



2011 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
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Table of Contents

1.0 INTRODUCTION 1

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS 2

3.0 WHITE ROSE PROJECT DIVERSITY 2011 4

 3.1 Husky Energy 4

 3.1.1 Women’s Employment..... 4

 3.1.2 Employment of Other Designated Groups..... 7

 3.1.3 Recruitment 7

 3.2 White Rose Project..... 7

4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS 12

 4.1 Process Achievements and Targets..... 12

 4.1.1 Process Achievements 12

 4.1.2 2012 Process Targets 15

 4.2 Outcome Achievements and Targets..... 16

 4.2.1 Outcome Achievements 16

 4.2.2 2012 Outcome Targets..... 18

5.0 CONCLUSION..... 19

LIST OF APPENDICES

APPENDIX A Contracting Company Contact Information

LIST OF FIGURES

Figure 3-1 Husky Energy White Rose Labour Force 2000 to 20115
Figure 3-2 Husky Energy White Rose 2011 Employment in Selected Occupational
Categories6
Figure 3-3 White Rose Project Labour Force, 2004 to 20118
Figure 3-4 White Rose Project Employment, Offshore, 2003 to 2011 10
Figure 3-5 White Rose Project Employment, Onshore, 2003 to 2011 10

LIST OF TABLES

Table 3.1 Husky Energy White Rose Labour Force, 2000 to 20115
Table 3.2 Husky Energy White Rose Women’s Participation Rate (% Women) in
Selected Occupational Categories, 2003 to 20116
Table 3.3 White Rose Project Labour Force, 2004 to 20118
Table 3.4 White Rose Project Women’s Employment by Occupational Category,
2006 to 2011..... 11

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 the White Rose Benefits Plan, Husky Energy (Husky) committed that the requirements of Husky’s Workforce Diversity Policy would be cascaded down to its Project contractors, who would be required to act in a manner consistent with the Policy. This is aimed at ensuring a fair representation of the four groups designated under federal employment equity legislation:

- Women;
- Aboriginal peoples;
- Visible minorities; and
- Persons with disabilities.

Further to the Benefits Plan commitment, Husky prepared the White Rose Project Diversity Plan (the Plan), which was accepted by the C-NLOPB in September 2003.

The Plan describes how Husky will ensure that diversity is achieved throughout the White Rose Project. This includes the organizational requirements Husky and its major contractors have to satisfy in order to integrate diversity into the way they do their White Rose related business, and the target setting, monitoring and reporting process that is used. Through this process, Husky and its main contractors establish diversity targets and engage in internal monitoring so as to measure their success in meeting them.

Husky’s main contractors commit to these targets in their annual Diversity Reports. These are subject to review by Husky which provides the C-NLOPB with an annual Diversity Plan Report. This document is the eighth of these annual Diversity Plan Reports. It describes the implementation of the Plan, examines the Project’s diversity achievements in 2011 and outlines the diversity targets that have been established for 2012.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky's East Coast Assets in 2011 continued to be held by Margaret Allan (Manager, Regulatory Affairs and Administration), supported by Kathy Knox (Industrial Benefits Advisor). Mark Shrimpton (Senior Associate, Stantec Consulting Ltd), who assisted in the preparation of the Plan, continues his involvement as an external diversity consultant.

As indicated above, Husky and its main contractors prepare annual Diversity Reports. The main contractors are selected by Husky on the basis of the amount of work they are undertaking or subcontracting in Canada, as well as the number of personnel employed under the contract. In 2011, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative:

- A. Harvey and Company Ltd.;
- AKCS;
- ASCO;
- Atlantic Towing Ltd.;
- Cameron Canada Corporation;
- Canship Umland Ltd.;
- Cougar Helicopters Inc.;
- Crosbie Group of Companies;
- East Coast Catering;
- Oceaneering Canada Ltd.;
- Schlumberger Canada Ltd.;
- Technip Canada Limited; and
- Transocean.

Contact information for these companies, including the contractor representative responsible for diversity on the White Rose Project, is provided in Appendix A.

In previous years, Husky has held a White Rose Diversity Forum to discuss diversity in the context of the White Rose Project, as well as focusing on the broader considerations of diversity. However, in 2011, Husky helped initiate and plan the *Fueling the Future: Women in Oil and Gas* conference. Held in St. John's in March 2011, this international conference was dedicated to sharing information and experiences among employers, policy makers, educators, and industry participants, in order to celebrate the contributions and increase the participation of women in the petroleum industry. In addition to participation on the conference organizing committee, Husky was a Gold sponsor of the event and encouraged participation among its contractors, many of which sponsored or participated in the conference.

