



2023 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
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Table of Contents

1.0 INTRODUCTION	3
2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS	4
2.1 Roles and Responsibilities.....	4
2.2 White Rose Diversity Forum	4
2.3 Other Cenovus Activities.....	5
<hr/>	
3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2023.....	7
3.1 Women’s Employment.....	7
3.1.1 Women Working on the White Rose Project (Employed by Cenovus).....	7
3.1.2 Women Working on the White Rose and West White Rose Projects (Employed by Cenovus and its main contractors)	8
3.2 Employment of Other Designated Groups on the White Rose Project	12
3.3 Recruitment	13
3.4 Diverse Businesses	13
<hr/>	
4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS	14
4.1 Process Achievements and Targets	14
4.2 Outcome Achievements and Targets	17
4.3 2024 Outcome Targets	18
<hr/>	
5.0 PHOTOGRAPHS.....	19
6.0 CONCLUSION.....	27

LIST OF APPENDICES

- APPENDIX A Contracting Company Contact Information
- APPENDIX B 2023 Diversity Report Highlights and Forum Agenda

LIST OF FIGURES

Figure 3-1	Cenovus' Employment on White Rose 2000 to 2023.....	7
Figure 3-2	White Rose and West White Rose Project Employment, 2004 to 2023	10
Figure 3-3	White Rose and West White Rose Project Employment.....	11
Figure 3-4	White Rose and West White Rose Project Employment.....	11

LIST OF TABLES

Table 3.1	Cenovus' Employment on White Rose, 2000 to 2023.....	8
Table 3.3	White Rose and West White Rose Project Employment, 2004 to 2023	9

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 15th of these Diversity Plan Reports and it describes the implementation of the plan, examines the White Rose project's diversity achievements in 2023 and outlines some of the diversity targets that have been established for 2024.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

2.1 Roles and Responsibilities

In 2023, the primary responsibility for stewardship for Cenovus' White Rose and West White Rose Diversity Plans was held by Aimee Sheppard, Senior Industrial Benefits & Diversity Advisor in the Atlantic Region.

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 2023:

- 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. In 2023, the event was held on April 27th and the theme was "*Seeing things Differently.*" More than 80 attendees from different stakeholder groups attended the fully virtual event. The session included an update from Cenovus on some of its diversity accomplishments (See Appendix B) and also offered three local speakers who shared their experience with racism, living with a learning disability, and leading a public institution through its diversity, equity and inclusion journey.

2.3 Other Cenovus Activities

Cenovus continued to make progress against its White Rose Diversity Plan throughout 2023 and executed several internal and external activities aligned with the plan’s objectives of creating an inclusive 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;
 - Mental Health Matters@CVE;
 - Indigenous Community Sharing Circle@CVE;
 - Pride@CVE; and
 - in 2023, the Atlantic Region identified its first Fusion@CVE site lead. The Fusion network is focused on promoting cultural diversity and the local site lead will work with the corporate-wide team to promote Fusion activity in the region.

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;
- For International Women’s Day in March, a company-wide virtual panel was held and an Atlantic employee participated as a panelist. As well, onshore and offshore employees shared photos of themselves supporting gender equity;
- Pride@CVE organized an internal coffee break during Pride week and a Cenovus team walked in the St. John’s Pride parade. See Photographs section;
- Women@CVE coordinated a region-wide screening of the *Barbie* movie with a facilitated discussion on gender expectations. The group also organized a Coffee and Connect Session to give employees an opportunity to meet the Cenovus Senior Vice President, People Services and Human Resources Vice President. **They also** coordinated student mentoring sessions and approximately 50 students and 20 Cenovus staff participated over the year;
- Our Indigenous Community Sharing Circle shared information on Red Dress Day and Truth and Reconciliation Day; and
- Women@CVE also purchased a number of diversity and inclusion related books for the internal staff library including titles for children and adults.

External

Throughout 2023, 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 contributed \$50,000 to support the work of Dr. Svetlana Barkanova, NSERC Chair in Inclusion in Science and Engineering. Based at Grenfell College, Dr. Barkanova's objectives include encouraging more girls, especially from rural areas, to pursue STEM;
- Cenovus contributed \$200,000 to Memorial University to support students in the Faculty of Engineering and Applied Science and Department of Earth Sciences through bursaries and teaching assistant positions which are intended to support students from non-traditional backgrounds;
- Cenovus provided \$75,000 to the Nature Conservancy of Canada to support three post-secondary internships in NL and to establish a working relationship with Qalipu First Nation. In the application process, preference is given to candidates who identify as members of equity-deserving groups. In 2023, three young women received the internship and one of them secured employment with Qalipu First Nation following their 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 \$75,000 to Women in Resource Development Corporation (WRDC) to support their STEM for Girls programming for three years;
- Cenovus provided \$15,000 to WISE-NL's Summer Student Employment Program. In addition, Cenovus organized a site tour for the participants and gave the students an opportunity to connect with women working in STEM;
- 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 \$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 \$5750 to EnergyNL to enable members from equity-deserving groups attend the annual conference;
- Cenovus employee Aimee Sheppard joined the EnergyNL Diversity and Inclusion Committee and continued as a member of Memorial University's Faculty of Engineering and Applied Sciences Advisory Council where she chairs an EDI-AR working group;
- Cenovus continues to be a member of the Pride at Work Canada St. John's Ambassador group and participated in the ProPride event held in St. John's in July.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2023

This section provides information regarding workforce diversity in 2023 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). In 2023, we saw a decline in Cenovus employees due to an internal restructure that saw some employees focused on the SeaRose Life Extension Project move to our Major Projects business unit and are temporarily captured under WWRP numbers. At the end of 2023, Cenovus’ total White Rose work force was 271.

