



**2022 DIVERSITY PLAN REPORT**  
**Submitted to the Canada-Newfoundland and Labrador**  
**Offshore Petroleum Board**  
**February 2023**

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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 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 14<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 2022 and outlines some of the diversity targets that have been established for 2023.

## **2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS**

### **2.1 Roles and Responsibilities**

In 2022, 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. 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

### **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. Due to the change in reporting deadlines, a brief summary of the 2023 forum will be included in next year's report.

### **2.3 Other Cenovus Activities**

Cenovus continued to make progress against its White Rose Diversity Plan throughout 2022 and executed several internal and external activities aligned with the plan's objectives of creating a diversity culture:

## Internal

- An Atlantic Region employee committee continued to support Inclusion and Diversity (I&D) network volunteers and coordinate messaging to employees. The committee includes representatives from HR, Communications, *SeaRose* and the following employee resource groups:
  - Stronger Together with Women@CVE
  - Not Myself Today (focused on mental health awareness);
  - Indigenous Community Sharing Circle;
  - Pride@CVE; and
  - Cenovus culture champions.

Together, these volunteers coordinated internal I&D promotion including the delivery of diversity moments to various departments, events, and 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;
  - International Women’s Day in March. Senior leaders and employees shared photos of themselves supporting gender equity;
  - Mental health awareness and promotion throughout the year;
  - Delivered Knowledge Transfer sessions (formerly known as Student Mentorship Program). Approximately 30 students and 20 Cenovus staff participated over the year; and
  - Coordinated a company-wide panel discussion on “Challenges and Successes in Championing Diversity.” An Atlantic Region employee participated as a panelist.
- More than 30 employees attended a seminar offered by InclusionNL on Building Disability Confidence. Cenovus also sponsored two other offerings of this seminar as noted in the External section;
  - With the anticipated increase in the West White Rose Project workforce at Argentia in 2023, Cenovus worked with contractor SDP and WRDC to conduct a Workplace Culture & Inclusion Survey in 2022. More than 280 responses were received and the results will support SDP’s efforts to promote I&D on the site in 2023;
  - In Fall 2022, Cenovus conducted its first self-identification survey since the Husky Energy transaction. This campaign not only raised the profile of I&D in the company but also contributed to improved data for White Rose operations; and
  - In December, more than 50 employees attended a seminar on Gender Inclusive Language and Pronouns led by Stephanie Howlett, DiversityNL.

## External

Throughout 2022, Cenovus continued to build relationships with and support frontline community stakeholders who are focused on advancing I&D in Newfoundland and Labrador. For example:

- Cenovus committed \$160,000 to The Rooms to create seven “Celebrating Diversity Through Identity” EduKits. The kits will support teachers across the province who have expressed a need for material about authentic experiences pertaining to cultural diversity specific to Newfoundland and Labrador;
- Cenovus provided \$40,000 to the Nature Conservancy of Canada to support two post-secondary internships in NL. In the application process, preference is given to candidates who identify as members of equity-deserving groups. In 2022, two young women received the internship;
- Cenovus contributed \$40,000 to the Harris Centre at Memorial University to support research with community-based partners into building the pool of members of under-represented groups who can work in the oil and gas industry;
- Cenovus continued its Future Leaders Award program at the Marine Institute. The award provides financial support and experience to two nautical science cadets. Preference is given to candidates who identify as members of equity-deserving groups;
- Cenovus provided \$25,000 to Women in Resource Development Corporation (WRDC) to support their STEM for Girls programming;
- Cenovus provided \$15,000 to WISE-NL’s Summer Student Employment Program. Cenovus also provided an additional \$1500 to support an Indigenous Youth Gathering Conference and an employee participated as a panelist;
- 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 \$10,000 to Business and ArtsNL to support the professional development of unconscious bias training modules;
- Cenovus provided \$2875 to EnergyNL to enable members from equity-deserving groups attend the annual conference;
- In addition to sponsoring the Eastern Region Science Fair in NL (\$15,000), Cenovus provided \$2500 to establish a scholarship to support Indigenous student participation in the fair;
- Cenovus provided \$1000 to NLOWE’s Women in Business Conference and also participated in a focus group to help inform a Gender Diversity Leadership Toolkit;
- Cenovus provided \$1100 to InclusionNL to offer two online sessions for Cenovus contractors and members of the public to attend a disability awareness session;
- Cenovus employee Aimee Sheppard received the inaugural EnergyNL Diversity and Inclusion Award at the annual EnergyNL conference in May. In September, she participated in a CAPP podcast to share how Cenovus is advancing inclusion and diversity; and
- A Cenovus employee is serving on the Pride at Work Canada St. John’s Ambassador group and participating in Tequity+, a network of local women in technology.