In addition to its participation in *Fueling the Future*, and as committed to in the 2010 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2011. Specific examples included:

- Annual meeting held with contractors to discuss diversity issues, May 2011;
- Royal Newfoundland Constabulary (RNC) Chief Robert Johnson spoke on the efforts to increase participation of women in the RNC;
- Met with White Rose contractors to discuss 2012 diversity planning in December 2011;
- Participated in Energy Day, held at the Geo Centre during Oil and Gas Week in February 2011;
- Delivered several Diversity and Respectful Workplace sessions to new employees and at student orientation sessions;
- In December 2011, Husky's Manager of Administration and Regulatory Affairs made a presentation to Husky management on Atlantic Region workforce metrics compared to company-wide metrics, including gender and age data as well as information on Husky's maternity leave policy;
- Husky undertook a gender based analysis of two key employment groups with respect to compensation, promotion and retention; and
- Husky's Atlantic Region representatives on the company's Diversity and Respectful Workplace Council attended training sessions in Calgary in March and October 2011.

Throughout 2011, Husky showed strong leadership in terms of its diversity activities within the community. It is through these activities that the company has forged strong working relationships with a number of groups that make Husky's diversity achievements possible. These activities included:

- Establishment of a Diversity Advisory Group comprised of representation from the Independent Living Resource Centre (ILRC), Canadian National Institute for the Blind (CNIB), Coalition of Persons with Disabilities (COD) and the Canadian Hard of Hearing Association. The Diversity Advisory Group focuses on a portion of the White Rose Diversity Plan, specifically persons with disabilities. The purpose of the group is to provide Husky with advice on potential initiatives directed at achieving Husky's overall diversity goals and to help Husky reach the right target audience or participants for Husky outreach programs;
- Donated \$3,500 to the CNIB in support of their outreach programs;
- Provided funding to a CNIB luncheon and purchased a table in May 2011;
- For Energy Day 2011, Husky arranged, through COD, to provide transportation for persons who wanted to attend the Energy Day public session.
- Husky provided \$3,000 in funding for a Women in Science and Engineering (WISE) Student Educational Employment Program (SEEP) student position, and two female Husky employees participated in the program;

- In May 2011, Husky hosted an event for SEEP participants and provided an opportunity for them to meet with other females in non-traditional jobs as well as taking a tour of the Atlantic Osprey offshore support vessel;
- The donation of \$1,250 to the Learning Disabilities Association of Newfoundland and Labrador to support programming;
- Support for the participation of an employee on the Board of Directors of the Women In Resource Development Corporation (WRDC);
- Attended Techsploration Appreciation Dinner, May 2011;
- Provided \$20,000, and the mentoring time of several of its employees, in support of WRDC's Techsploration Program;
- A Husky representative volunteered time to support the recruitment efforts for senior staff of a local not-for-profit organization focused on persons with disabilities;
- Attended Association of New Canadians sponsored Diversity Symposium, March 23, 2011;
- Several Husky employees participated in Junior Achievement's Economics of Success program in February 2011;
- Participated in the Memorial University (MUN) and College of the North Atlantic (CNA) Career Fairs in September 2011;
- Provided support for the Eastern Regional High School and Junior High Science Fair in March 2011; and
- Provided \$2,000 to the Kangidluasuk Student Program, an education program provided by the Nunatsiavut Government.

3.0 WHITE ROSE PROJECT DIVERSITY 2011

This section provides information regarding Husky and White Rose Project diversity in 2011, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

3.1 Husky Energy

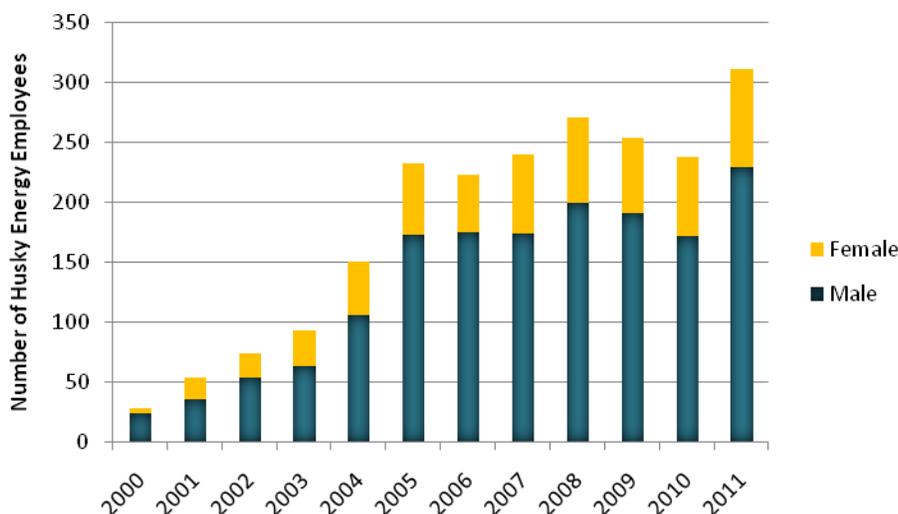
The following sections discuss diversity in Husky's White Rose operations.

