About the fund—Bojan Fürst, Harris Centre
  - Research share—*Developing a Diversity Scorecard for the Newfoundland and Labrador Natural Resource Sector*, Dr. Christiane Spitzmüller
  - Q&A
- 11:00 Wrap Up and Closing Discussion

# **APPENDIX B**

## Contracting Company Contact Information

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