### 3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2022

This section provides information regarding workforce diversity in 2022 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.

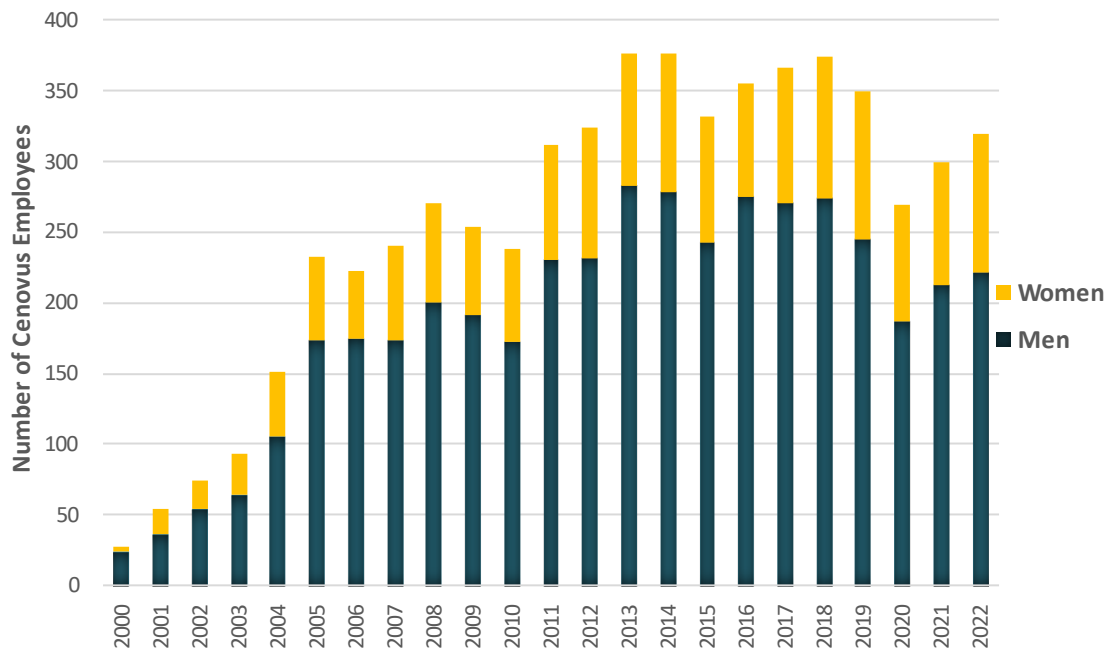
#### 3.1 Women’s Employment

##### 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 2022, Cenovus’ total White Rose work force was 320.

In 2000, women’s share of employment at Cenovus was just 14%. In 2022, 99 women worked for Cenovus on White Rose activity, representing 31% of the total workforce (Table 3.1).

Throughout 2022, Cenovus employed 61 co-op students, 50 men and 11 women (22%), Students are not included in the numbers below.



**Figure 3-1 Cenovus’ Employment on White Rose 2000 to 2022**



**Table 3.1 Cenovus' Employment on White Rose, 2000 to 2022**

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%
2022	221	99	12%	320	31%	4%

