



**2021 DIVERSITY PLAN REPORT**  
**Submitted to the Canada-Newfoundland and Labrador**  
**Offshore Petroleum Board**  
**June 2022**

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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, Cenovus Energy (formerly Husky Energy) committed that the requirements of its 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 Cenovus 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 four designated groups of under-represented people (women, Indigenous 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, Cenovus prepared the White Rose Project Diversity Plan, which was accepted by the C-NLOPB in September 2003. The plan describes how Cenovus will ensure that diversity is achieved throughout the White Rose project. This includes the organizational requirements Cenovus 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, Cenovus and its main contractors establish diversity targets and engage in internal monitoring to measure their success in meeting them. Cenovus' main contractors commit to these targets in their annual Diversity Plan Reports, which are subject to review by Cenovus. They are also the basis of the annual Diversity Plan Report that Cenovus provides to the C-NLOPB. This document is the 13<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 2021 and outlines some of the diversity targets that have been established for 2022.

## 2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

### 2.1 Roles and Responsibilities

In 2021, the primary responsibility for diversity stewardship for Cenovus' White Rose and West White Rose projects was held by Aimee Sheppard, Senior Industrial Benefits & Diversity Advisor. 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 Cenovus 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 2021:

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

In addition to any ad hoc communication required through the year, Cenovus met with each contractor in Fall 2021 to review diversity-related activity and to reinforce benefits plan commitments.

### 2.2 White Rose Diversity Forum

Cenovus 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. The event is typically held in the first quarter of the year as part of the close-out activities of the preceding year.

On May 10, 2022, the forum series continued with a virtual event to round out the 2021 Diversity Plan commitments. 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 under-represented groups in the workplace and community. See Appendix A for a copy of the agenda.

### 2.3 Other Cenovus Activities

In addition to coordinating the annual White Rose Diversity Forum, Cenovus continued to make progress against its White Rose Diversity Plan throughout 2021 and executed several internal and external activities aligned with the plan's objectives of creating a diversity culture:

#### Internal

- Four Atlantic Region employees and one senior leader were engaged in the company-wide effort to define Cenovus' purpose and values. A copy of the purpose and values can be found in Appendix B and diversity and inclusion are reflected throughout the document;
- Two employees (1 onshore, 1 offshore) were members of the Cenovus-wide Diversity and Inclusion Council;
- The region also had two other active employee resource groups (ERGs) with local committee members and events: The Stronger Together Women@CVE and Not Myself Today, a new ERG focused on mental health awareness; and
- A small employee Inclusion & Diversity committee was formed to support the ERG volunteers and coordinate messaging to employees.

Together, employee volunteers coordinated internal diversity promotion including the delivery of diversity moments to various departments, events, training opportunities including:

- 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;
- Pride Week in July. Senior leaders, employees, and their families shared photos of themselves recognizing and celebrating Pride;
- Orange Shirt Day in September. Special message to raise awareness of Indigenous history, residential schools, and survivors; and
- Mental health awareness and promotion. The "Not Myself Today" group has more than 60 employee members (onshore and offshore) in the Atlantic Region, 13 ambassadors and a senior leader as sponsor.
- The Atlantic Region's Stronger Together Women@CVE chapter worked with the corporate ERG to:
  - Support the integration of Legacy Cenovus W@CVE & Legacy Husky Women's Leadership Network into one ERG;
  - Deliver Knowledge Transfer sessions (formerly known as Student Mentorship Program). Approximately 30 students and 20 Cenovus staff participated over the year;
  - Support member attendance at the Women's Leadership Conference held at Murray's Pond October 13th, 2021; and
  - Facilitate "Expect Respect" panel event.

## External

Throughout 2021, Cenovus continued to build relationships with and support frontline community stakeholders who are focused on advancing inclusion and diversity in Newfoundland and Labrador. For example:

- Cenovus provided \$25,000 to WRDC to support their STEM for Girls programming. One of the benefits of the virtual program is the ability to reach more rural and remote communities in NL;
- Cenovus provided \$20,000 to the Nature Conservancy of Canada to support a post-secondary internship in NL. Preference will be given to candidates who identify as members of equity-seeking groups;
- Cenovus continued its Future Leaders Award program at the Marine Institute. The award provides financial support and experiential learning to two nautical science cadets. Preference will be given to candidates who identify as members of equity-seeking groups.
- Cenovus continued to engage with the Harris Centre at Memorial University to provide \$40,000 per year for research with community-based partners into building the pool of members of under-represented groups who can work in the oil and gas industry;
  - Dr. Tony Fang from the Department of Economics will be working with the Association of New Canadians (and other community partners) on developing strategies to increase the participation of under-represented groups in the NL natural resources sector.
  - Dr. Kim Cullen with the School of Human Kinetics and Recreation is working with Inclusion NL on assessing needs, reducing barriers, and building disability confidence for employers in natural resources sector.
- Cenovus 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;
- Cenovus provided \$5000 to First Light to engage an Indigenous artist in the painted piano project;
- Cenovus provided \$2875 to EnergyNL (formerly NOIA) to enable members from equity-seeking groups attend the annual conference;
- Cenovus provided \$1000 to NLOWE's Women in Business Conference;
- Cenovus provided \$1000 to the TedX St. John's Creating Space Forum, which highlighted speakers from equity-seeking groups; and
- Cenovus 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.