In 2000, women’s share of employment at Cenovus was just 14%. In 2023, 77 women worked for Cenovus on White Rose activity, representing 28% of the total workforce (Table 3.1).

Throughout 2023, Cenovus also employed 59 co-op students, 38 men and 21 women (35%), Students are not included in the numbers below.

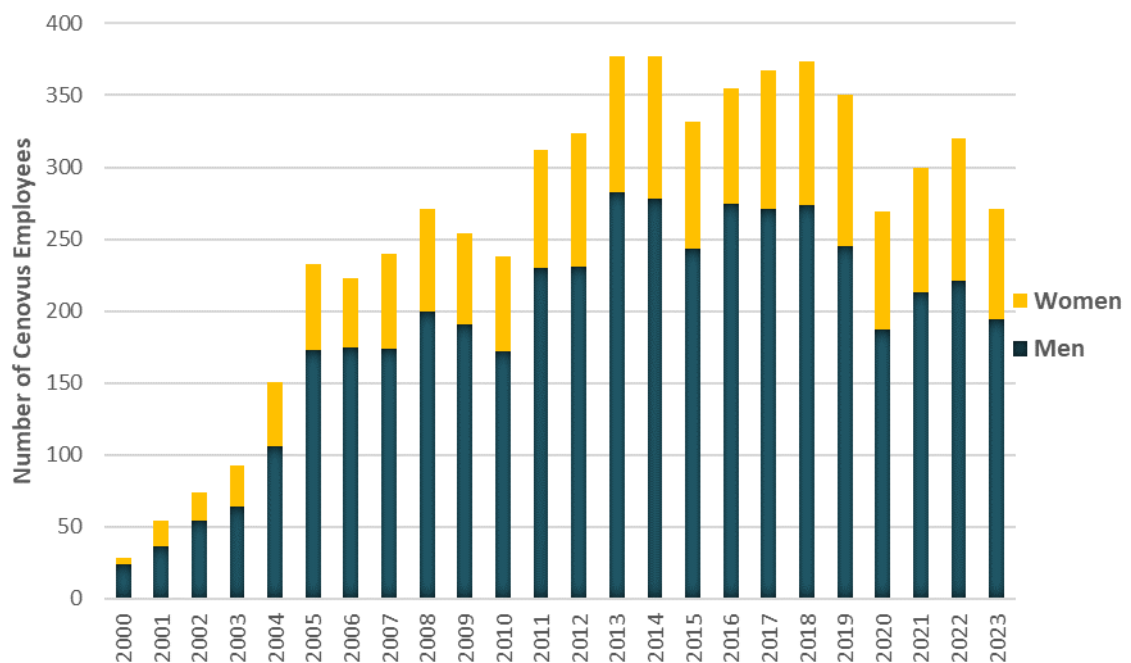


Figure 3-1 Cenovus’ Employment on White Rose 2000 to 2023

Table 3.1 Cenovus' Employment on White Rose, 2000 to 2023

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%
2023	194	77	-22%	271	28%	-15%

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

The total workforce for the White Rose and West White Rose projects includes the employees of both Cenovus and its contractors across both projects.

Due to the nature of a large-scale construction project like WWRP, swings in workforce numbers are expected as certain scopes ramp up and wind down. 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 WWRP and activity saw a modest increase through the second half of the year. In the first half of 2023, the WWRP team concluded two major construction scopes. In Ingleside, the final heavy-lift of the project was safely executed when the drilling equipment set was installed on the topsides. In Argentina, the conical slip was completed after a total of 69 days of continuous slipforming. The job was completed safely and brought the structure to its full height of 146 meters. While employment peaked in Q2 during the slipforming, at the end of the year 1,790 people were reported employed on this project.

At the end of 2023, the total number of women employed on the White Rose and West White Rose projects by Cenovus and its contractors was 380, up from 252 in 2022 (Table 3.3).

Table 3.2 White Rose and West White Rose Project Employment, 2004 to 2023

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%
2023	2,234	380	51%	2,614	15%	122%

*2014 - 2023 totals include White Rose and West White Rose Project workers including contractors.