3.1.1 Women's Employment

Husky's White Rose labour force generally increased from the initiation of work in 2000 until the end of 2008, when the company employed a total of 271 individuals. In 2009, the labour force declined by 6 percent due to the completion of the detailed engineering and much of the fabrication activity for the North Amethyst project, a subsea tie-back to the *SeaRose FPSO*. This trend continued in 2010 when the labour force declined by an additional 6 percent as a result of the completion of this project (Figure 3-1). In 2011, the Husky White Rose labour force increased by 31 percent to 312 individuals. The workforce increase is a natural evolution of

Husky’s operations in Atlantic Canada and reflects an increase in staffing in the development and subsea groups to support future plans.

Figure 3-1 Husky Energy White Rose Labour Force 2000 to 2011



Women’s employment by Husky was initially low, 14 percent in 2000, but peaked at 33 percent in 2001. Since 2001, women’s employment has fluctuated between 22 and 31 percent. At the end of 2011, women represented 29 percent of Husky’s workforce, an increase of two percentage points from 2010 due to a 19 percent increase in the number of female employees between 2010 and 2011. This growth is due to the expansion of Husky’s workforce, which increased by 11 percent during this period (Table 3.1).

Table 3.1 Husky Energy White Rose Labour Force, 2000 to 2011

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Females 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	179	61	-4%	240	25%	-11%
2010	186	68	11%	254	27%	6%
2011	201	81	19%	282	29%	11%

Source: Husky Energy

In 2011, women’s participation in administrative/clerical (95 percent), professional (32 percent) positions, and students (55 percent) exceeded the overall women’s participation rate (26 percent) (Table 3.2 and Figure 3-2). Opportunities for improvement continue to exist in the areas of management (13 percent) and engineering (18 percent). The largest deficits are in marine crewing and technicians/technologists; as was the case in 2009 and 2010, marine crewing had no participation by women in 2011. Also, there were no women employed in the category of technician/technologist (Table 3.2 and Figure 3-2).

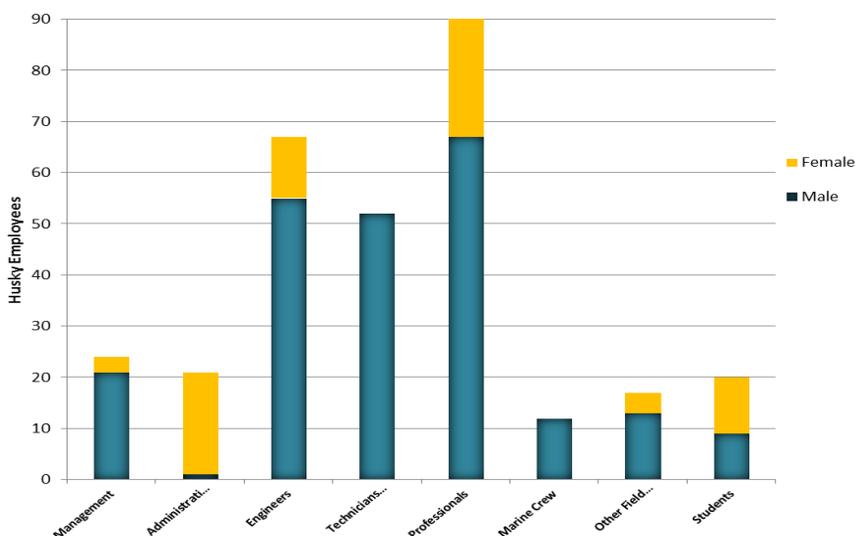
Table 3.2 Husky Energy White Rose Women’s Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2011

Occupational Category	2003	2004	2005	2006	2007	2008	2009	2010	2011
Management	7	8	5	7	8	8	9	17	13
Administrative/Clerical	100	90	100	94	95	92	94	94	95
Engineers	19	10	13	11	17	20	14	15	18
Technicians/Technologists	33	33	13	16	10	0	2	2	0
Professionals*	26	24	35	36	43	34	41	36	32
Marine Crew	NA	NA	0	0	0	0	0	0	0
Other Field Crew	NA	24							
Students	44	40	50	23	38	23	38	64	55
Total Women’s Participation Rate	31%	30%	26%	22%	28%	26%	25%	28%	26%

**Includes accountants, geologists, geophysicists, and information technology and human resources professionals.*

Source: Husky Energy

Figure 3-2 Husky Energy White Rose 2011 Employment in Selected Occupational Categories



3.1.2 Employment of Other Designated Groups

Very little information is available regarding the participation of Aboriginal peoples, visible minorities, and persons with disabilities in the Husky, or White Rose Project, labour force. Furthermore, the information which is available is largely qualitative, preventing any meaningful comparisons across time or between companies or occupations. This is a result of confidentiality considerations, which preclude Husky or its contractors from identifying, or requiring self-identification of, designated group members. However, in 2012, Husky will begin reporting on the percentage participation for all designated groups, with the understanding that self-identification will continue to be voluntary.

