

2007 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board

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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 *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 committed that its Project contractors operating or hiring in Canada would be required to act in a manner consistent with Husky Energy's Workforce Diversity 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 Energy prepared the White Rose Project Diversity Plan (the “Plan”), accepted by the C-NLOPB in September 2003, which documents Husky Energy's approaches, principles, processes and initiatives for meeting diversity goals during the development and operation phases of the Project.

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

Husky Energy and its main contractors commit to these targets in their annual Diversity Reports. These are subject to review by the Husky Energy Benefits Group, which also provides the C-

NLOPB with an annual Diversity Plan Report. This document is the fourth of these annual Diversity Plan Reports. It describes the implementation of the Plan, examines the Project's diversity achievements in 2006 and outlines the diversity targets that have been established for 2007.

2.0 THE IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky Energy's East Coast Assets in 2006 continued to be held by Margaret Allan (Manager, Regulatory Affairs and Administration) and Ron LeDrew (Canada-Newfoundland and Labrador Benefits Analyst). In undertaking this work, they were supported by a co-op student with responsibilities for Canada-Newfoundland and Labrador Benefits and Public Affairs. Mark Shrimpton (Principal, Jacques Whitford), who assisted in the preparation of the Plan, has been retained as an external diversity consultant.

As was indicated above, Husky Energy and its main contractors prepare annual Diversity Reports. The main contractors are selected by Husky Energy 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 2006, the first full year of production for the Project, there were no changes to the list of contractors that met the criteria to be directly involved in the White Rose Diversity initiative.

The following companies continued to meet the criteria through 2006:

- A. Harvey and Company Ltd.;
- AKCS Offshore Partner;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Canship Uglund Ltd.;
- Cameron;
- Cougar Helicopters Inc.;
- Crosbie Group of Companies;
- East Coast Catering Ltd.;
- *Global Santa Fe*;
- Oceaneering Canada Ltd.;
- Schlumberger Canada Ltd.; and
- Seabase Ltd.

Contact information for these companies, including the identity of the persons taking responsibility for diversity on the White Rose Project, is provided in Attachment 1.

Early in 2006, Husky Energy reviewed the draft 2006 contractor Diversity Reports. In some cases, Husky Energy and its diversity consultant met with individual companies to discuss the drafts and request revisions. The final reports, and Husky Energy's own diversity actions and performance, were summarized at the 2006 Diversity Workshop and the subsequent Diversity Plan Report to the C-NLOPB. In addition to these Project-related diversity initiatives, Husky Energy developed its own 2006 Diversity Report, which established internal diversity process and outcome targets.

Throughout 2006, Husky Energy undertook a number of other internal and contractor-related activities as committed to in the Plan. Specific examples of these activities include:

- two mid-level management women in the Husky Energy Leadership Development Program;
- Husky Energy's Corporate Manager of Diversity travelled to the East Coast to conduct two in-house Respectful Workplace seminars on March 6, 2006;
- Husky Energy's Annual Diversity Workshop was held on March 8, 2006 (as discussed in the 2006 White Rose Diversity Plan Report);
- a representative from the Canadian Council on Rehabilitation and Work (CCRW) delivered a Disability Awareness Series (DAS) Train the Trainer session for seven Husky Energy employees on March 9, 2006;
- senior Husky Energy staff met with representatives of the Women in Resource Development Committee (WRDC) on March 23, 2006, to discuss the results of their report "At a Snails Pace";
- Husky Energy participated in the Skills Canada Provincial Skills Competition at the College of the North Atlantic (CNA) on March 24, 2006;
- representatives from Husky Energy and its major contractors participated in the Petroleum Industry Human Resources Committee (PIHRC) Educators' Forum in Stephenville on February 24, 2006;
- representatives from Husky Energy attended a Canadian National Institute for the Blind (CNIB) presentation on March 1, 2006, to discuss the results of the organization's Needs Assessment Study; and
- representatives from Husky Energy met with WRDC and AKCS on April 13, 2006, to review the company-sponsored female apprenticeship program.