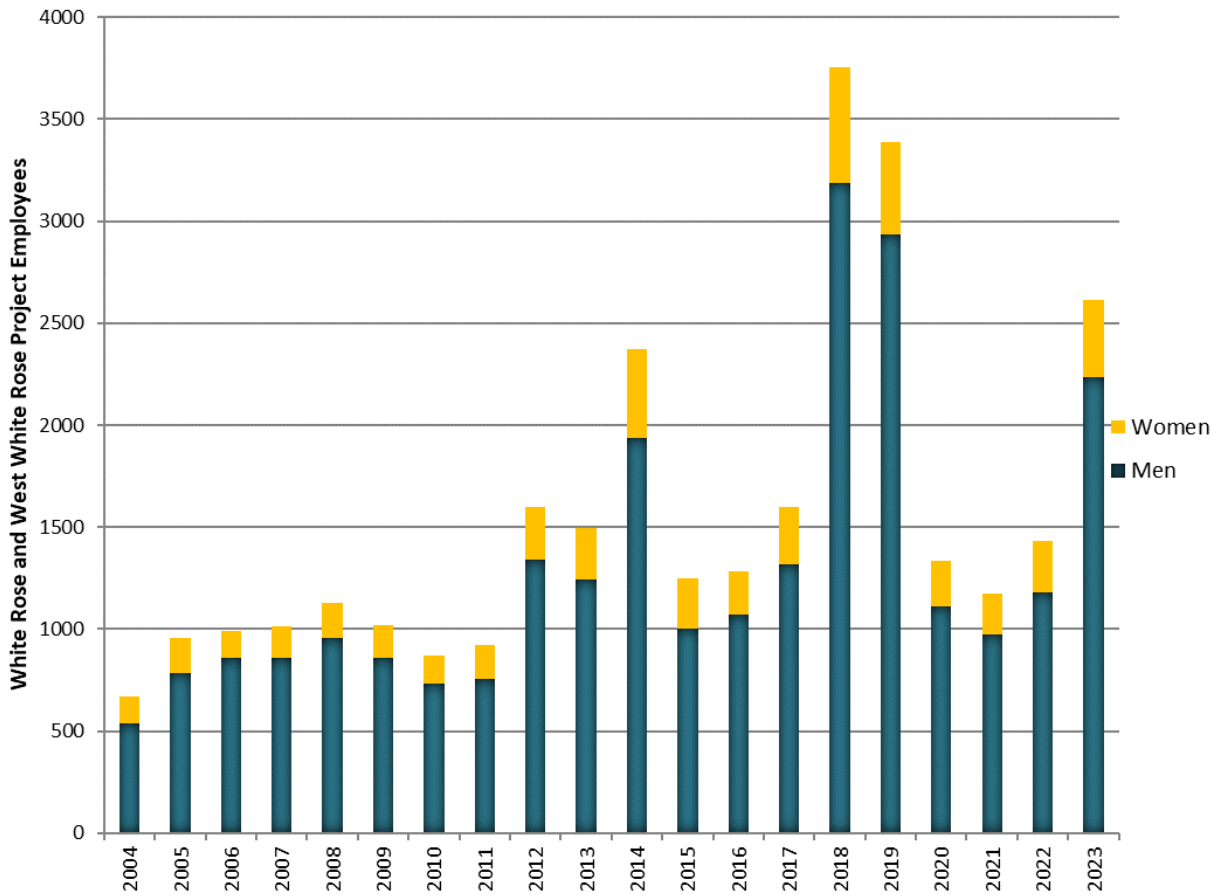


Figure 3-2 White Rose and West White Rose Project Employment, 2004 to 2023

At the close of 2023, approximately 78% of the 2,614 White Rose and West White Rose project employees worked in Newfoundland and Labrador, including 285 in offshore positions. The West White Rose project required a completely onshore workforce in 2023, including a significant slipforming operation, which accounts for the high number of total onshore positions.

Although total representation by women across the two projects was 15%, 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.

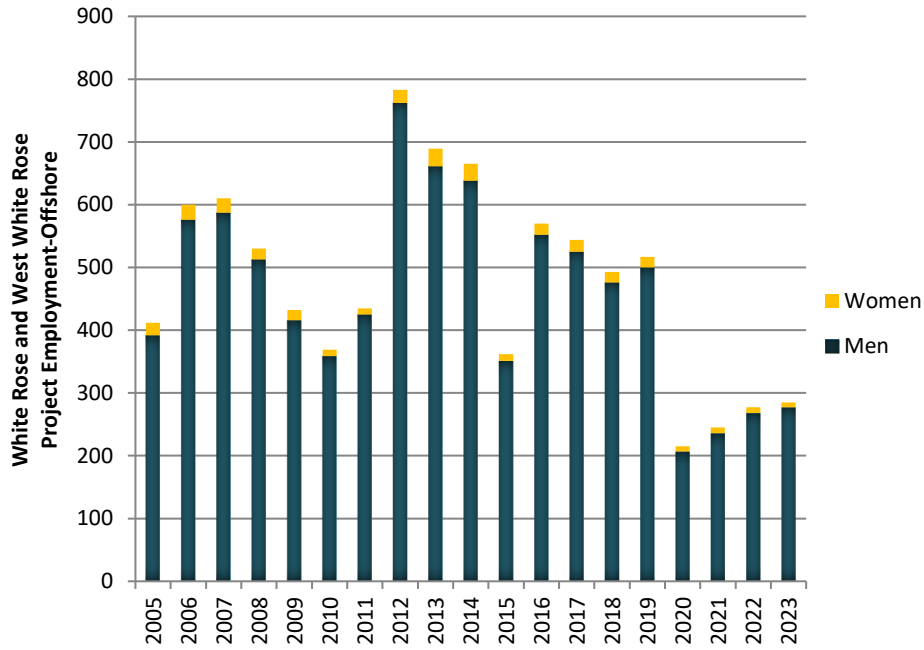


Figure 3-3 White Rose and West White Rose Project Employment, Offshore, 2005 to 2023