3.1.3 Recruitment

Husky advertises the majority of its positions in Newfoundland and Labrador newspapers, including some serving rural areas, and on the Husky website. Since 2004, Husky has encouraged the applications from members of these groups by including the following statement in all job advertisements:

*“Husky values diversity as fundamental to its business operations.
We promote an inclusive, respectful work environment where
individuals and groups can achieve their full potential.”*

3.2 White Rose Project

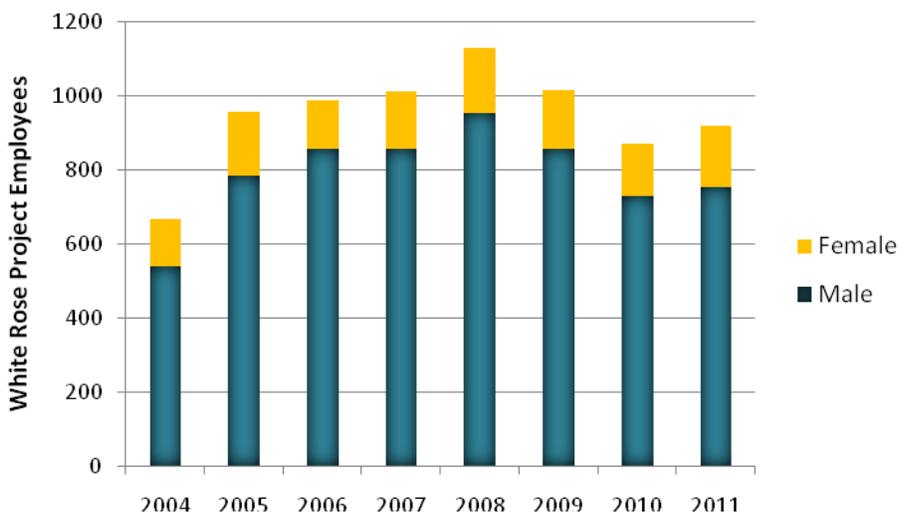
The workforce for the White Rose Project includes the employees of both Husky and its contractors. Over the life of the Project, the representation of women in this workforce has varied between a high of 19 percent (in 2004) and a low of 13 percent (2006). White Rose Project employment was 871 at the end of 2010, a decrease of 14 percent since 2009, while the women's participation rate was 16 percent. In 2011, changes in the participation rate in the context of the total Project labour force are particularly significant. In 2011, there was a six percent increase in the total workforce. However, over the same period, there was an 18 percent increase in the number of women in the workforce (Husky and its contractors). This was represented by an increase in the participation rate from 16 percent to 18 percent.

Table 3.3 White Rose Project Labour Force, 2004 to 2011

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Females 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%

Source: Husky Energy

Figure 3-3 White Rose Project Labour Force, 2004 to 2011



In 2011, all 872 Project-related employees were based in Newfoundland and Labrador (St. John’s), including 435 offshore positions and 485 onshore positions. Continuing the pattern from 2010, more of the Project labour force was onshore than offshore. However, the offshore workforce increased by approximately 18 percent, while the onshore workforce experienced a slight decline.

In 2011, as in the previous six years, women’s representation offshore has been very low as compared with onshore (Figure 3-4 and Figure 3-5). Although total representation by women on the Project was 18 percent in 2011, they held 32 percent of onshore positions but only 3 percent of offshore positions. This reflects the fact that there is a relatively small pool of women with

offshore-related capabilities and interests, an issue which is being addressed by ongoing Husky and industry initiatives (see Section 4.0).

As discussed in Section 3.1.1 for Husky employees, women's participation in the White Rose Project varies across occupational categories. In 2011, the lowest levels of participation were in marine crewing (1 percent) and skilled trades (2 percent). In 2011, the participation rate for women increased in a number of categories, including engineering, which had a 38 percent increase in the number of women. There were increases in the areas of management, administration and professionals. The number of women in marine crewing, other field services, and skilled trades, categories which have had low participation rates over the life of the Project, decreased in 2011 (Table 3.4).