Throughout 2006, Husky Energy showed strong leadership in terms of its diversity activity within the community. It is through these activities that the company has forged strong working relationships with special groups that, without their expertise, Husky Energy's advancements in diversity would not be possible. Selected here is a sample of these activities:

- held a Forum/Career Day for disabled youth on May 15, 2006, at the EB Foran Room, St. John's City Hall;
- the Manager of Administration and Regulatory Affairs joined the Independent Living Resource Centre (ILRC) Board of Directors;
- the Manager of Administration and Regulatory Affairs serves as an industry representative on the Provincial Government Skills Task Force;
- Husky Energy's Canada-Newfoundland and Labrador Benefits Analyst accepted a position on the Board of Directors for Skills Canada;
- Ruud Zoon, Husky Energy's Vice President, East Coast Operations, officially joined CNIB Board of Directors at the organizations annual meeting on June 7, 2006.;
- representatives from Husky Energy attended the Partners for Workplace Inclusion annual general update on June 8, 2006;
- a female student with a physical disability from Compu College began a four-week work experience placement at Husky Energy on September 5, 2006;
- Husky Energy presented at a Youth Forum in May 2006. Subsequently, an engineering student with a disability decided to enrol in oil and gas courses offered at Memorial University; and
- the Canada-Newfoundland and Labrador Benefits Analyst and a Human Resources Advisor were interviewed on August 22, 2006, by a hearing impaired researcher conducting a survey on behalf of the Newfoundland and Labrador Association of the Deaf to determine Husky Energy's perceptions and attitudes towards hiring a hearing impaired person.

The fourth annual White Rose Diversity Plan Workshop was held on March 15, 2007. As is indicated in the Plan, the purpose of the Workshop was to provide an opportunity for Husky Energy, its major contractors, community groups and government to review the diversity record for the Project in 2006 and to discuss proposed plans for 2007. Seventy-three participants attended the 2007 workshop, including 11 representatives from Husky Energy. The remaining attendees consisted of other operators and licence holders, White Rose contractors, and representatives from community groups and government agencies.

The main components of the workshop were:

- an introduction and update of the White Rose Project, by Ruud Zoon;
- a White Rose diversity update, by Margaret Allan;
- a general overview of the White Rose Diversity Plan Process and a review of selected contractors diversity success stories by Ron LeDrew;
- a discussion of strategies for Aboriginal workforce development, by Tom Paddon, General Manager, Labrador Operations, Voisey's Bay Nickel Company Limited; and
- a keynote speech by The Honourable Joan Burke, Minister Responsible for the Status of Women and Minister of Education.

The agenda for the 2007 Diversity Plan Workshop is attached as Attachment 2.

3.0 WHITE ROSE PROJECT DIVERSITY, 2006

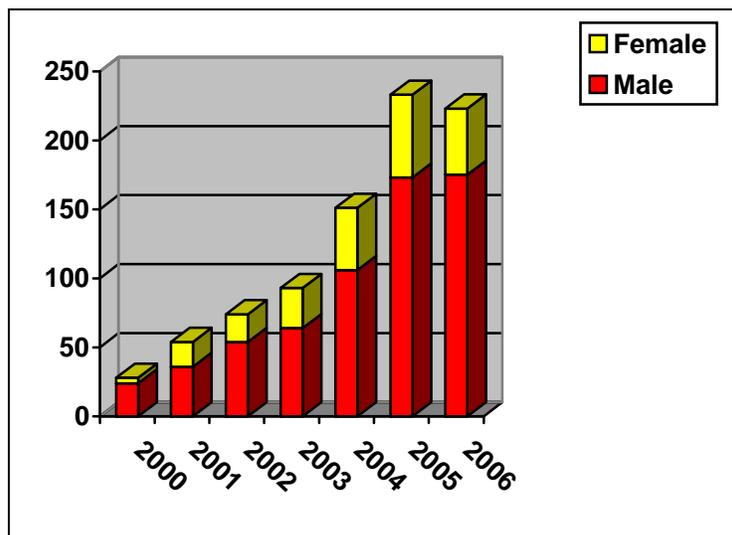
This section provides information on White Rose Project diversity in 2006, based on information collected for Canada-Newfoundland and Labrador Benefits reporting purposes.