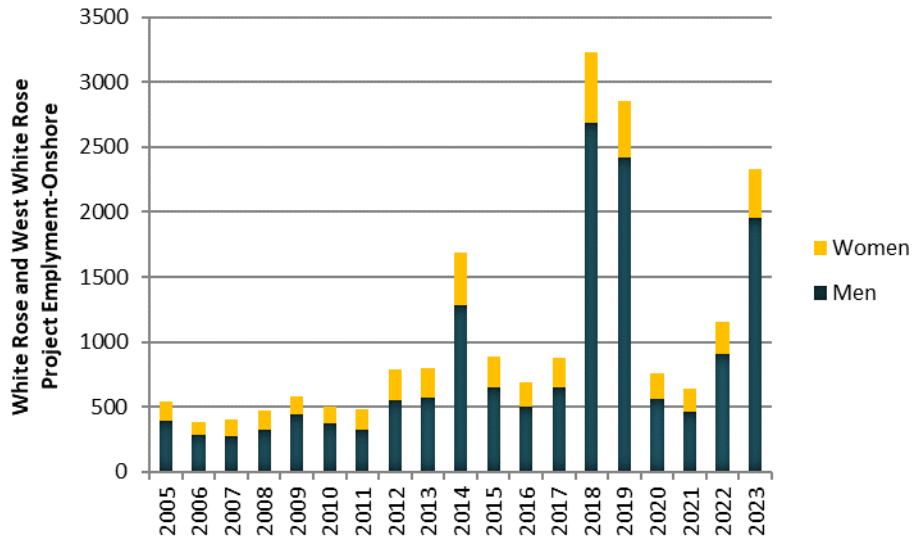


Figure 3-4 White Rose and West White Rose Project Employment, Onshore, 2005 to 2023

3.2 Employment of Other Designated Groups on the 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.

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. As self-identification surveys and practices become normalized in a workplace it can build employee trust and buy-in. This could be a contributing factor to another slight increase to 7.7% in 2023.

Across other White Rose diversity-reporting contractors, 58 people identified as members of these designated groups.

In total, 79 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, 2023

Indigenous	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	1	3	0	2	0	0	6
Contractors	2	7	0	0	1	5	15
Total	3	10	0	2	1	5	21
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	1	4	0	4	1	0	10
Contractors	0	3	1	0	0	8	12
Total	1	7	1	4	1	8	22
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Cenovus	1	4	0	0	0	0	5
Contractors	1	19	1	3	1	6	31
Total	2	23	1	3	1	6	36

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.

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 2023.

Table 3.6 White Rose Project Diverse Businesses

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Bellevue Signs	✓			
Comfort Inn Airport	✓			
Copy Canada	✓			
Caretek			✓	
Dallas Mercer Consulting Inc.	✓			
E-three Consulting	✓			
Horizon (formerly Innu Med)			✓	
Impact Consulting	✓			
Imprint Specialty Promotions	✓			
Inclusion NL		✓		
Innu DMC			✓	
Mark's Work Wearhouse	✓			
Newfoundland Chocolate Company	✓			
Oceans Ltd.	✓	✓		
One Touch Cleaning	✓			✓
Professional Uniforms and Mats Inc.	✓			
Provincial Airlines			✓	

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
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 2023 and outlines their targets for 2024. 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 2023 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;
- Global Inclusive Leadership Course was implemented for all managers of a certain level. 100% compliance by October for these managers;
- **Multiple firms** incorporated special events, such as Pride Week, with social committee activities; **others** presented lunch and learns for Truth and Reconciliation and shared resources on Orange Shirt Day.
- Every employee when hired must complete an online diversity course;
- All managers are entered into a leadership program that includes several modules on I&D; **and**
- All new hires are briefed on the D&I Program and receive a Diversity and Equity Survey as a part of their onboarding package.

Employee Recruitment and Selection

- Engaged with TradesNL Indigenous Division, Helmets to Hard Hats and Task Force NL to learn more about how **to** attract candidates from these areas **and** also participated in several international recruitment fairs;
- **One firm** hired 14 work term students in 2023: **five women** and **three** visible minorities;
- One firm hired seven members of designated groups;
- One firm promoted three people in 2023, including two women;
- One firm hired three students, including one woman;
- 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
- Through a new self-identification survey, one firm saw two existing employees identify as Indigenous;
- **One** Human Resources Coordinator attended virtual sessions conducted by various groups such as Pride at Work **Canada**, LifeWorks by Morneau Shepell, and Association for New Canadians; **and**
- One firm hired a new employee from the Philippines and is helping that person through the permanent residency process.

Employee Development

- At one firm, six members of designated groups completed professional development courses through the Gardiner Centre;
- **One** Human Resources Business Partner completed training through an external training provider and obtained a Diversity, Equity, Inclusion Certificate;
- Senior management team completed Leadership in Action training which includes modules on I&D;
- Managers attended courses and seminars for diversity and inclusion, including Truth and Reconciliation training;
- On Bell Let's Talk Day (January), Steve Tizzard, Workplace Mental Health and Wellness Consultant, presented virtually about Workplace Mental Health Advocacy to the organization. The webinar was recorded, and a link was shared with all employees. This gave employees who missed the webinar or wanted to rewatch the opportunity to do so;
- Members of **one firm's** D&I committee attended the following: Cenovus Diversity Forum. St. John's Board of Trade Business Bootcamp Shifting Perspectives panel, Diversity, equity and inclusion: The fundamentals - Canadian Centre for Diversity and Inclusion (CCDI). 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; **and**
- All employees **at one organization** were offered the opportunity to take the self-guided course, 4 Seasons of Reconciliation, a professional development training course on Indigenous awareness, which was shared by Deloitte.