### 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.

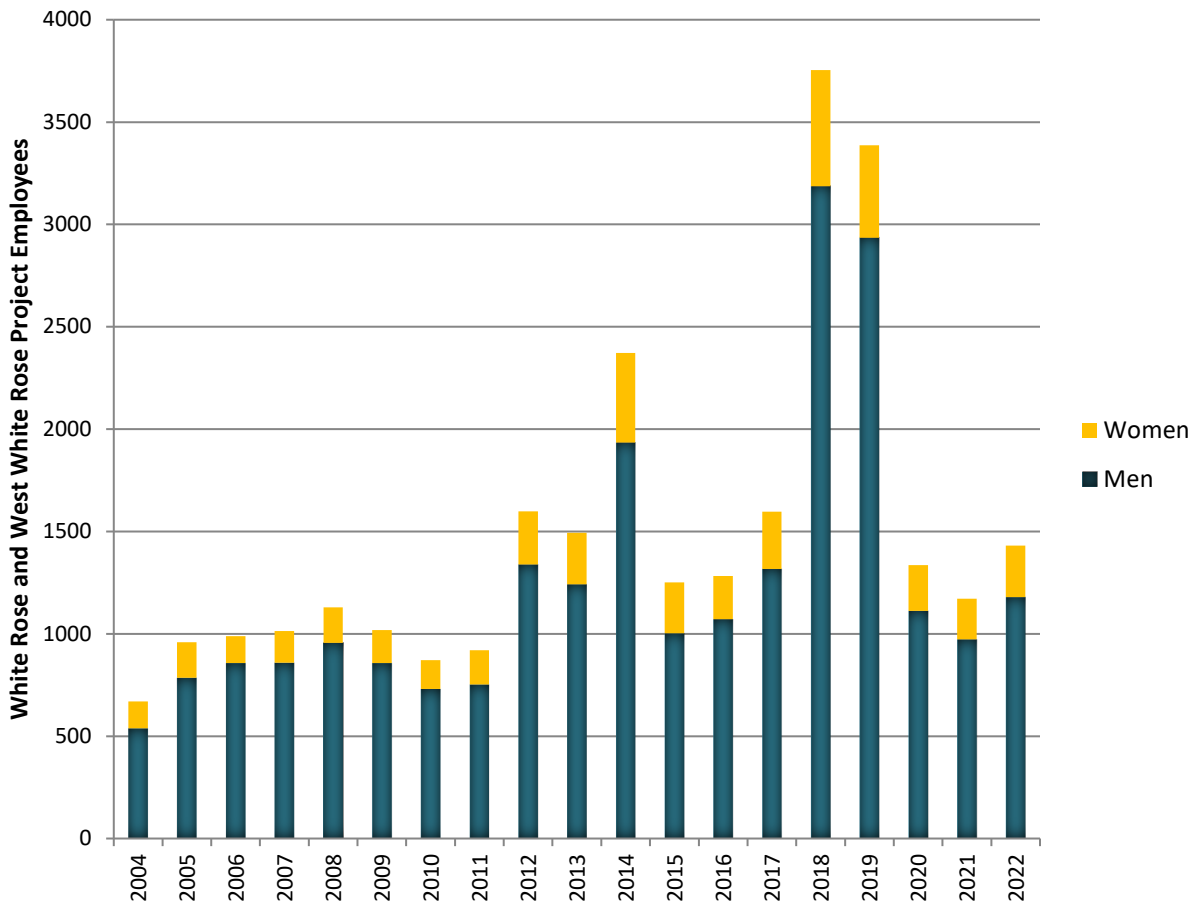
In early 2020, Cenovus released the *Henry Goodrich* mobile offshore drilling unit and the associated contractors. Then in March 2020, the majority of work on the West White Rose Project was suspended due to COVID-19. In October 2020, Cenovus announced the project would stay in preservation mode through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

However, in mid-2022, Cenovus announced the restart of the West White Rose Project and activity saw a modest increase through the second half of the year. At the end of 2022, the total number of women employed on the White Rose and West White Rose projects by Cenovus and its contractors was 252, up from 199 in 2021 (Table 3.3).

**Table 3.2 White Rose and West White Rose Project Employment, 2004 to 2022**

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%
2022	1,179	252	27%	1,431	15%	14%

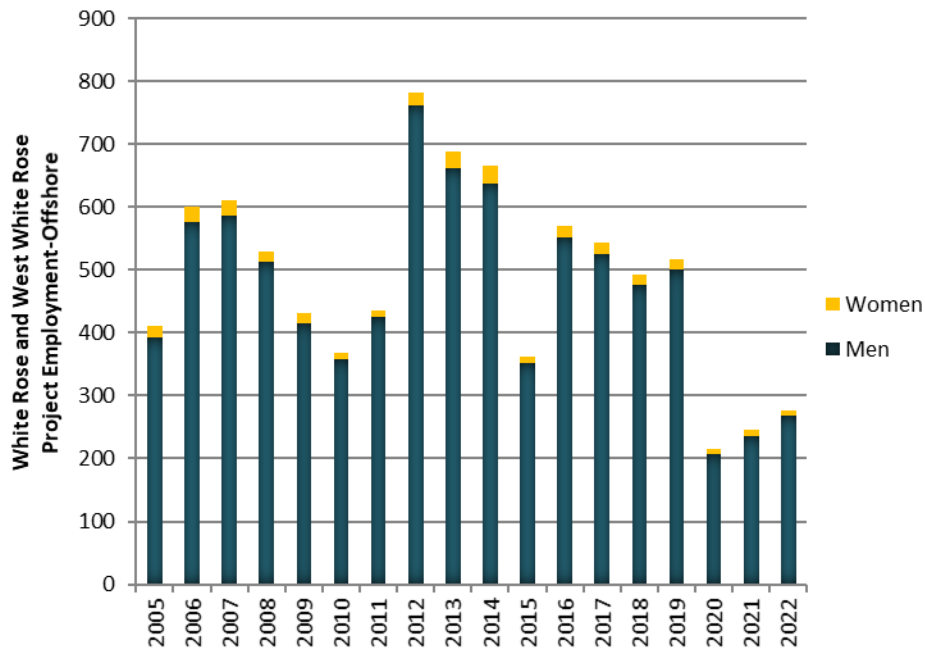
\*2014 - 2022 totals include White Rose and West White Rose Project workers



