

**2008 DIVERSITY PLAN REPORT**

**Submitted to the Canada-Newfoundland and Labrador**

**Offshore Petroleum Board**

**June 2008**

## TABLE OF CONTENTS

<b>1.0</b>	<b>INTRODUCTION .....</b>	<b>1</b>
<b>2.0</b>	<b>THE IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS .....</b>	<b>2</b>
<b>3.0</b>	<b>WHITE ROSE PROJECT DIVERSITY, 2007.....</b>	<b>5</b>
3.1	Husky Energy.....	5
3.1.1	Women's Employment.....	5
3.1.2	Employment of Other Designated Groups.....	7
3.1.3	Recruitment .....	7
3.2	White Rose Project .....	7
<b>4.0</b>	<b>WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS .....</b>	<b>9</b>
4.1	Process Achievements and Targets .....	9
4.1.1	2006 Process Achievements .....	9
4.1.2	2007 Process Targets .....	11
4.2	Outcome Achievements and Targets.....	12
4.2.1	2007 Outcome Achievements .....	12
4.2.2	2008 Outcome Targets.....	13
<b>5.0</b>	<b>CONCLUSION .....</b>	<b>14</b>

## LIST OF FIGURES

Figure 1	Husky Energy's White Rose Labour Force 2000-2007 .....	5
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## LIST OF TABLES

Table 1	Women's Participation Rates (% of women) in Selected Job Categories as of December 31 .....	6
Table 2	Women's Participation Rates in Selected Job Categories (White Rose Project) .....	8

## LIST OF ATTACHMENTS

- Attachment 1 Contracting Company Website URL Information
- Attachment 2 2007 Diversity Workshop Agenda

## 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 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 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. This process sees Husky Energy and 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 fifth of these annual

Diversity Plan Reports. It describes the implementation of the Plan, examines the Project's diversity achievements in 2007 and outlines the diversity targets that have been established for 2008.

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

The primary responsibility for diversity planning for Husky Energy's East Coast Assets in 2007 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, continues his involvement as an external diversity consultant.

As 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 2007, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative.

- 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.;
- Transocean;
- Oceaneering Canada Ltd.;
- Schlumberger Canada Ltd.; and
- Seabase Ltd.

Contact information for these companies, including the contractor representative responsible for diversity on the White Rose Project, is provided in Appendix 1.

Early in 2007, Husky Energy reviewed draft contractor Diversity Reports and 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 2007 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 2007 Diversity Report which established internal diversity process and outcome targets.

As committed to in the 2007 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2007. Specific examples include:

- Representatives from Husky Energy participated in the PIHRC Educators Forum in Grand Falls on Feb 23, 2007;
- Husky Energy contributed \$20,000 to the Women in Resource Development (WRDC) Techsploration program;
- Representatives from Husky Energy participated in a career fair for high school students in North West River on March 3, 2007;
- Husky Energy hosted a group of students from Labrador in February 2007 and provided them with presentations on company activities and career opportunities in the oil and gas industry;
- Ron LeDrew was appointed as Diversity and Anti-Harassment Advisor for Husky Energy's East Coast Operations and received two days of training in Calgary in April 2007;
- In April 2007, Husky Energy donated \$250,000 to Easter Seals House;
- Husky Energy carried out a gender-based analysis of work term students at Husky Energy. This analysis included a comparison of participation rates among work term students at Husky with participation rates in the work term program and among Memorial University Students generally; and
- On November 23, 2007, Husky Energy held its annual general meeting of contractors to review diversity plans.

Throughout 2007, Husky Energy showed 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 Energy's diversity achievements possible. These activities included:

- Husky Energy exhibited at the career fair for the Association for New Canadians in March 2007;
- Husky Energy had a booth at the National Educational Association for Disabled Students (NEADS) conference and exhibition on March 31, 2007;
- Husky Energy met with WRDC to discuss an analysis of the Techsploration program;
- On June 20, 2007, representatives from Husky Energy met with Women in Science and Engineering regarding potential sponsorship, leading to a \$6000 sponsorship of the WISE Summer Employment Program;
- Husky representatives attended an open house and presentation by the Canadian

Council on Rehabilitation and Work (CCRW) on October 3, 2007; and

- Representatives from Husky Energy attended the CCRW Annual Business Awards Luncheon on November 20, 2007.