Working Environment

- Inclusion NL performed a site assessment of **one organization's** office, evaluating the accessibility of the building, including exit/entrances, common area, public washrooms and emergency exits and provided a report with recommendations to consider; **including** the gender-neutral washroom at one location was modified to include automated buttons and a fully accessible shower;
- **One firm** completed **four** employee satisfaction surveys that will be followed up by a new survey later this year to benchmark wins and improvements opportunities;
- **One organization** created lunch and learn schedules to encourage sharing of knowledge and create opportunities for employees to build relationships; **they supported** a variety of volunteer opportunities as a group and also selected community partnership of interests (selections based on employee feedback);
- Company-wide discussion panel held to discuss #breakthebias. External speakers presented on best practices Celebrated International Day for Women in Maritime;
- Diversity and inclusion committee expanded to include all operational locations. **Meetings** took place monthly throughout the year, with additional meetings added when planning for specific events;
- 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; **and**
- During Pride Week, shared daily diversity moments that were related to LGBTQ+ history and learning opportunities and were shared with onshore;

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.

Contracting Goods and Services

- Continued to partner with a female-led business to provide cleaning services; and
- Multiple companies focused on using local suppliers of promotional items.

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. The following are outcome achievements, or numerical measures, which were achieved in 2023:

- One firm hired several employees from underrepresented groups, including two from Ukraine, one who identifies as a person with a disability; and six women. As well, they hired three work-term students – two were visible minorities. Additionally, two women moved from contractual positions into permanent positions;
- One firm hired 33 employees/students and 45% of these hires were persons from the underrepresented groups;
- In 2021, there was a framework and target set to have everyone complete the diversity and inclusion training over the next 3 years. This has been shared with employees and continues to be a measurable target;
- Tracking and reporting of these training initiatives are consistently monitored and measured;
- All employees during their onboarding stage, and within the 90 days of employment complete the diversity and inclusion training;
- At one firm, 24% of person years were worked by female staff at the Marine Base and 71% of all unsolicited resumes received were from designated groups and 36% of interview candidates were from designated groups;
- Trained multiple members of senior management in Mental Health First Aid and D/I training; and
- One firm increased percentage of women in their workforce by 4%.

4.3 2024 Outcome Targets

The outcome targets (i.e. measurable goals) to which Cenovus' main contractors have committed for 2024 are listed below:

- Provide financial support to our designated group members who want to complete professional development programs at the Gardiner Centre;
- 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);
- Have 100% of employees trained in diversity and inclusion through e-learning. Ensure all employees are aware of the Company's commitment to Diversity and Inclusion and the roadmap for 2024;
- Ensure there is at least one person that is part of 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 these groups;
- Maintain 10% of person years (including those hired full time, part time and contract positions) for the four designated groups for offshore operations;
- 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 2023.



In February, employees onshore and offshore gathered to recognize Pink Shirt Day.



Last year, the Women@CVE network purchased a selection of inclusion and diversity related books to place in the internal library, including titles for adults and children.



The group also hosted a Coffee and Connect session in August to give employees an opportunity to meet senior leaders visiting from Calgary including Susan Anderson, Senior Vice President of People Services and Candace Newman (left), Vice President of Human Resources.





Throughout the year, Cenovus hired 59 co-op students. As part of their experience, the W@CVE network also offers a mentoring program to expose students to different career paths and help them build their networks. As part of their mentoring, students had the opportunity to meet some senior leaders in the region and ask them questions.



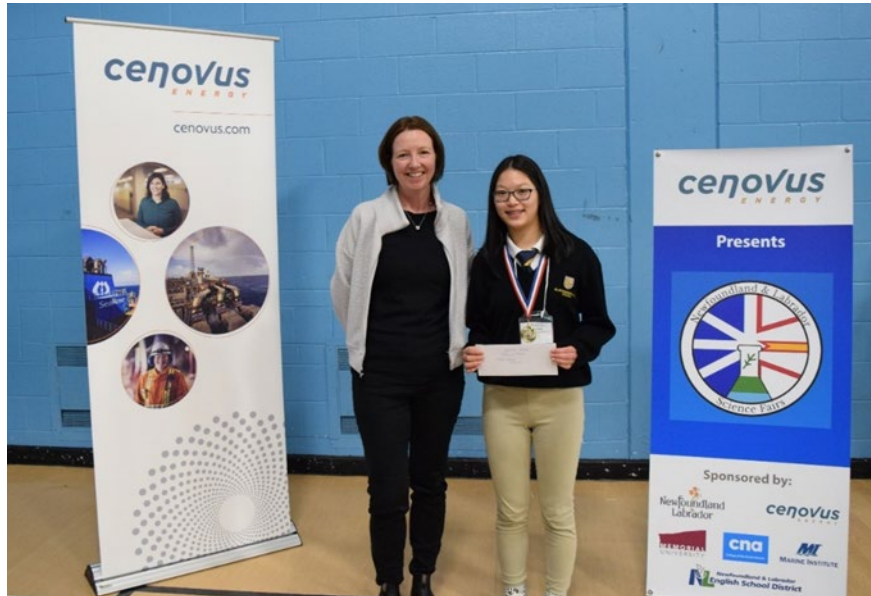
In August, Cenovus welcomed participants from WISE-NL's Summer Student Employment Program in to learn more about the types of roles available in oil and gas and meet with women working in STEM.