3.1 Husky Energy

3.1.1 Women's Employment

The Husky Energy White Rose labour force increased steadily from the time that work started in 2000 until the end of 2005, when the company had 233 employees (Figure 1). This number dropped slightly over the course of 2006 to 223 employees. Women's participation in the Husky Energy workforce was initially very low (14% in December 2000), but reached 33% by the end of 2001. It has since fluctuated between 22% and 33% and, at the end of 2006, stood at 22%.

Figure 1 Husk Energy Staff, By Gender, 2000 to 2006



Source: Husky Energy.

Diversity is not solely concerned with the aggregate numbers in the workforce. It is also important to track the numbers and percentages of designated group members in different occupational categories and, hence, the degree to which they are concentrated in, or excluded from, them.

Husky Energy employee occupational data for December 2006 showed that, relative to the overall figure for the year (22% of all workers being women), women's participation exceeded the average in administrative/clerical positions and among professionals where participation

rates for women were 94% (17 of 18 employees) and 36% (18 of 50 employees), respectively. Deficits remain among management, engineering and technician/technologist positions. In 2006, just 7% of Engineers were women, while women's participation in technician/technologist positions stood at just 16%. Marine crewing remains the most significant deficit, with no women among the 53 employees. Based on Husky Energy's recruitment efforts, it appears that there is a limited pool of women in the Province qualified and interested in such work and none are currently working for Husky Energy offshore. As outlined in Section 4.0, Husky Energy has established process targets in order to continue its efforts to attract women to this field.

Occupational data for December 2006 are presented in Table 2. When compared to December 2005, there were small increases in the female share of positions in Husky Energy's management, professional and technical groups, while there was a small decrease in the female share of positions in engineering. There was a larger decrease among female work term students from previous years. This decrease is an anomaly and does not reflect a change in Husky Energy's hiring practices.

Table 1 Women's Participation Rates in Selected Job Categories

Job Category	% of Women as of Dec 31, 2003	% of Women as of Dec 31, 2004	% of Women as of Dec 31, 2005	% of Women as of Dec 31, 2006
Management	7	8	5	7
Administrative/Clerical	100	90	100	94
Engineers	19	10	13	11
Technicians/Technologists	33	33	13	16
Professionals	26	24	35	36
Skilled Trades	NA	NA	NA	0
Marine Crew	NA	NA	0	0
Other Field Services	NA	NA	NA	0
Students	44	40	50	23
Total %	31	30	26	22

Source: Husky Energy.

3.1.2 Employment of Other Designated Groups

Very little information is available on the participation of Aboriginal peoples, visible minorities and persons with disabilities in the Husky Energy, or White Rose Project, labour force. Furthermore, the information that is available is largely anecdotal, preventing any meaningful comparisons across time or between companies or occupations. This is a result of confidentiality concerns, which preclude Husky Energy or its contractors identifying, or requiring the self-identification of, designated group members. The only data available are those, such as are gathered by *Recruitsoft* (see below), which permit a voluntary and confidential self-identification.

As was indicated in Section 2, in an effort to increase awareness of Aboriginal employment initiatives among Project participants, Husky Energy invited Tom Paddon, to speak to the 2007 Diversity Workshop about Aboriginal involvement in the Voisey's Bay Project. This presentation

included an overview of Aboriginal workforce development strategies, including lessons learned from the company's experience in engaging the Aboriginal community.