Figure 3-4 White Rose Project Employment, Offshore, 2003 to 2011

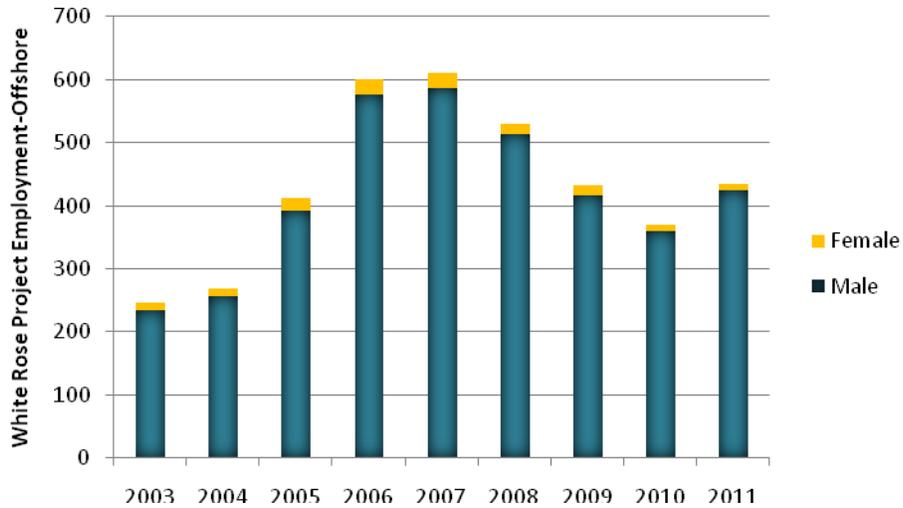


Figure 3-5 White Rose Project Employment, Onshore, 2003 to 2011

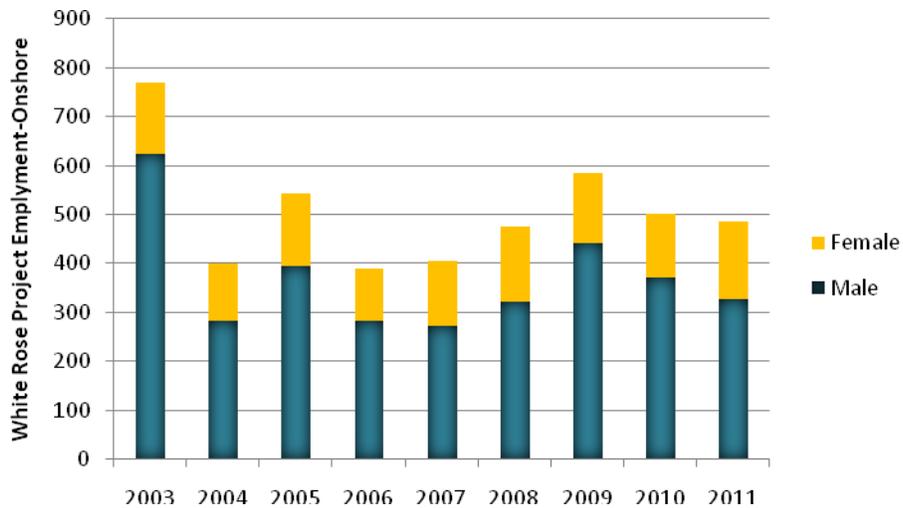


Table 3.4 White Rose Project Women's Employment by Occupational Category, 2006 to 2011

Occupational Category	2006			2007			2008			2009			2010			2011		
	Total # Women	Participation Rate	% Change, # Women 2006 & 2005	Total # Women	Participation Rate	% Change, # Women 2007 & 2006	Total # Women	Participation Rate	% Change, # Women 2008 & 2007	Total # Women	Participation Rate	% Change, # Women 2009 & 2008	Total # Women	Participation Rate	% Change, # Women 2010 & 2009	Total # Women	Participation Rate	% Change, # Women 2011 & 2010
Management	7	13%	-36%	8	14%	14%	3	5%	-63%	9	17%	20%	7	16%	-22%	8	15%	13%
Administration & Clerical	45	92%	-33%	52	87%	16%	65	81%	25%	50	81%	-23%	41	89%	-18%	54	92%	24%
Engineers	11	7%	-42%	12	10%	9%	21	16%	75%	17	13%	-19%	16	12%	-6%	26	17%	38%
Technicians & Technologists	8	13%	60%	6	8%	-25%	9	9%	50%	12	11%	33%	11	11%	-8%	9	8%	-22%
Professionals*	32	43%	0%	38	46%	19%	38	33%	0%	42	40%	11%	29	24%	-31%	47	35%	38%
Skilled Trades	4	3%	300%	4	3%	0%	10	7%	150%	4	3%	-60%	2	5%	-50%	1	2%	-100%
Marine Crew	9	3%	29%	14	4%	56%	7	2%	-50%	15	4%	114%	9	3%	-40%	3	1%	-200%
Other Field Services	7	7%	-50%	5	6%	-29%	14	11%	180%	6	7%	-57%	13	19%	117%	8	13%	-63%
Students	8	25%	-53%	16	36%	100%	6	23%	-63%	5	38%	-17%	14	61%	180%	11	55%	-27%
TOTAL	131	13%	-24%	155	15%	18%	173	15%	12%	160	16%	-8%	142	16%	-11%	167	18%	15%

**Includes accountants, geologists, geophysicists, and information technology and human resources professionals*

Source: Husky Energy

4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

The following sections summarize the achievements of Husky and its major contractors on the White Rose Project with respect to diversity targets in 2011, and outline new targets for 2012.