The Pride@CVE network hosted an internal coffee break to celebrate Pride Week in St. John's and also coordinated a Cenovus entry into the Pride Parade. As well, Cenovus participated in Pride at Work Canada's first ProPride event held in St. John's.



Cenovus continues to be the major sponsor of the Eastern Newfoundland Science Fair. In April, Cenovus R&D Manager Stephanie Fleming (left) attended the fair to present student awards. This year, Sophia Zhang (right) took home the region's top prize.



Cenovus, through the West White Rose Project, provides scholarships for diverse students at Memorial University, College of the North Atlantic and through the Coalition of Persons with Disabilities NL. In April, Cenovus presented scholarships valued at \$1250 each to CNA students Elvira Sosa Zapata (left) and Morgan Cooper (right).



Cenovus awarded \$50,000 to Dr. Svetlana Barkanova (below), a physicist at Grenfell College. In 2023, she was named an NSERC Chair in Inclusion in Science and Engineering and the funding will help encourage more young girls, especially those in rural areas, to pursue STEM.



Cenovus continued to support an internship program through Nature Conservancy of Canada. With increased funding, the NCC went from 2 to 3 interns and forged a partnership with Qalipu First Nation. They also reported that 75% of applicants identified as being a member of an equity-deserving group.



Conservation interns Kayla Fisher, Julia Ball, and Olivia Lymburner monitoring a large bog on NCC's Grand Codroy Estuary Nature Reserve.



Conservation intern Kayla Fisher teaches grade 4 and 5 students from Belanger Memorial School about estuary ecology in the Codroy Valley.

6.0 CONCLUSION

As a large company, Cenovus recognizes its responsibility to lead by example and in 2023, it continued to advance diversity and inclusion internally and in the communities in which it operates. Awareness, allyship, community engagement, and collaboration have been key to Cenovus' success in the areas of D&I and continue to guide the company. Cenovus' contractors represent companies of different sizes and business lines and it's important to recognize they are at different places on their own D&I journeys. Through this reporting process, contractors are challenged to set goals and objectives that are meaningful to their workplaces. Together, we are learning from each other and are well positioned to continue making progress on building more inclusive organizations and communities.

APPENDIX A

Contracting Company Contact Information

Contracting Company Information

Company	Company Representative	Email
A. Harvey and Company	Stephanie Patten-Kibyuk	stephaniepatten@aharvey.nf.ca
Aker solutions	Catherine George	catherine.george@akersolutions.com
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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