3.1.3 Recruitment

Husky Energy advertises the majority of its positions in Newfoundland and Labrador newspapers (including some serving rural areas) and on the Husky Energy website as a minimum. Furthermore, postings are simultaneously e-mailed to various community groups that represent the interests of the four designated groups. Since 2004, Husky Energy has also encouraged applications from members of these groups by attaching to all job advertisements the following statement: "Husky Energy is committed to creating a company that values diversity as fundamental to its business operations".

Husky Energy uses *Recruitsoft*, an online recruitment management system, as a diversity support measure. It minimizes human bias in the selection of potential employees by asking a series of job-related pre-screening questions that permit the creation of a profile of the individual. Candidates are led through an application process that includes pre-screening questions established specifically for that job by the Human Resources Advisor, in consultation with the hiring manager. The system automatically filters and grades applicants using predetermined skill criteria and provides an objective, bias-free, ranking of applicants.

Recruitsoft also provides applicants an opportunity for voluntary and confidential self-identification, in terms of the four designated groups. This information is not linked to any specific resume; as a consequence, Husky Energy is not aware of the originator of the voluntary information.

However, the self-identification questions provide Husky Energy with data on the applicant pool. Designated group membership information summarized in Table 2 is based on self-identification from 277 East Coast Development job competitions Husky Energy has held since May 2003 (73 of these from March 2006 to March 2007). It indicates the percentage of Women, Men, Aboriginal Persons, Visible Minorities and Persons with Disabilities among applicants for positions in each of three occupational groups, and of all applicants.

Table 2 Percentage of Applications Among Designated Groups by Job Category

	Female	Male	Aboriginal	Visible Minorities	Persons with Disabilities
Professional	15%	85%	2%	10%	1%
Students	30%	70%	2%	15%	1%
Administrative	78%	22%	2%	4%	3%

Source: Husky Energy.

Overall, 71% of all applicants were men, but while 85% of applicants for Professional positions were male, they made up only 22% of applicants for Administrative jobs. In terms of the other designated groups, 7.7% of all applicants belong to visible minorities (1.4% are Aboriginal) and

1.4% are persons with disabilities. Of these three groups, members of Visible Minorities were most likely to apply for Professional and Student positions, relative to Administrative occupations.

3.2 White Rose Project

The representation of women in the White Rose Project workforce, working for Husky Energy and its contractors, has increased only slightly since the Project began. As of December 2004, 1,515 were people employed on the Project from Newfoundland and Labrador, including workers in St. John's, Marystown, Bull Arm and offshore. Of these, 177 (12%) were women. By the end of 2005 the total number of employees had fallen to 944, of whom 166 (18%) were women. By December 2006 – the end of the first full year of Project operations – total employment on the White Rose Project had increased slightly to 989, of whom 131 (13%) were women.

As was the case for Husky Energy employees, the percentage of women working on the Project varies significantly across occupational groups. In the extreme cases, as of December 2005, women held just 7 out of 237 positions in the Marine Crew, by far the largest occupational category. These were also small numbers of women in Skilled Trades (2%), Engineers (12%), Other Field Services (12%), Management (14%) and Technician and Technologist (6%) positions. However, women made up 50% of Students, 41% of all Professionals and 79% of all Administrative and Clerical staff.

From 2005 to 2006, the percentage of women on the White Rose Project dropped to 13% (Table 3), largely due to significant increases in the number of both Skilled Trades and Marine Crew employed on the project. The number of employees in these categories grew by 53 and 102, respectively. There was also a significant decrease (from 50% to 25%) in the percentage of female students employed on the Project. This can be attributed the Project's move from development to operations and the resulting wind down in development phase activity.

Table 3 Women's Participation Rates in Selected Job Categories (White Rose Project)

Job Category	Total	Percentage	Total	Percentage
	2005		2006	
Management	11	14%	7	13%
Administrative/Clerical	67	79%	45	92%
Engineers	19	12%	11	7%
Technicians/Technologists	5	6%	8	13%
Professionals	32	41%	32	43%
Skilled Trades	1	2%	4	3%
Marine Crew	7	3%	9	3%
Other Field Services	14	12%	7	7%
Students	17	50%	8	25%
Total Headcount	173	18%	131	13%

Source: Husky Energy.