### 3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2021

This section provides information regarding workforce diversity in 2021 for Cenovus and its White Rose and West White Rose projects, based on data collected in accordance with the Canada-Newfoundland and Labrador benefits reporting requirements.

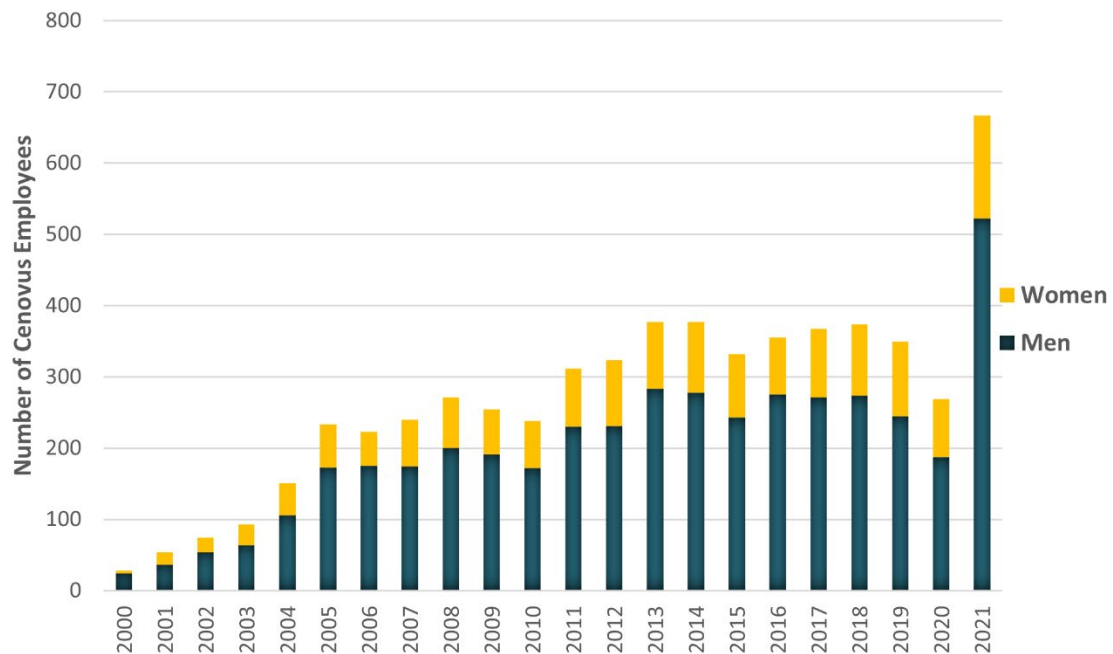
#### 3.1 Women’s Employment

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

The number of Cenovus 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 2021, Cenovus’s total White Rose work force was 300.

In 2000, women’s share of employment at Cenovus was just 14%. In 2021, 87 women worked for Cenovus on White Rose activity, representing 29% of the total workforce (Table 3.1).

At the end of 2021, Cenovus employed 14 co-op students, 9 men and 5 women (35%), Students are not included in the numbers below.



**Figure 3-1 Cenovus’ Employment on White Rose 2000 to 2021**



**Table 3.1 Cenovus' Employment on White Rose, 2000 to 2021**

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%
2021	213	87	9%	300	29%	11%

**Table 3.2 Cenovus' White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2006 to 2021**

Occupational Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Management	7	8	8	9	17	13	29	20	15	19	17	13	16	20	36	30
Administrative/ Clerical	94	95	92	94	94	95	95	100	100	100	100	100	100	100	100	100
Engineers	11	17	20	14	15	18	25	20	24	30	30	33	34	36	27	35
Technicians/ Technologists	16	10	0	2	2	0	5	10	11	10	8	10	9	8	0	2
Professionals	36	43	34	41	36	32	32	32	39	35	26	32	30	36	39	35
Marine Crew	0	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	0
Total Women's Participation Rate	22	28	26	25	28	26	29	25	26	27	23	26	27	30	30	29

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

The workforce for the White Rose and West White Rose projects includes the employees of both Cenovus 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.