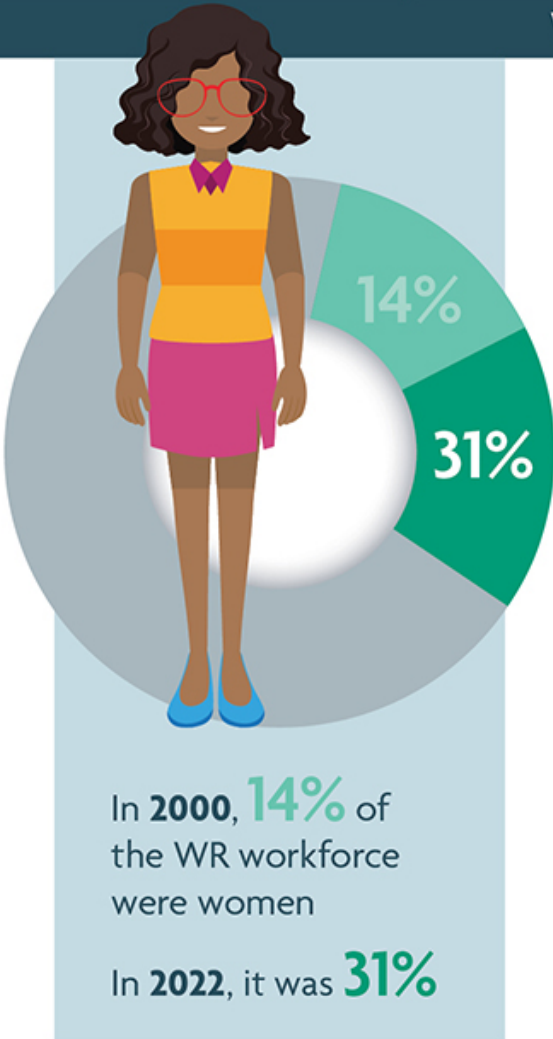
APPENDIX B

2023 Diversity Report Highlights and Forum Agenda

2022 ANNUAL DIVERSITY REPORT HIGHLIGHTS

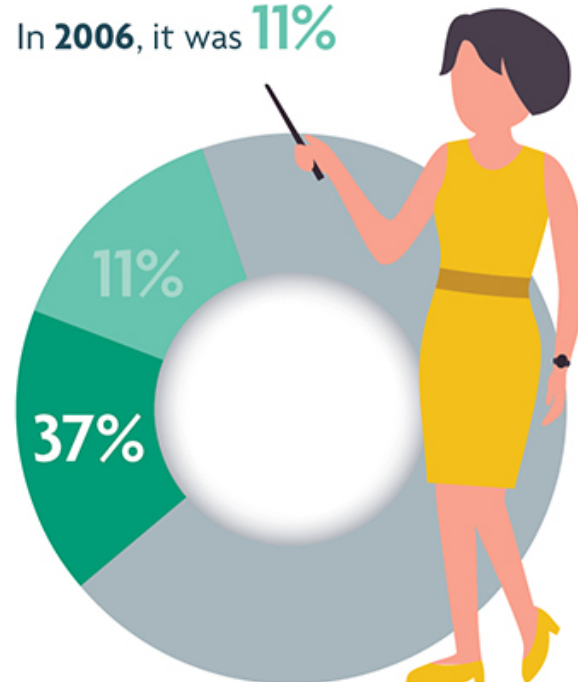


WHITE ROSE AND WEST WHITE ROSE PROJECT DIVERSITY INITIATIVES

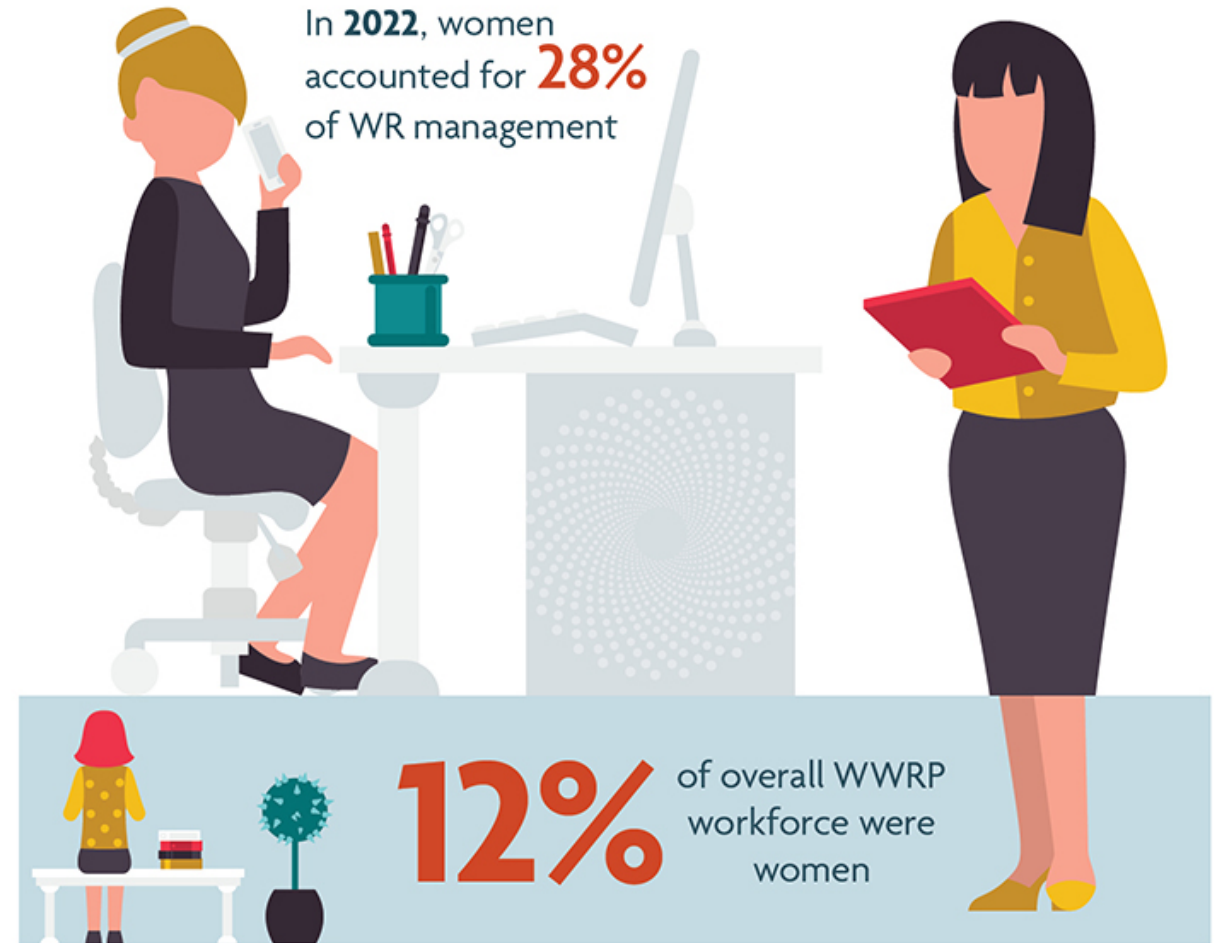


In **2022**, **37%** of engineers on the WR workforce were women

In **2006**, it was **11%**



In **2022**, women accounted for **28%** of WR management



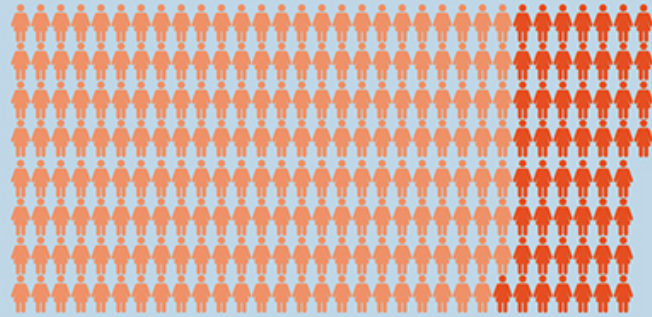
*Employee and contractor statistics

2022 ANNUAL DIVERSITY REPORT HIGHLIGHTS



WHITE ROSE AND WEST WHITE ROSE PROJECT DIVERSITY INITIATIVES

In **2022**, total number of women employed on the WR and WWRP by Cenovus and its contractors was **252**, up from **199** in **2021**



WWR Project Diversity Scholarships
\$10,000 awarded in **2022**



WWRP Project Employment Diversity Research Fund

Two, **\$20,000** research grants awarded in **2022**

\$120,000 awarded to date



2022 Students
61 students:
22% women

Support for **6** students



2022 ANNUAL DIVERSITY REPORT HIGHLIGHTS



WE'RE LISTENING



Workplace Culture & Inclusion Survey

280+ responses from SDP Site in Argentina

Active employee-led I&D groups:

- Stronger Together with Women@CVE
- Indigenous Community Sharing Circle
- Pride@CVE
- Not Myself Today



NL-based I&D awareness training

- **30+** employees attended Building Disability Confidence led by InclusionNL
- **50+** attended Gender Inclusive Language & Pronouns led by DiversityNL

Cenovus's first self-identification survey executed

- Number of WR employees who identify as a member of a designated group (Indigenous, Persons with Disabilities, Visible Minorities) increased from **3%** in **2021** to **5.6%** in **2022**



2022 ANNUAL DIVERSITY REPORT HIGHLIGHTS



ADVANCING INCLUSION THROUGH SOCIAL INVESTMENT



\$160,000 to The Rooms to create 7
“Celebrating Diversity Through Identity” EduKits



\$200,000+ spent in NL
to **support education &
training initiatives** for young
girls, women, and members of
other equity-deserving groups



16th Annual White Rose Project Diversity Forum

Thursday, April 27, 2023

Join us for this fully virtual event.

Participants will need to register to receive the event link. Register [now](#).

- 1:30 Welcome—Aimee Sheppard, Senior Industrial Benefits & Diversity Advisor, Cenovus
- 1:35 Opening Remarks— Jonathan Brown, Senior Vice President, Atlantic Region Cenovus
- 1:45 Breaking Down Biases—Hear from three people working to break down biases in their circles
 - Hidden disabilities—Nick Hender
 - Race and racism—Laurabel Mba
 - Past, present, future at The Rooms—Anne Chafe