The fifth annual White Rose Diversity Plan Workshop was held on April 11, 2008. 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 2007 and to discuss proposed plans for 2008. The 2008 workshop was attended by 72 participants, including 12 representatives from Husky Energy. The remaining participants were representatives from other operators and license holders, White Rose contractors, community groups, government agencies and the C-NLOPB.

The main components of the 2008 workshop were:

- Introduction, summary of White Rose Project and operations update, by Ruud Zoon, Vice-President, East Coast Operations, Husky Energy;
- Husky Energy contractor update and Female Apprenticeship Program, by Ron LeDrew;
- Petroleum Industry Human Resources Committee (PIHRC) Website Update, by Doug Youden;
- White Rose Diversity Update, by Margaret Allan;
- A Stakeholder Perspectives Discussion Panel moderated by Mark Shrimpton and including presentations by Debbie Ryan (Canadian National Institute for the Blind), Ann Marie Anonsen (WRDC), and Frank Smyth (C-NLOPB);
- Round Table discussions involving all workshop participants; and
- A keynote speech by Dr. Mary Williams, Director General, NRC Institute for Ocean Technology.

The complete agenda for the 2008 Diversity Workshop can be found in Appendix 2.

### 3.0 WHITE ROSE PROJECT DIVERSITY, 2007

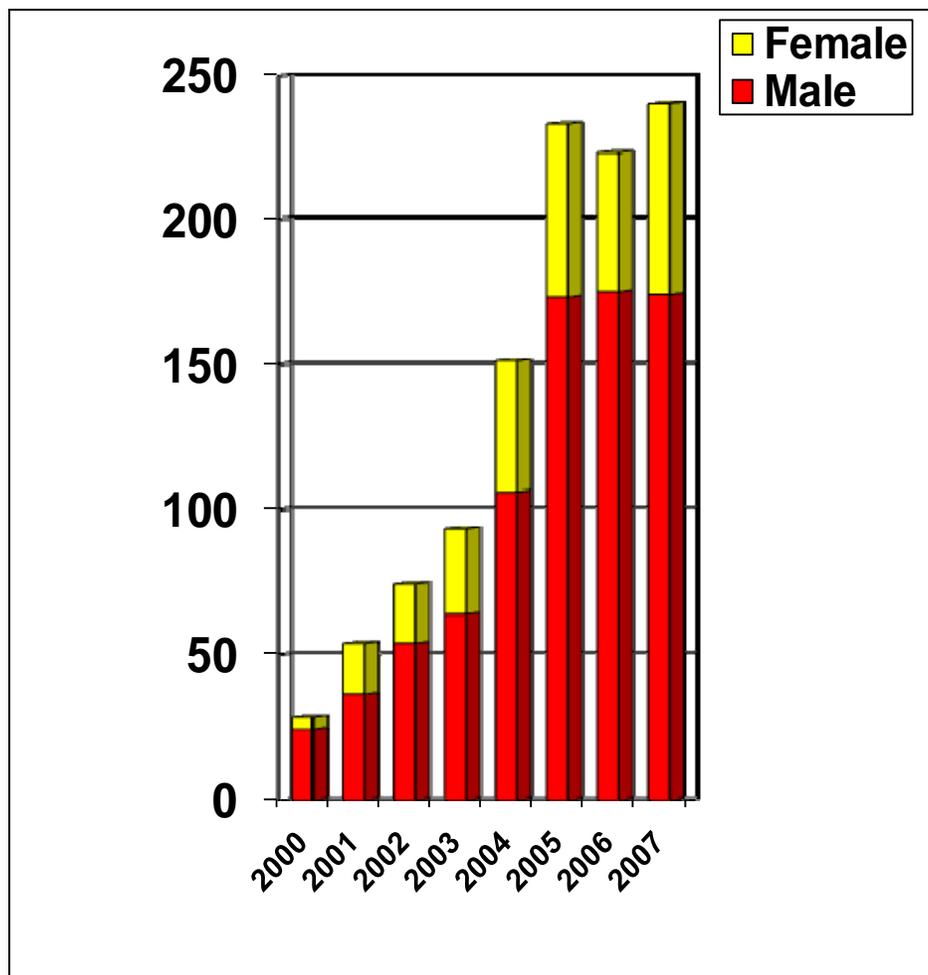
This section provides information on White Rose Project diversity in 2007, based on information collected in accordance with Canada-Newfoundland and Labrador Benefits reporting requirements.