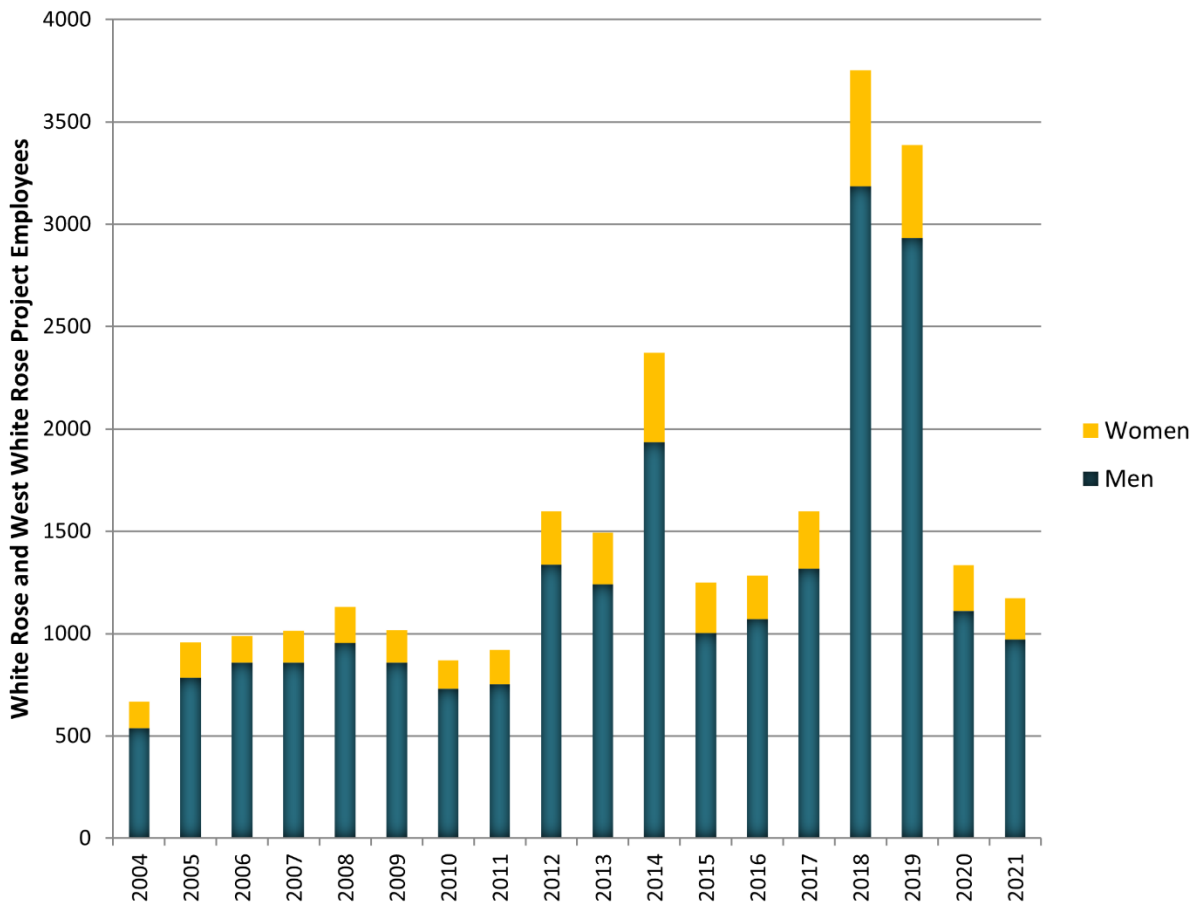
In early 2020, Cenovus released the *Henry Goodrich* mobile offshore drilling unit and the associated contractors. Then in March 2020, the majority of work on the West White Rose Project was suspended due to COVID-19. In October 2020, Cenovus announced the project would stay in preservation mode through to 2021. As a result of these decisions, the overall workforce declined to 1,172.

At the end of 2021, the total number of women employed on the White Rose and West White Rose projects by Cenovus and its contractors was 199. While the total number of women employed decreased from 2019 to 2021, the percentage of the total workforce has remained steady (Figure 3-3). This is mostly attributed to the sharp decrease in the construction workforce.