4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS

This part of the report summarises the achievements Husky Energy and its main contractors have made with respect to diversity targets in 2006 and their new targets for 2007.

4.1 Process Achievements and Targets

Process targets are the actions that Husky Energy and its main contractors will 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.

The process targets vary greatly across companies, reflecting their different circumstances, involvements and workplaces. For example, some will not be hiring, or only hiring from occupations that have long been dominated by women. The Plan allows Husky Energy and its main contractors to develop targets that are appropriate to their organization and activities and to labour market constraints.

4.1.1 2006 Process Achievements

Husky Energy and its main contractors committed to a large number of process targets in their 2006 Diversity Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have now been identified as targets for 2007 (see below). Specific process achievements in 2006 include:

Information and Communications

- development of a poster on the Bridge Watch Program and provision of funding for Innu or Inuit Marine Institute students sent to Aboriginal communities;
- various diversity initiatives were described in a contractor's national employee magazine; and
- A female Operations Coordinator was profiled in the St. John's Port Authority Magazine.

Employee Recruitment and Selection

- Husky Energy staff attended a Disability Awareness Series (DAS) workshop to increase understanding of and, hence, eliminate biases in the interviewing and hiring process;
- the orientation of all new employees, Master Mariners and Captains was revised to include diversity information;

- a contractor created a Junior Seaperson position for an Aboriginal woman with insufficient experience to qualify her as a General Purpose (GP) Seaperson;
- a contractor entered into a MOU for a Bridge Watch training-mentoring program for Aboriginal youth to ensure Aboriginal persons have knowledge of the training and future employment opportunities in the development of offshore oil and gas, and to provide a facility for training in support of the Pre-sea Deckhand's course offered by the Marine Institute, St. John's, NL. This MOU resulted in six participants from Conne River Miawpukek First Nation completing the program;
- two cadet training berths were reserved for designated group members to increase participation in this job category;
- in 2006 a total of 14 Cadets were placed on Canadian Flag Vessels. five were female and nine were male establishing a Female placement of 36% in 2006;
- a contractor employed two qualified female technologists to work in onshore apprenticeship roles;
- as a result of Husky Energy's business relationship, Husky Energy's Human Resources consultant hired a Métis woman; and
- one technical field position in Atlantic Canada was designated for a woman and another for a member of a visible minority.

Employee Development

- a female Yard Supervisor was promoted to Marine Base Operations Coordinator;
- a female Executive Secretary was promoted to Executive and Human Resources Assistant;
- a female catering employee was promoted to the role of Trainee Storekeeper, a position historically only held by men;
- a female Document Control Clerk was trained to provide vacation cover for a Material Coordinator and she was subsequently moved into that position; and
- a female Second Officer obtained further dynamic positioning certification.

Working Environments

- a new family support service was introduced for onshore and offshore personnel.

Contracting Goods and Services

- several contractors use both the Evergreen Recycling Program and HUB Printing Services.

Other

- there was one aboriginal hired in a contractor's Nova Scotia operation from a focused recruitment search in the aboriginal community through a joint venture between the contractor and an aboriginal organization: and
- a contractor has established a new branch office in Edmonton, Alberta, This office will be subject to corporate diversity initiatives.

Community Outreach

- a contractor funded a Marine Science or Marine Engineering position at Marine Institute for an Innu or Inuit student;
- both Husky Energy and its major contractors continue to be involved in a number of WRDC programs; and
- a contractor is a financial sponsor for the AHRDCC's (Aboriginal Human Resource Development Council of Canada Networks of Change program), a how-to guide to Aboriginal Inclusion.

4.1.2 2007 Process Targets

Information and Communications

- invite designated group representatives to Management Sessions to present, explore and inform on diversity issues.