4.1 Process Achievements and Targets

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

4.1.1 Process Achievements

Husky and its main contractors committed to a large number of process targets in their 2010 Diversity Plan Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been identified as targets for 2012 (see below). Specific process achievements in 2011 included:

Information and Communications

- Ensured that all communication materials were reviewed to ensure that they are consistent with, promote and are representative of corporate diversity policies;
- Job postings (print and website) include language reflective of culture and gender diversity;
- Continued to maintain a designate as primary contact person for harassment-related enquiries;
- Human Resources Coordinator completed seminars regarding workplace inclusion;
- Human Resources Coordinator became part of the Newfoundland and Labrador Chapter of the Association to Promote Diversity;
- Employee Handbook, including Company Statement on Harassment, was reviewed with all new employees;
- Corporate communications, including website and all recruiting/promotional materials, featured employees who are members of designated groups;
- A Vessel Management Team Conference included a half-day seminar on Workplace Boundaries. This seminar was provided as part of the implementation of the contractor's Harassment Policy; and
- A CNIB representative presented to employees on how to integrate a person with vision loss into the work place.

Employee Recruitment and Selection

- Participated in recruitment events at MUN, Marine Institute (MI) and CNA;
- Implemented contractor's Stiletto to Steel Toes recruiting initiative;
- Continued to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continued to track and monitor applications from designated groups;
- Interviewed all designated group candidates who met basic job criteria;
- Prior to a job offer, assessed the need for further recruitment of candidates from designated groups;
- Assigned responsibility at a senior level for reviewing all hires in relation to Diversity Plan targets;
- Female applicants were interviewed for cadet berths;
- Continued to work with MI to actively source cadets from designated groups for work term placements;
- Information on diversity was incorporated into new employee orientations and an Employment Equity Survey was provided to all new employees;
- Harassment Policy was sent to all vessels and offices;
- An Employment Equity Committee was established and bi-annual meetings held;
- An Employment equity section, Employment Equity Corner, was included in the quarterly newsletter circulated to all employees;
- Members of designated groups were targeted during the interview process;
- Business Development Manager was tasked to work with groups to investigate how to utilize immigrant talent;
- Interview or meet all local applicants that can assist with adding diversity to our workforce if they have the required skills;
- Two programs made funding available for Innu and Nunatsiavut participation in the Nautical Science or Marine Engineering programs at MI (Program 1), and Bridge Watch, Marine Cooking and Marine Diesel Mechanics programs (Program 2);
- Monitored certain occupational areas for adverse impact on recruitment and retention of women;
- Vice President of Operations continued to speak with various Aboriginal people about completing their full MED certification; and
- Reviewed the selection process for sample job categories to ensure the process does not adversely affect women or other designated groups.

Employee Development

- Incorporated targets for women and other designated groups in succession planning;
- Set targets for appointments to project committees, boards, and work terms;

- Succession plan designated management positions in Atlantic and Eastern Canada for a member of a visible minority;
- Assisted women and other designated group employees to access developmental and management training opportunities; and
- Created junior management positions to create a bridge for women and other designated groups to senior levels.

Working Environments

- A dual career couple was transferred to Newfoundland Operations;
- Continued respectful workplace training and required certification in the areas of discrimination and harassment;
- Gender diversity component was added to management training courses;
- Continued implementation of company policy on harassment and respectful workplace and ensured that policy was posted in all work sites;
- Continued to distribute and update the harassment policy and procedures to all managers and employees;
- Assessed positions for potential for flexibility in work schedules to assist with work/life balance;
- Developed guidelines to deal fairly and consistently with requests for flexibility in working schedules;
- Obtained feedback from employees on issues that affect work/life balance;
- Continued to adjust crew-change schedule for offshore employees to spread an even number of female employees per hitch, in order to allow for the females to share rooms;
- Some positions and/or job duties were altered in order to better accommodate female staff; and
- Provided facility tour to students from MI's Remotely Operated Vehicle (ROV) course as part of program to prepare three female students for working in the offshore environment.