**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%
2021	973	199	-13%	1,172	17%	-14%

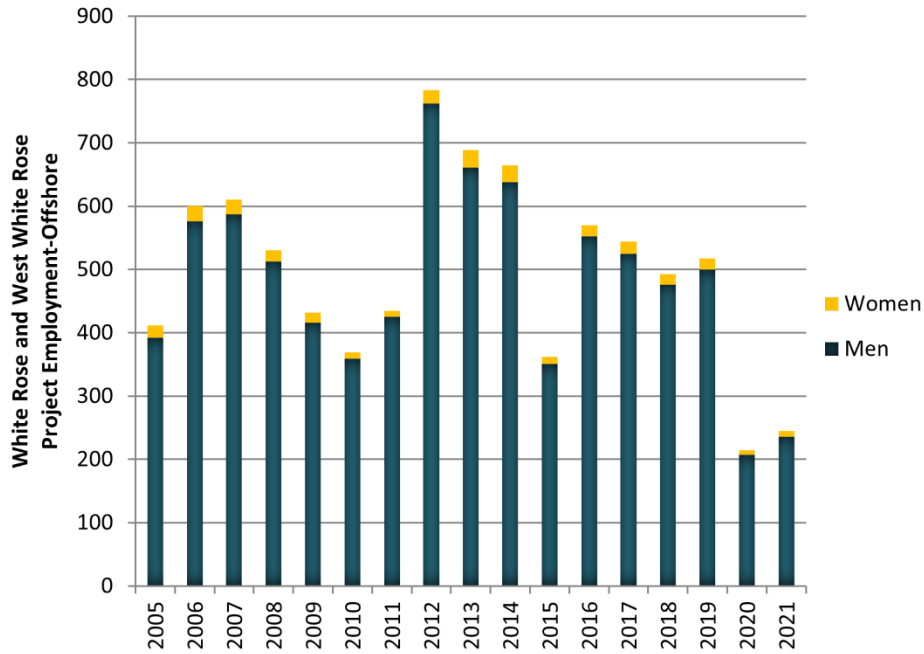
\*2014 - 2021 totals include White Rose and West White Rose Project workers



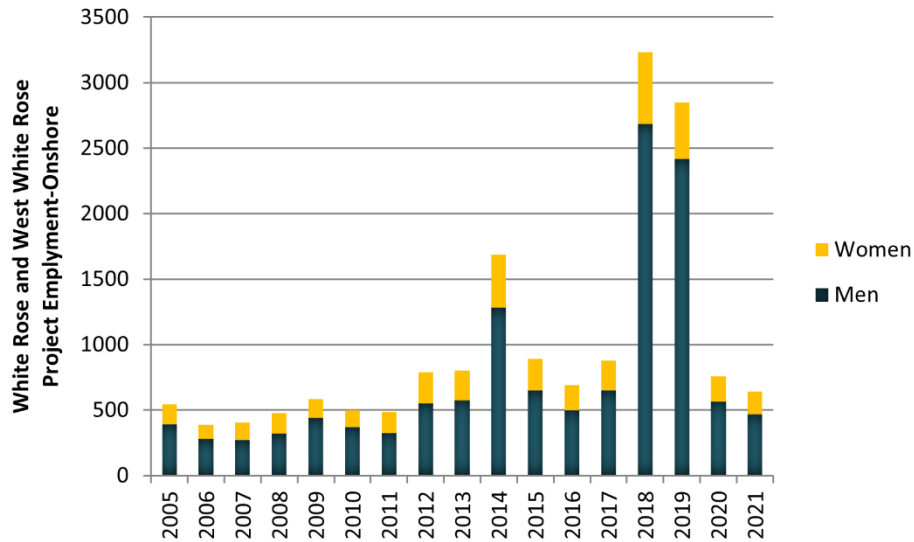
**Figure 3-2 White Rose and West White Rose Project Employment, 2004 to 2021**

At the close of 2021, approximately 75% of the 1,172 White Rose and West White Rose project employees worked in Newfoundland and Labrador, including 245 in offshore positions. The West White Rose project required a completely onshore workforce in 2021, accounting for the high number of total onshore positions.

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 Cenovus and the broader industry.



**Figure 3-3 White Rose and West White Rose Project Employment, Offshore, 2005 to 2021**



**Figure 3-4 White Rose and West White Rose Project Employment, Onshore, 2005 to 2021**

**Table 3.4 Women's Employment by Occupational Category on White Rose and West White Rose Projects, 2012 to 2021**

Occupational Category	2012			2013			2014			2015			2016			2017			2018			2019			2020			2021		
	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	Total # Women	Participation Rate (%)	% Change, # Women 2021 & 2020
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	-24	18	19	-38
Administration & Clerical	84	87	56	74	8	-12	97	85	31	86	84	-11	62	82	-28	71	86	15	74	81	4	75	82	1	36	73	-52	27	90	-25
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	-44	41	26	14
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	-76	13	8	-32
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	-30	69	37	-15
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	-80	17	5	89
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	-17	6	5	20
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	-87	8	12	-11
TOTAL	259	16	55	252	17	-2	437	19	19	252	20	-42	212	17	-16	280	18	32	568	15	103	452	13	-20	224	17	-50	199	17	-11

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

In 2012, Cenovus and its main contractors began reporting on the percentage participation in the four designated groups. For designated groups other than women, this is based on self-reporting. Table 3.5 provides information regarding the participation of Indigenous persons, visible minorities, and persons with disabilities in the White Rose project labour force.