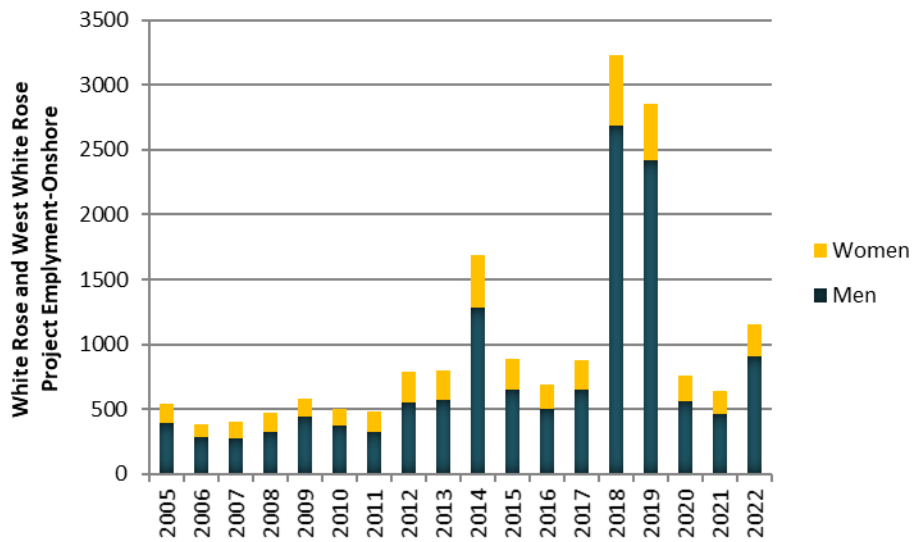
**Figure 3-2 White Rose and West White Rose Project Employment, 2004 to 2022**

At the close of 2022, approximately 75% of the 1,431 White Rose and West White Rose project employees worked in Newfoundland and Labrador, including 277 in offshore positions. The West White Rose project required a completely onshore workforce in 2022, accounting for the high number of total onshore positions.

Although total representation by women across the two projects was 18%, they held only 3% 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 2022**



**Figure 3-4 White Rose and West White Rose Project Employment, Onshore, 2005 to 2022**

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

In 2012, Cenovus and its main contractors began reporting on the percentage participation from 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 2022, 18 of Cenovus' 320 employees supporting White Rose belonged to one of these three groups, representing 5.6% of its White Rose project personnel. This total was comprised of four Indigenous persons, six persons with disabilities and eight members of visible minorities. In Fall 2022, Cenovus launched a self-identification survey to employees which may have accounted for the increase in the percentage of employees from designated groups from 3% in 2021 to 5.6% in 2022.

Across other White Rose diversity-reporting contractors, 91 people identified as members of these designated groups, up from 63 in 2021.

In total, 109 people from Cenovus and its diversity-reporting contractors reported belonging to these three designated groups.