Community Outreach

- Participated in the Petroleum Industry Human Resources Committee Ambassador Program;
- Partnered with WISE Student Summer Employment Program;
- Financial support provided to WRDC Techsploration Program;
- Provided Role Models who participated in the WRDC Techsploration Program;
- Company representative on the Board of WRDC;
- Gave presentation to participants in WRDC's Orientation to Trades and Technology;
- Worked with WRDC to identify areas where it is possible to assist with programs;
- Supported WRDC initiative to engage companies in the marine transportation industry;

- Several contractors participated in and sponsored the conference *Fueling the Future: Women in Oil & Gas*;
- A Schlumberger WEConnect chapter formed in Newfoundland and Labrador to encourage women to see the industry as a viable and attractive workplace;
- Human Resources Coordinator made contact with community groups and individuals representing designated groups (e.g., Hard of Hearing Association, Paraplegic Association, and Aboriginal Human Resources Council);
- Participated in Energy Day career fair; and
- Continued involvement with Partners for Workplace Inclusion;

Contracting Goods and Services

- Ensured that all contractors and suppliers are aware of company diversity plan; and
- Partnered with Newfoundland and Labrador Women Entrepreneurs (NLOWE) to host a breakfast and presentation on *Accessing Oil Field Opportunities*.

4.1.2 2012 Process Targets

Process targets vary greatly among Husky and its main contractors. This is reflective of their different circumstances, involvements and workplaces. For example, some have no immediate hiring plans, or operate a business based on occupations that have long been dominated by women. The Plan allows Husky and its main contractors to develop targets that are appropriate to their organization and activities within the context of potential labour market constraints.

In addition to the initiatives outlined below, companies will continue with a wide range of activities introduced in previous Diversity Plan Reports such as promoting the company as an equal opportunity employer in all job advertisements and presentations and continuing to communicate Diversity Plan information to all employees.

Information and Communication

- Work closely with WRDC to develop a poster to promote careers for women in the marine transportation industry;
- Conduct Engagement and Workforce Analysis Survey;
- Work with other companies in the oil and gas industry to develop an advertisement promoting diversity in the industry;
- Maintain regular communications with MI, including communication on diversity issues;
- Include information on diversity in company's quarterly newsletter;
- Include Employee Equity Survey in package for new hires;
- Review Employee Handbook with all new hires;
- In all employment opportunity postings, contractor will stress that it is an equal opportunity employer that strives for diversity in the workplace;
- Ensure senior management personnel understand diversity issues and initiatives; and

- Encourage current employees to inform any prospective friends/relatives of company's Diversity Plan.

Employee Recruitment and Selection

- Actively source cadets from designated groups;
- Work with MI on Diversity/Recruitment Program; and
- Where possible, re-hire any disabled personnel who may have worked on a temporary basis in 2011.

Employee Development

- Communicate transparent training process to employees;
- Communicate transparent succession process to employees;
- Have a management employee attend a workshop on workplace harassment and employee relations in a diverse work environment and communicate the information learned to all employees; and
- Have managers and/or supervisors receive leadership training in diversity and respectful workplace skills.

Working Environments

- Ensure that the Quality Management System makes references to fair and positive work culture;
- Provide job-site supervisors with informational material, educating them on workplace harassment and employee relations in a diverse work environment; and
- Review the effectiveness of current communications activities associated with respectful workplace policies.

4.2 Outcome Achievements and Targets

Outcome targets are reasonable, but ambitious, numerical measures of change that Husky and its main contractors commit to achieving over the course of the year. Reflecting the different circumstances in which Project companies may find themselves, these 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-operative work term students; promotions; special assignments or other forms of employee development; and resumes in a company database.

4.2.1 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2011 in their 2010 Diversity Plan Reports. Review of the 2011 Reports indicates that most were achieved over the

course of the year. The following are outcome achievements, numerical measures which were achieved in 2011:

- Twenty-three percent of all Field Engineers and 16 percent of all Field Specialists recruited in Canada were female;
- Twenty-seven percent of all female Field Specialists were recruited from CNA;
- Female Field Specialist and female Field Engineer were assigned to operations based in Newfoundland and Labrador;
- Fifty-seven percent of work term students from Newfoundland and Labrador were female.
- A contractor hired a female work term student who had a disability;
- Fifty percent of a contractor's scholarship recipients were female;
- A technical field position in Atlantic and Eastern Canada was designated for a visible minority incumbent;
- Five visible minority employees were transferred to Newfoundland;
- A female designated to a senior management position in Atlantic and Eastern Canada;
- Estimated 20 percent of person-years at the Marine Base were worked by female staff;
- Estimated 32 percent of all resumes were from members of designated groups;
- Female hired in the role of Manager Health, Safety & Disability;
- Female hired in the role of Health, Environmental, Security and Quality
- Female welder hired;
- Seven of the thirteen work term students hired in 2011 were women;
- An estimated 50 percent of all interviews were provided to members of designated groups;
- A female Project Manager was hired;
- Work terms were provided to two female cadets, one from the MI's Nautical Science program and one from the Marine Engineering program.
- Three female cadets were employed;
- Fifty percent of new hires for office personnel were women;
- Work term placements included one female, one Aboriginal person and a member of a visible minority;
- Three women were recruited to full-time or temporary positions;
- A member of a visible minority was recruited to a senior position in the fleet;
- The representation of female engineers in the workforce increased from 24 percent to 27 percent;
- Work terms were provided to two female engineering students;
- In one company, two of seven work term students were female;
- Two women were promoted to supervisory positions;
- In one company, women comprised 25 percent of the management team;

- Two visible minorities were hired in full-time positions offshore;
- A full-time offshore position provided to a disabled employee;
- Contractor employed 12 women in full-time positions offshore;
- Contractor employed two self-identified persons with a sight disability;
- A female employee offshore was promoted to a supervisory position; and
- An Aboriginal employee sponsored for BST.