Overall, in 2021, nine of Cenovus's 300 employees supporting White Rose belonged to one of these three groups, representing 3% of its White Rose project personnel. This total was comprised of four Indigenous persons, three persons with disabilities and two members of visible minorities. Across other White Rose contractors, 54 out of 367 people, or 15% of the workforce, identified as members of these designated groups.

In total, 63 of the 667 people supporting the White Rose project (employees from Cenovus and its major contractors), or 10% 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, 2021**

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	0	3	0	1	0	0	4
Contractors	3	12	0	2	0	1	18
<b>Total</b>	<b>3</b>	<b>15</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>22</b>
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	0	1	1	1	0	0	3
Contractors	1	9	0	0	0	5	15
<b>Total</b>	<b>1</b>	<b>10</b>	<b>1</b>	<b>1</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
Cenovus	0	2	0	0	0	0	2
Contractors	0	10	0	2	0	9	21
<b>Total</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>23</b>

### 3.3 Recruitment

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

*“Cenovus 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

Cenovus 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. To identify those that are currently providing goods and services to Cenovus, such companies have been given an opportunity to identify themselves in bid documentation. Cenovus 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 Cenovus’ contractors for 2021.

**Table 3.6 White Rose Project Diverse Businesses**

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

## 4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

The following section summarizes the achievements Cenovus and its main contractors on the White Rose project with respect to diversity targets in 2021 and outlines their new targets for 2022. 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 Cenovus and its main contractors commit to take over the course of the year 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 2021 Process Achievements

Specific process achievements of Cenovus and its main contractors in 2021 are listed below. While some of the process achievements identified are not specific to the White Rose project, they are achievements of one of Cenovus' 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

- Used social media platforms within company to recognize and celebrate important dates for social justice, including hosting a lunch & learn for International Women's Day with a guest speaker;
- Continued to provide resources to the workforce on important diversity-related topics; and
- Created a quarterly mental health newsletter.

##### Employee Recruitment and Selection

- Relaunched annual equity self-survey, and improvements are being identified to better engage diversity and inclusion work in 2022;
- In keeping with its hiring protocol to hire qualified Indigenous applicants first, in 2021, Labrador Catering filled 70 new positions with 80% Indigenous employees;
- Conducting secondary reviews to evaluate the diversity of candidates on an ongoing basis; and
- Pooled resources with multiple partners to hire a number of work term students, interns, and new hires from marginalized groups.



## Employee Development

- Managers attended courses and seminars for diversity and inclusion, including Truth and Reconciliation training;
- Temporarily employed 2 minority employees for 3 months in 2021;
- Four members attended the NOIA seminar on diversity in November 2021 and 2 members attended the Cenovus Diversity forum;
- At Cougar Helicopters, three female employees participated in training programs at the Gardiner Centre; and 31 employees completed mental health first aid training;
- In 2021, DOF launched a corporate 50/50 program aimed at achieving gender balance. The program will launch in Canada in 2022. The enhanced focus on diversity will be pursued with the 50/50 female leadership program; and
- TechnipFMC teams are all completing a program called Leadership in Action, with emphasis on diversity and inclusion.

## Working Environment

- A work from home (WFH) hybrid model was adopted to allow better flexibility, reflecting today's workforce;
- Diversity and inclusion committee expanded to include all operational locations;
- Ad hoc meetings were held for specific target initiatives regarding several special holidays for social justice;
- Implemented a maternity/paternity leave top-up; and
- Conducted employee surveys to address many areas of concern to be addressed in the next several years.

## Contracting Goods and Services

- Continued to partner with a female-led business to provide cleaning services; and
- As part of every contract awarded, TechnipFMC continued to require all contractors to commit to their diversity plan and reporting requirements.

## Community Outreach and Financial Contributions

- Crosbie supported community events including Pride, gender inclusivity, and other diversity events and made a number of charitable contributions;
- Altera donated a number of scholarships and other contributions to the Marine Institute; and
- ASCO donated \$5,000 to Young Adult Cancer Canada.

#### 4.1.2 2022 Process Targets

Process targets vary greatly across Cenovus and its main contractors. This is reflective of the different types of businesses involved in the White Rose project. Their diversity plans allow them to develop targets that are appropriate to their organization and activities within the context of potential labor market constraints.

In addition to the initiatives outlined below, Cenovus 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

- Continue to focus on student development, especially focusing on those going offshore;
- Launch company-wide self-identification survey;
- Annually share diversity commitment from upper management to entire workforce; and
- Maintain a minimum of quarterly communication with all employees on diversity topics.

#### Employee Recruitment and Selection

- 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;
- Distribute all job postings to diversity-based organizations;
- Host meetings between HR and diversity-based organizations to discuss opportunities for members;
- Encourage employee referrals from minority employees; and
- Roll out guidelines for inclusive recruitment practices to hiring managers.