**Table 3.5 Number of Employees from Other Designated Groups on White Rose Project, 2022**

Indigenous	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	2	8	0	1	0	4	15
<b>Total</b>	<b>2</b>	<b>11</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>19</b>
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	1	4	0	1	0	0	6
Contractors	0	5	1	0	0	9	15
<b>Total</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>21</b>
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	0	8	0	0	0	0	8
Contractors	1	24	1	20	10	5	61
<b>Total</b>	<b>1</b>	<b>32</b>	<b>1</b>	<b>20</b>	<b>10</b>	<b>5</b>	<b>69</b>

### 3.3 Recruitment

Cenovus encourages applications from members of the four designated groups by including the following statement in all job advertisements:

*At Cenovus we embrace diversity of thought, experience and backgrounds to help us make better business decisions, address our challenges, seize opportunities and unlock innovative solutions. We define diversity as the variety of people, including all of the unique attributes of our staff, as well as the variety of ideas within our organization. Building an inclusive workplace by drawing on the skills and talents of a diverse workforce provides Cenovus with a competitive advantage. We believe it's important to maximize the potential of everyone who works for our company and ensure people feel respected, appreciated and heard. We define inclusion as 'diversity in action,' creating an environment of involvement, respect and connection, where various ideas, backgrounds and perspectives are harnessed to create business value. If you require accessibility assistance to complete the on-line application or otherwise apply for an open position with Cenovus, its subsidiaries and affiliates, please email [careeropportunities@cenovus.com](mailto:careeropportunities@cenovus.com).*

### 3.4 Diverse Businesses

Cenovus recognizes it can be difficult for diverse businesses to connect with resource companies. To identify those that are 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. Some of these companies do not directly supply goods and services to the project, however, they have been included because they have been identified as diverse businesses operating in Newfoundland and Labrador. This listing is based on information provided by Cenovus' contractors for 2022.

**Table 3.6 White Rose Project Diverse Businesses**

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Comfort Inn Airport	✓			
Copy Canada	✓			
Caretek			✓	
Dallas Mercer Consulting Inc.	✓			
Horizon (formerly Innu Med)			✓	
Impact Consulting	✓			
Imprint Specialty Promotions	✓			
Inclusion NL		✓		
Innu DMC			✓	
Mark's Work Wearhouse	✓			
Newfoundland Chocolate Company	✓			
Oceans Ltd.	✓	✓		
Professional Uniforms and Mats Inc.	✓			
Provincial Airlines			✓	
Quality Matters	✓			
Target Linens	✓			
Vallen	✓			

## 4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

The following section summarizes the achievements of Cenovus' main contractors on the White Rose project with respect to diversity targets in 2022 and outlines their targets for 2023. 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. Lists are not exhaustive as many activities carry over from year to year or are repetitive across multiple contractors. Rather, they illustrate the types of activities contractors pursued.

### 4.1 Process Achievements and Targets

Process targets are the actions that 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.

Specific process achievements of Cenovus' main contractors in 2022 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

- Issued an employee self-identification survey;
- East Coast Catering (ECC) provides all new hires the option of completing the self-identification survey during their onboarding process through their website. Full roll out of this initiative is scheduled for 2023;
- ECC's Associate Guide Book includes a full page dedicated to Diversity and Inclusion in the workplace. It overviews ECC's diversity and inclusion commitments, duty to accommodate on the basis of disability, and duty to accommodate on the basis of religion;
- Every employee when hired must complete an online diversity course;
- All managers are entered into a Leadership and You program that includes several modules on I&D;
- All new hires are briefed on the D&I Program and receive a Diversity and Equity Survey as a part of their onboarding package;
- Presented a lunch and learn around Truth and Reconciliation and shared resources on Orange Shirt Day;
- Bell Let's Talk Day – shared and encouraged the use of employee resources and discussed stress as a normal reaction to change;

- External speaker presented to the leadership team on Inclusive Leadership;
- An I&D channel was launched on the company newsapp;
- Provided resources to the workforce on important diversity-related topics; and
- Prepared a quarterly mental health newsletter.

### **Employee Recruitment and Selection**

- Vetted job ads through Gender Decoder to flag gender specific language;
- Updated equity survey to include sections/feedback on IDEA topics with view to offering additional training/workshops around topics suggested;
- Hired three students, 1 female;
- Worked with Association for New Canadians, Canadian Council on Rehabilitation and Work, Coalition of Persons with Disabilities of NL and WRDC to promote opportunities to underrepresented groups;
- Session held with AXIS—Association for New Canadians to meet engineers who recently entered the job market; and
- Distributed opportunities to underrepresented groups; All job posting list InclusionNL as a partner providing support to diverse candidates. Worked with YM/YWCA Student Connect program, connected with Government of NL to learn about supporting Ukrainian immigrants and employed a Ukrainian student for her work term.