- 2:30 Panel Discussion
- 2:50 Audience share: Roundtable and takeaways
- 3:10 Closing remarks—Jonathan Brown
- 3:15 Adjourned

All times in NST.



Anne Chafe

Anne Chafe has served as the CEO of The Rooms since 2019. She has held leadership roles within the organization since 2007, including Director of the Provincial Museum Division, and Executive Director of Museums and Galleries. Prior to her return to her native St. John's, Anne worked for 23 years in the museum and cultural field in Ontario. Throughout her career, Anne has focused on community engagement with diverse populations. Recently she has led the organization in a revision of The Rooms mission and vision, with an emphasis on building an inclusive, diverse, creative and confident community by connecting people with Newfoundland and Labrador's past and present so they can envision a bright future.



Laurabel Mba

Laurabel Mba is a dedicated Communications, Marketing, and Fund Development Specialist who brings her lived experiences of the disparities faced by BIPOC, marginalized, and underrepresented communities to the forefront. She is also a proud mother to a 4-year-old son. Laurabel actively advocates for marginalized communities, lending her voice and leveraging her experiences to ensure their concerns and struggles are brought to the decision-making table.

Currently, she is one of the hosts of Rogers TV's "Out of the Fog" show, where she highlights individuals and groups working hard to make Newfoundland and Labrador more welcoming, and those striving to improve the lives of all who call it home. She is an active member of the Anti-racism Coalition of Newfoundland and Labrador, St. John's Status of Women Council, and Happy City St. John's.



Nick Hender

Nick Hender is an unapologetic food and drink enthusiast who has a passion for making the preparation and enjoyment of fine food and drink accessible to everyone. Despite his struggles with reading and writing due to dyslexia, he has become a successful culinary instructor at the College of the North Atlantic and has diverse experience in the restaurant industry with a wide variety of cooking styles. He is also a certified Sommelier.

Nick is dedicated to helping others with learning disabilities achieve greatness and volunteers with the Learning Disability Association of Newfoundland Labrador. In his free time, he enjoys brewing beer and singing with both the Newman Sound Men's Choir and The Quintessential Vocal Ensemble.

Meet the hosts



Jonathan Brown, Senior Vice President, Atlantic Region, Cenovus



Aimee Sheppard, Senior Industrial Benefits & Diversity Advisor, Cenovus