#### Employee Development

- 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;
- Encourage employees to participate in community development activities, webinars, lunch and learns, which are focused on the empowerment and awareness of underrepresented group;
- Develop a formal training plans, such as *Beating Bias* training; and
- Add new inclusion-focused questions on employee surveys.

**Working Environments**

- 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;
- Provide unconscious bias training to everyone;
- Improve WFH opportunities;
- Continue to administer training and awareness for harassment in the workplace to achieve a harassment-free environment;
- 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;
- 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;
- Focus on local suppliers and retailers when possible;
- 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
- Give priority to contractors who are visible minorities.

**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;
- Increase focus on community groups and potential partnerships; and
- Continue to partner with College of the North Atlantic on the TEAM project, giving work terms and scholarships to marginalized groups.

**Financial Contributions**

- Continue to support and make financial contributions to various diversity-focused charitable and non-profit organizations;
- Continue funding and sponsorship efforts in areas such as CAN for underrepresented groups; and
- Continue funding and sponsorship for NOIA conferences, specifically regarding diversity.

**4.1.3 Outcome Achievements and Targets**

Outcome targets are reasonable, but ambitious, numerical measures of change that Cenovus 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.

**4.1.4 2021 Outcome Achievements**

Cenovus and its main contractors committed to various outcome targets for 2021 in their Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2021:

- Trained multiple members of senior management in Mental Health First Aid and D/I training;
- The DOF 50/50 program launched corporately. Will be instituting a 50/50 program in Canada in 2022. The enhanced focus on diversity will be pursued with the 50/50 female leadership program;
- Focused on female employees in senior positions for “People in DOF Daily Focus Calendar” for December;
- Financial support for many diversity-based non-profit charities, including (but not limited to) Wise NL, NLOWE, WinSETT, Kids Eat Smart, and YACC;
- Rolled out the “Not Myself Today” program for all employees,
- Maersk successfully rolled out its D&I plan;
- Completed a global system review, successfully resulting in policy changes to eliminate potential barriers to diversity in the workforce;
- HR Managers completed several levels of Harassment Investigation training; and
- TechnipFMC created a D&I roadmap for the company from 2021-2023.

#### 4.1.5 2022 Outcome Targets

The outcome targets (i.e. measurable goals) to which Cenovus and its main contractors have committed for 2022 are listed below:

- Designate two internship opportunities to candidates from underrepresented groups;
- To hire or internally promote at least one (1) employee in a supervisory position that identifies as female, Aboriginal, a person with disability or a visible minority;
- To increase the percentage of female employees working for ECC and affiliated companies and in the offshore positions;
- Interview one member of an underrepresented group for each open work term position;
- Identify at least one person in the designated groups as part of the succession plan for the senior/management roles;
- Roll out mandatory training for updated *Beating Bias* course;
- Ensure that the partnership with College of the North Atlantic maintains a focus on persons in designated groups by having at least 25% of the scholarships awarded to, and 25% of the work terms presented to, these groups; and
- 100% of employees are trained in diversity through e-learning.

## 5.0 PHOTOGRAPHS

The photos below highlight some of the ways Cenovus demonstrated its commitment to inclusion and diversity in 2021 (Note: Photos were taken throughout the year and reflect public health guidelines at the time).



Cenovus employees recognized Pride week onshore and offshore. Pictured above are members of the *SeaRose* FPSO leadership team.