### **Employee Development**

- Senior management team completed Leadership in Action training which includes modules on I&D;
- Promoted two women into leadership roles in 2022;
- Launched an online learning platform which included cross cultural and inclusive learning;
- Managers attended courses and seminars for diversity and inclusion, including Truth and Reconciliation training;
- Every employee completed a refreshed values session; and
- Members of internal D&I committee attended the following: Cenovus Diversity Forum, Accessibility Awareness Webinar – Inclusion NL, Energy NL Diversity Forum, Leading for Diversity and Inclusion. In addition, committee members participated in a number of webinars, particularly related to hiring Ukrainians and immigration matters including the Ukrainian Immigration Information session hosted by Energy NL All employees were offered the opportunity to take the self-guided course 4 Seasons of Reconciliation, a professional-development training course on Indigenous awareness.



**Working Environment**

- All employees have a “check-in” mechanism to give feedback directly to their manager as well as opportunities to give feedback to the leadership team;
- Unconscious bias training is included on our internal training platforms along with resources on ECC’s website;
- Company-wide discussion panel held to discuss #breakthebias. External speakers presented on best practices Celebrated International Day for Women in Maritime;
- Celebrated Girls in Science Day;
- 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; and
- Conducted employee surveys to address many areas of concern to be addressed in the next several years.
- National Day for Truth and Reconciliation – information was circulated to all onshore and offshore employees through the support of a toolkit provided by First Light;
- Introduced a D&I library which has books available to borrow about topics specific to D&I items of interest. Titles featured in the library were recommended by the Canadian Centre for Diversity and Inclusion;
- During Pride Week, shared daily diversity moments that were related to LGBTQ+ history and learning opportunities and were shared with onshore;

**Contracting Goods and Services**

- Continued to partner with a female-led business to provide cleaning services; and
- We focused on using local suppliers of promotional items, thereby meeting our commitment to ethical purchasing practices.

**Community Outreach and Financial Contributions**

- Crosbie supported Pride and other diversity events and made a number of charitable contributions to organizations that support diverse groups including: Special Olympics, Learning Disabilities Association, Rainbow Riders, CNIB, Ukrainian Student Fund, Emmaus House, The Lonely Man Project and the Jacob Puddister Memorial Foundation;
- Maersk engaged with the Journey project to explore ways to educate offshore employees about sexual harassment in the workplace
- TechnipFMC partnered with CNA to award scholarships in a range of programs. Priority will be given to candidates who identify as a member of an underrepresented group;
- Altera donated a number of scholarships and other contributions to the Marine Institute; and
- DOF supported organizations focused on recruitment, retention and advancement of women in STEM including WISE NL, NLOWE and WinSETT.

## 4.2 Outcome Achievements and Targets

Outcome targets are reasonable, but ambitious, numerical measures of change that Cenovus' 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. The following are outcome achievements, or numerical measures, which were achieved in 2022:

- A female Senior Project Engineer was promoted to Regional Engineering Manager locally. Additionally, hired a female work term student for Engineering as well as an international student;
- Maersk hired a local employee in Newfoundland as its first ever Diversity and Inclusion Specialist;
- All onshore and offshore employees participated in a Diversity and Inclusion Drill talking through scenarios offshore facilitated by our D&I Specialist;
- An estimated 25% of person years were worked by female staff at the Marine Base;
- An estimated 57% of all unsolicited resumes received were from designated groups and 42% of interview candidates were from designated groups;
- Trained multiple members of senior management in Mental Health First Aid and D/I training;
- East Coast Catering increased the percentage of women working in its offshore by 2%; and
- In 2022 ECC added multiple supervisory positions which increased their female manager/supervisor presence from 16 to 25.

### 4.3 2023 Outcome Targets

The outcome targets (i.e. measurable goals) to which Cenovus' main contractors have committed for 2023 are listed below:

- Ensure seventy-five (75%) of interviews for co-operative student work terms are assigned to designated groups (women, aboriginal peoples, visible minorities, and persons with disabilities);
- Maintain a ten percent (10%) of person years (including those hired full time, part time and contract positions) for the four designated groups for offshore operations;
- If any special assignments or other forms of employee development occur within fifty percent (50%) is assigned to designated groups (women, aboriginal peoples, visible minorities, and persons with disabilities);
- Ensure there is at least one person from an underrepresented group interviewed for all open work-term positions;
- Recruit at least one person from the designated groups by partnering with local organizations who support those groups;
- Hire at least one member of an underrepresented group in a leadership position;
- 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 2022.