Employee Recruitment and Selection

- hold a training seminar on diversity issues that can arise during employee recruitment;
- designate one technical field position in Atlantic Canada for a member of a visible minority and another for a female employee; and
- establish a succession plan whereby a management position will be designated for a member of a visible minority.

Employee Development

- track training to ensure there is an equitable distribution of opportunities; and
- continue to support employees' efforts to achieve Professional Engineer and Journeyman statuses.

Working Environments

- inform staff about the federal contractors program; and
- make a discrimination and harassment presentation to all corporate employees.

Contracting Goods and Services

- review vendor qualification questionnaire for the inclusion of a diversity commitment.

Community Outreach

- continue to support the WRDC's Techsploration, Girls Exploring Trades and Tech (GETT) and Orientation to Trades and Technology (OTT) programs, including vessel tours; and
- provide the CNA OTT group with an overview of the marine industry as an employment option for women.

4.2 Outcome Achievements and Targets

Outcome targets are reasonable but ambitious numerical measures of change that Husky Energy and its main contractors commit to achieve 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 proposes that they take the form of measures of change in their shares of any or all of the following:

- 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 student work terms;
- promotions;
- special assignments or other forms of employee development; and
- resumes in a company database.

4.2.1 2006 Outcome Achievements

Husky Energy and its main contractors committed to various outcome targets in their 2006 Diversity Reports. Review of the 2006 Reports indicates that most were achieved over the course of the year. For example, the following were reported as 2006 outcome achievements:

- Thirty-six percent of job interviews were with designated group representatives (target was 25%);
- over 40% of job interviewees were from designated groups;
- four men and four women interviewed for two Material Coordinator positions; both went to female candidates;
- three female coop students were hired (target was to hire one) and four female navigation cadets were provided with work terms;
- contractors provided three woman and five Aboriginal persons with work term employment;
- six (36%) of 14 supply boat cadet placements were women;
- in Atlantic Canada, 31% of scholarships went to female students;
- an Aboriginal employee was hired in Nova Scotia through a joint initiative of the company and an Aboriginal organization;
- five women and five persons from visible minorities held full-time positions;
- major contractors reported a total of 10 female employees on the Project's offshore crew roster;
- nine visible minority employees were assigned to Newfoundland and Labrador operations;
- the number of female engineers was increased from four to seven, increasing the percentage of female engineers to 23%;
- two female instrumentation technicians were part of the core offshore team; and
- hired two Aboriginal men and three women for the General Purpose Crew.

4.2.2 2007 Outcome Targets

The following lists some of the outcome targets to which Husky Energy and its main contractors have committed for 2007:

- ensure 20% of all resumes in company database are from designated group members (2006 target was 10%);
- ensure 50% of special employee development assignments go to designated group members;
- increase the number of work term students from designated groups;
- working with Aboriginal groups, increase the numbers of group members in full-time employment; and
- ensure that half of Husky Energy's staff receiving out of Province training are women.

Success in achieving these targets will be reported in the 2008 White Rose Diversity Plan Report.

5.0 CONCLUSION

As the first full year of operation for the White Rose field, 2006 saw a continuation of the staffing priorities established in 2005. In particular, 2006 saw a continued emphasis on long-term and life-of-field considerations as Husky Energy continued to work with its major production phase contractors to advance the overall priorities of the Plan.

Husky Energy continued to leverage the experience gained throughout the continued progress of the Plan, both at the operator and contractor level. Semi-annual meetings between Husky Energy and the main Project contractors continue to be an effective mechanism for continuous improvement in the progress of the Plan.

The emerging diversity culture evident in previous years continued throughout 2006 as concerns surrounding costs and challenges continue to give way to increased enthusiasm and pride in the growing number of accomplishments related to the Plan. Some contractors continue to apply Plan initiatives on other projects and in non-petroleum industry business units. This has proven particularly useful for contractors who are experiencing or foresee difficulties in recruitment as a result of an increasingly tight labour market.