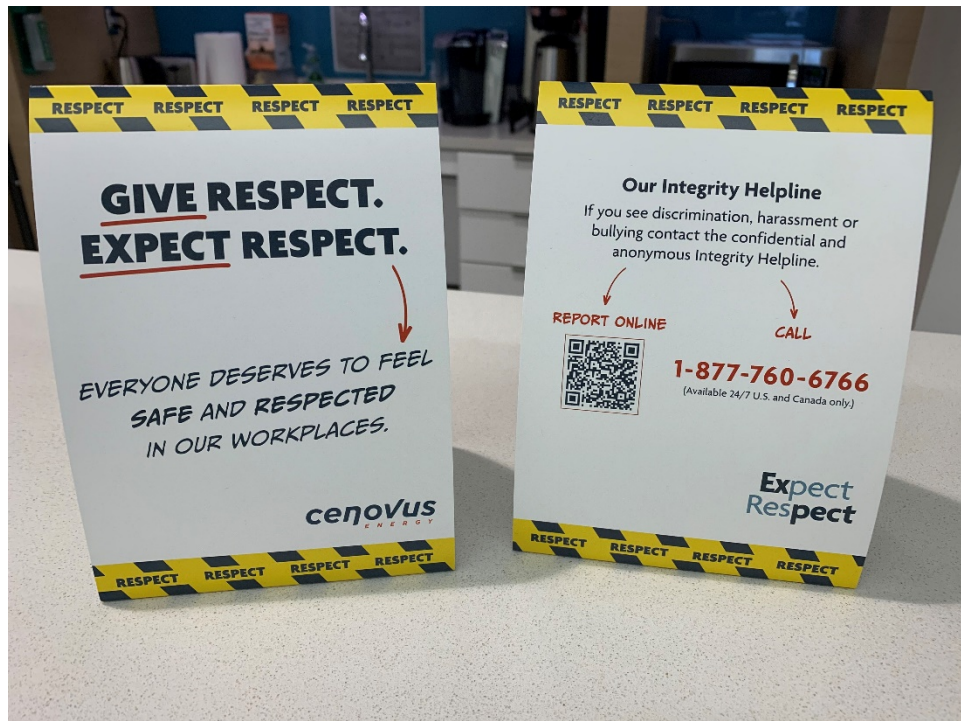


Cenovus supported Orange Shirt Day in September and employees had opportunities to learn more about Truth and Reconciliation.





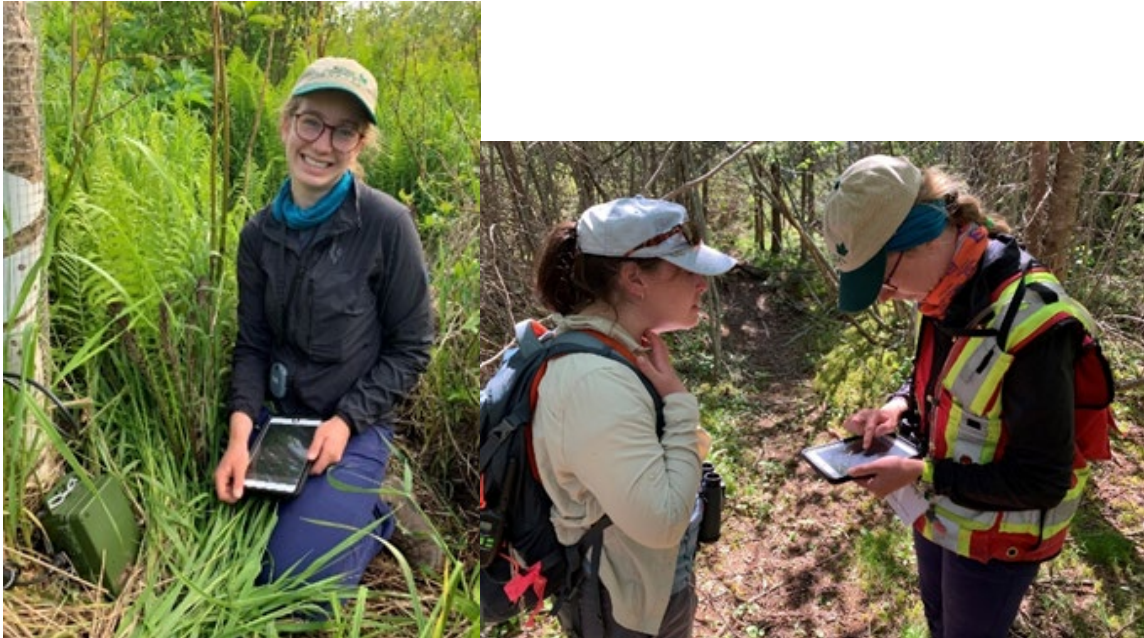
The Atlantic Region's chapter of Stronger Together Women@CVE sponsored five members to attend the **"Women in Leadership, Stand out as a Leader"** conference in St. John's in October 2021. The group also supported the corporate-wide launch of the Expect Respect campaign by hosting a panel presentation.