Cenovus employees recognized Pink Shirt Day onshore and offshore. Pictured above is Randy Banfield on the *SeaRose* FPSO. Randy is also a member of our internal I&D Committee. Pictured below are Senior Vice President Jonathan Brown and Cathy Mandville, Director, Business Services.





Each year, Cenovus recognizes International Women's Day in March as part of its programming to raise awareness of gender issues. The theme was Break the Bias and employees were encouraged to commit to one action they will take to support gender equity.



In November, Cenovus presented the Future Leaders Award to two nautical science students from Memorial University’s Marine Institute. The experiential learning award provides financial assistance during academic terms and a paid sea phase component. Recipients Alex Pulchan (middle left) and Amber Jones (middle right) both identify as members of equity-deserving groups.

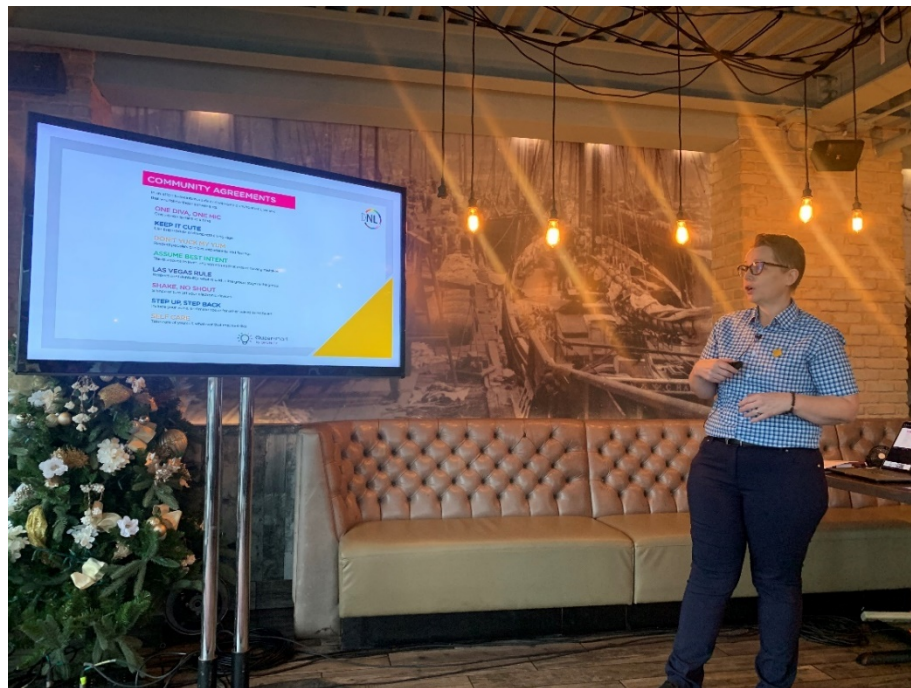


Again in 2022, Cenovus was pleased to sponsor the Nature Conservancy of Canada's Summer Internship program in NL. Interns Triina Voitk and Chirathi Wijekulathilake executed a range of conservation activities including monitoring the shoreline of The Knob property, Grand Codroy Estuary Nature Reserve (above) and conducting a baseline inventory for a property which will expand the Salmonier Nature Reserve (below).





In December, the Atlantic Stronger Together with Women@CVE group hosted an in-person seminar for more than 50 employees. Stephanie Howlett from Diversity NL presented on the importance of gender inclusive language.







In September, Cenovus joined Inclusion NL as they hosted a special visit by U.S. Ambassador to Canada David Cohen to share experience and discuss how employers can better engage the disability community.

Also in 2022, Cenovus provided financial assistance to Inclusion NL to offer training in building accessibility confidence. The session was free for participants.





Cenovus employee Aimee Sheppard received Energy NL’s inaugural Diversity and Inclusion Award at the Energy NL Industry Achievement Awards event. That recognition led to an opportunity to participate in a podcast to share lessons learned in advancing inclusion.