4.2.2 2012 Outcome Targets

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2012, are listed below:

- Increase the number of persons employed from designated groups for work term positions;
- Increase the number of persons employed from designated groups for full time and temporary positions;
- Increase the percentage of special assignments and other employee development opportunities provided to members of designated groups;
- Continue to work to increase the number of applicants who indicate having a disability;
- Maintain a level of 10 percent person-years for designated groups (including full-time, part-time, and contract positions);
- Ensure 25 percent of all resumes in a company database are from designated groups;
- Ensure 75 percent of interviews for work term positions are assigned to members of designated groups;
- Assign 50 percent of special assignments, or other opportunities for employee development, to members of designated groups;
- Hire or internally promote at least one employee in a supervisory position that is of either female, Aboriginal, persons with disability or visible minority status;
- Hire at least one Aboriginal employee in an administrative position;
- Hire at least one female employee in a supervisory position;
- Increase the percentage of female employees in supervisory positions;
- Increase the percentage of female employees to 40 percent;
- Train or develop at least one existing Aboriginal employee to be eligible for offshore employment.
- Train at least one current supervisor in diversity leadership and/or respectful workplace skills; and
- Promote an Aboriginal (and preferably female) employee into an upper management position.

5.0 CONCLUSION

The year 2011 saw a continuation of the White Rose Project diversity-related activity pattern established in previous years. The completion of the North Amethyst project, a subsea tie-back to the *SeaRose FPSO*, resulted in continued decreases in the overall workforce and an emphasis on long-term and life-of-field considerations. However, the number of women working for Husky in the Atlantic Region increased, and the decline in the number of women in the Project workforce (i.e., including contractor personnel) was smaller than the decline in the workforce as a whole. The year also saw further development of both a diversity culture and strong working relationships with community stakeholders, including through the establishment of a Diversity Advisory Group with representation from the ILRC, CNIB, COD, and the Canadian Hard of Hearing Association.

There was once more a program focus on the fact that there is only a limited pool of diversity group members within both the current labour force and potential new entrants in training institutions and programs. This problem was a major theme at the *Fueling the Future: Women in Oil and Gas* conference that Husky helped initiate and plan, and for which Husky was a major sponsor. This challenge will be exacerbated by the growing demand from other industries, given proposed new offshore petroleum, hydro-electric, mining and other mega-projects in Newfoundland and Labrador, and the related C-NLOPB and provincial government project diversity and equity requirements.

Husky and its contractors placed increased emphasis on collective efforts to increase the size of the pool of diversity group members. In addition to their support of broader industry events such as *Fueling the Future: Women in Oil and Gas Conference*, these companies continued to be active participants in PIHRC events and programs, career fairs, and scholarship programs. At the same time, past, present and future initiatives continue to include a focus on identifying and overcoming constraints to diversity group members acquiring the required skills and experience for work in the industry.

APPENDIX A

Contracting Company Contact Information

Table A1 Contracting Company Information

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	fjc@aharvey.nf.ca	www.aharvey.com
AKCS	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
ASCO Canada Ltd.	Trudy Decker	trudy.decker@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Bryan Gauthier/Stacey Miller	gauthier.bryan@atlantictowing.com miller.stacey@atlantictowing.com	www.atlantictowing.com
Cameron Canada Corporation	Jason Sheppard	jason.sheppard@c-a-m.com	www.c-a-m.com
Canship Uglund Ltd.	Larry Moore	lmoore@canship.com	www.canship.com
Cougar Helicopters Inc.	Renée Paddock	rpaddock@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Cynthia Crosbie	ccrosbie@crosbiegroup.com	www.crosbiegroup.com
East Coast Catering Ltd.	Brad Courtenay	bcourtenay@eccltd.ca	www.eccltd.ca
Oceaneering Canada Ltd.	Michelle Smart-McGrath,	msmart@oceaneering.com	www.oceaneering.com
Schlumberger Canada Ltd.	Margie Dicks	dicksm@slb.com	www.slb.com
Technip Canada Limited.	Dusty Barron	dbarron@technip.com	www.technip.com/entities/canada/index.htm
Transocean	Michelle Hynes	Michelle.Hynes@deepwater.com	www.deepwater.com