Community involvement in Husky Energy's diversity activities continued to grow throughout 2006. Community groups such as the CNIB and the WRDC continued to engage and assist Husky Energy in the ongoing development and implementation of the Plan. Additionally, Husky Energy has continued to build relationships with other community groups such as the Vera Perlin Society, the CCRW, the Newfoundland and Labrador Association for the Deaf and the ILRC.

It is expected that these trends will continue in 2007 and beyond. The combination of experience and trust should lead to yet further collaboration between Husky Energy, its contractors and community groups as they work to find increasingly effective means of building diversity throughout the Project. This will be particularly important as the White Rose Project continues to be developed, providing ongoing opportunities to increase diversity. The inclusion of diversity planning in the 2006 C-NLOPB *Development Plan Guidelines* ensures that Husky Energy's efforts will be supported by other operators. This also presents the possibility of synergies through Husky Energy working with other operators, industry groups and community stakeholders to promote diversity on an industry wide basis.

Attachment 1 - Contracting Company Contact Information

Company	Contact Name	Contact Email
AKCS	Janet Chafe	janet.chafe@akcsop.com
Crosbie Salamis	Derrick Crocker	dcrocker@crosbiegroup.com
Oceaneering Canada Ltd.	Tim Lawrence	tlawrence@oceaneering.com
ASCO Canada	Doug Youden	doug.youden@ascocan.com
Atlantic Towing	Bryan Gauthier	Gauthier.bryan@atlantow.com
Canship Uglan Ltd.	Larry Moore	lmoore@canship.com
A. Harvey & Company Ltd.	Fabian Connors	fjc@aharvey.nf.ca
Cougar Helicopters Inc	Renee Paddock	rpaddock@cougarhelicopters.ca
Seabase Limited	Rick Strong	rick.strong@seabase.ca
Cameron	Irene Brace	bracei@camerondir.com
Schlumberger	Margie Dicks	dicksm@slb.com
GlobalSantaFe	Michelle Hynes	michelle.hynes@globalsantafe.com
East Coast Catering	Brad Courtenay	bcourtenay@eccltd.ca

Attachment 2 - 2007 Diversity Workshop Agenda

WHITE ROSE PROJECT

2007 Diversity Workshop Agenda

Thursday, March 15, 2007

Admiral's Green Clubhouse, Pippy Park

8:30 am	Registration and Refreshments
8:35	Welcoming Remarks/Summary of White Rose Project and Operations Update <ul style="list-style-type: none">• Ruud Zoon, Vice President; East Coast Operations, Husky Energy
9:15	White Rose Diversity Update <ul style="list-style-type: none">• Margaret Allan, Manager of Administration and Regulatory Affairs, Husky Energy
9:30	Husky Energy Contractor Update <ul style="list-style-type: none">• Ron LeDrew, Canada-Newfoundland and Labrador Benefits Analyst, Husky Energy
9:45 am	Questions and Answers
10:00 am	Refreshment Break
10:15 am	INCO experience <ul style="list-style-type: none">• Tom Padden, General Manager, Labrador Operations, Voisey's Bay Nickel Company Limited
11:00 am	Facilitated Discussion <ul style="list-style-type: none">• Facilitator: Lynn Morrissey, Memorial University School of Business
12:15 pm	Networking Break
12:30	Lunch <ul style="list-style-type: none">• Keynote Speaker: The Honourable Joan Burke, Minister Responsible for the Status of Women and Minister of Education
1:45 pm	Closing Remarks <ul style="list-style-type: none">• Ruud Zoon, Vice President; East Coast Operations, Husky Energy

Attachment 3 - Photos



Juanita Lewis, Safety and Training Coordinator for *Global Santa Fe*



Dawn Patten, 3rd Officer on *Umiak 1*



Nancy Stanley, Offshore Drilling Services Engineer for Schlumberger Canada and Techsploration Role Model



Darlene Stewart, 1st Year Apprentice Millwright