**CAPP Oil Gas Canada** @OilGasCanada · Dec 1, 2022



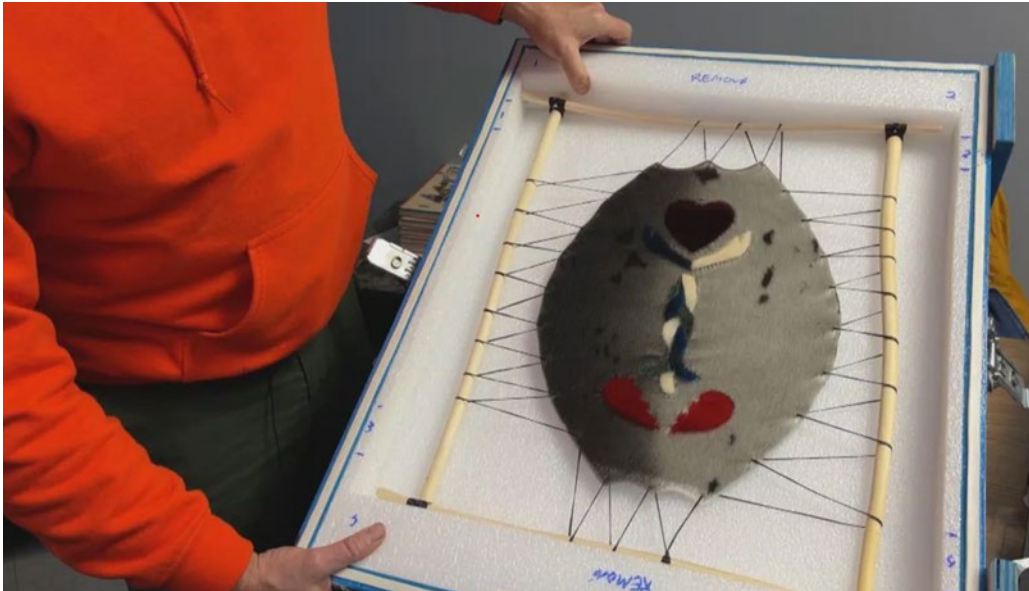
Podcast: Diversity and inclusion in Canada’s oil and natural gas industry. Aimee Sheppard of Cenovus Energy and Kathy Hawkins of InclusionNL discuss the state of diversity and inclusion in Canada’s offshore oil and natural gas industry.



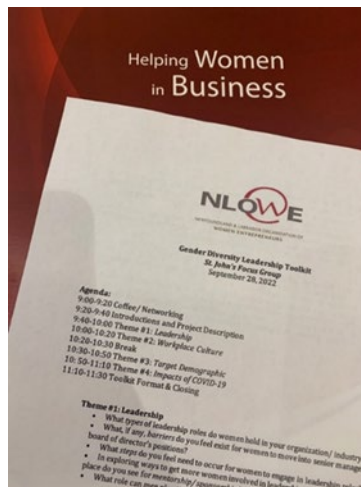
[context.capp.ca](https://context.capp.ca)

Podcast: Diversity and inclusion in Canada's oil a...  
Aimee Sheppard of Cenovus Energy and Kathy Hawkins of InclusionNL discuss the state of ...





In 2022, Cenovus committed a total of \$160,000 to The Rooms to create seven “Celebrating Diversity Through Identity” EduKits. The kits will support teachers who have indicated there is a lack of material about authentic experiences pertaining to cultural diversity specific to Newfoundland and Labrador and be used primarily in classroom-based learning across the province.



In 2022, Cenovus employees continued to attend events aimed at increasing supplier diversity and also participated in a focus group aimed at developing a gender diversity leadership toolkit.

## 6.0 CONCLUSION

In 2022, Cenovus continued to advance diversity and inclusion internally and in the communities in which it operates. Allyship, community engagement, and collaboration have been key to Cenovus' success in the area of diversity and inclusion and continue to guide the company.

Emerging from the COVID-19 pandemic, many organizations resumed training and awareness activities in 2022 and in-person events also saw a modest return. As such, many of Cenovus' contractors resumed diversity-focused training and participating in events such as Pride Week, National Day for Truth and Reconciliation, etc. Of note, one local contractor executed its first ever self-identification survey and another local contractor hired its first ever Diversity and Inclusion Specialist. Looking forward, Cenovus and its contractors are well positioned to continue making progress on building more inclusive organizations and communities.

# APPENDIX A

## Contracting Company Contact Information

Table C1

**Contracting Company Information**

<b>Company</b>	<b>Company Representative</b>	<b>Email</b>
A. Harvey and Company	Stephanie Patten-Kibyuk	stephaniepatten@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	Karen Whittle	kwhittle@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	Deanne Hussey	deanne.hussey@technip.com