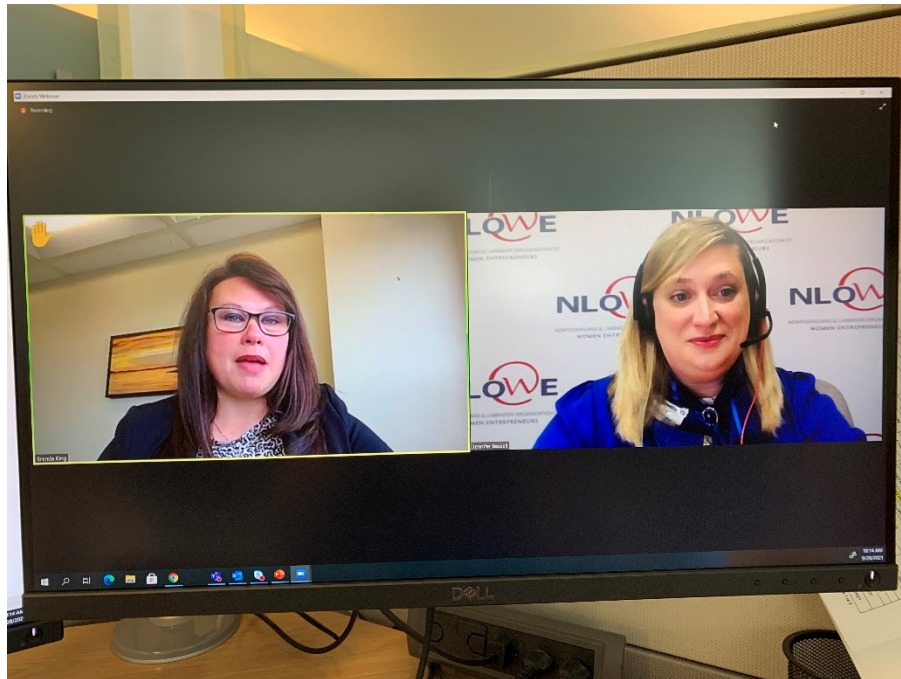


Cenovus provided \$5000 to support the painted piano project. With this contribution, First Light hired an Indigenous artist to paint the piano which is featured in a community space.





In 2021, Gabrielle Riefesel was employed at the Cenovus Futures in Conservation intern in NL.



In 2021, Cenovus employees continued to attend events aimed at increasing supplier diversity.

## 6.0 CONCLUSION

In 2021, the COVID-19 global pandemic continued to impact the local industry and community. Within Cenovus, work from home arrangements were encouraged and construction on the West White Rose project remained suspended. Despite the challenges, significant work was done to define the company's purpose and values with input from employees across the business. Diversity and inclusion figured prominently in the company's values and also its new ESG goals launched in December 2021. Given their history with diversity and inclusion, Atlantic Region employees are leading and supporting many internal initiatives.

Externally, while most, if not all, of Cenovus' 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. Mental health awareness and the need for empathy were key themes discussed in many organizations.

Finally, as an operator, Cenovus recognizes its ability and responsibility to bring together stakeholders who can advance diversity and inclusion. Cenovus continues to foster both an internal and project-wide diversity culture and strong working relationships with contractors and community stakeholders. Despite significant business challenges, Cenovus and its main contractors made progress against their 2021 diversity objectives and will continue to take steps forward in their 2022 objectives.

# Appendix A

## Diversity Forum Agenda

## 15<sup>th</sup> Annual White Rose Project Diversity Forum Agenda

Tuesday, May 10, 2022

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1:00	Welcome—Aimee Sheppard, Cenovus
1:10	Opening remarks— Jonathan Brown, Cenovus
1:20	Panel—All in a day's work <ul style="list-style-type: none"><li>○ Maggie Burton, City of St. John's</li><li>○ Corey Parsons, TradesNL</li><li>○ Paul Adjei, Memorial University</li></ul>
1:55	Audience Q&A
2:20	Stretch break
2:30	Inclusion is an action—Innovation and inclusion in the tech sector <ul style="list-style-type: none"><li>● Laura Aguirre Polo, Genesis Centre</li><li>● Lesley Parrott, Mysa</li></ul>
2:55	Breakout discussion
3:15	Key takeaway share
3:25	Accessibility Legislation update—Kathy Hawkins, InclusionNL
3:40	Audience share: Roundtable and takeaways
4:00	Closing remarks—Jonathan Brown, Cenovus
4:15	Adjourned

# APPENDIX B

## Purpose and Values



**Protect what matters.**

Safety will always be our top value. We care about each other, our communities and the environment.



**Do it together.**

We are one team. Together we win, grow and celebrate. We're determined to be successful through inclusivity, trust and empowerment.



**Do it right.**

Accountability is vital and how we achieve results makes a difference. We listen, respect and value diversity. We are transparent and act with integrity.



**Make it better.**

Performance matters and we always look for opportunities to improve. We make decisions with a sense of urgency and pivot to meet changing needs. We don't shy away from hard work or difficult conversations.



# APPENDIX C

## Contracting Company Contact Information

Table C1

**Contracting Company Information**

<b>Company</b>	<b>Company Representative</b>	<b>Email</b>
A. Harvey and Company	Fabian Connors	fjc@aharvey.nf.ca
Aker solutions	Catherine George	catherine.george@akersolutions.com
Altera	Sharon Russell	sharon.russell@alterainfra.com
ASCO Canada	Vanessa Gilbert	vanessa.gilbert@ascoworld.com
Cougar Helicopters	Mark Broderick	mbroderick@cougar.ca
Crosbie Group	Doug Youden	dyouden@crosbiegroup.com
DOF Subsea	Adam Percy	adam.percy@dofsubsea.com
East Coast Catering	Brittany Smart	bsmart@eccltd.ca
Maersk	Paul Harvey	paul.harvey@maersk.com
Technip Canada	Dusty Mortensen	dmortensen@technip.com