#### 3.1 Husky Energy

##### 3.1.1 Women’s Employment

Husky Energy’s White Rose labour force has continued to increase from the initiation of work in 2000 until the end of 2007, when the company had 240 employees. During this period, 2006 was the only year in which Husky Energy employment experienced a decline (Figure 1). This slight decline can be attributed to the shift from development to operations in late 2005.

**Figure 1 Husky Energy’s White Rose Labour Force 2000-2007**



Although participation by women was initially very low (14% in December 2000), it reached 33% by the end of December 2001. Since then, participation levels have fluctuated between 22% and 33%. As of December 2007, women represented 28% of Husky Energy's workforce, an increase of 6 percentage points over the previous year.

In addition to monitoring overall workforce characteristics, achievement in diversity requires ongoing monitoring of representation of designated groups in different occupational categories. This includes identifying the degree to which these groups are concentrated in, or excluded from various positions.

Husky Energy employee occupational data for December 2007 show that, relative to the overall participation level (28% of all workers being women), women's participation exceeded the average in administrative/clerical positions and among professionals, with participation in these categories standing at 95% and 43% respectively. Women's participation was also higher among students with a participation rate of 38%.

Opportunities for improvement continue to exist in the fields of engineering (17%), technicians and technologists (10%) and management (8%). However, in the field of engineering there has been considerable improvement from 2006 when just 11% of engineers were women. Continuing a trend from previous years, the largest deficit is in the area of marine crewing with no women among a total of 50 employees.

Occupational data for 2003-2007 are presented in Table 1.

**Table 1 Women's Participation Rates (% of women) in Selected Job Categories as of December 31**

Job Category	2003	2004	2005	2006	2007
Management	7	8	5	7	8
Administrative/Clerical	100	90	100	94	95
Engineers	19	10	13	11	17
Technicians/Technologists	33	33	13	16	10
Professionals	26	24	35	36	43
Skilled Trades	NA	NA	NA	NA	NA
Marine Crew	NA	NA	0	0	0
Other Field Services	NA	NA	NA	NA	NA
Students	44	40	50	23	38
Total %	31	30	26	22	28

### **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 qualitative, 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.

As was indicated in Section 2, in an effort to increase awareness among Aboriginal peoples of employment opportunities in the oil and gas industry, Husky Energy hosted a group of students from Labrador in February 2007 and also participated in a Career Fair for High School Students in the Labrador community of North West River. Achievements and targets in the area of recruitment among Aboriginal groups are highlighted in Section 4.0.

### **3.1.3 Recruitment**

As a minimum, Husky Energy advertises the majority of its positions in Newfoundland and Labrador newspapers (including some serving rural areas) and on the Husky Energy website. 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 the following statement to all job advertisements: "Husky Energy is committed to creating a company that values diversity as fundamental to its business operations".

## **3.2 White Rose Project**

For the White Rose Project workforce, including employees of both Husky Energy and its contractors, the representation of women has fluctuated between 13% and 19% over the life of the Project. As of December 2007, total employment on the White Rose Project stood at 1,015 with 1,014 people employed in Newfoundland and Labrador including 610 offshore positions and 404 positions in St. John's. Total representation by women on the Project was 15%, with 4% representation among offshore employees and 33% representation among employees based in St. John's.

As with Husky Energy employees on the Project, the participation among women varies across different occupational groups. The lowest levels of representation are in skilled trades, marine crewing and field services at 3%, 4%, and 6% respectively. There were also relatively low levels of representation among management (14%), engineers (10%) and technicians/technologists (8%). In some cases, such as marine crewing and skilled trades, contractors have initiated global recruitment efforts to address industry-wide shortages. Many of these initiatives are aimed at increasing participation by women.

Although participation was low in some occupational groups, others showed above average levels. For example, women made up 36% of students, 46% of professionals and 87% of administration and clerical staff. Overall, most occupations have experienced only minor fluctuations between 2006 and 2007. This can be attributed the White Rose Project's ongoing status as a producing Project. In previous years, the levels and concentrations of employment fluctuated due to development activity and the transition from development to production. Overall Project employment by occupational category is summarized in Table 2.

**Table 2 Women's Participation Rates in Selected Job Categories (White Rose Project)**

Job Category	2005		2006		2007	
	Total	%	Total	%	Total	%
Management	11	14	7	13	8	14
Administrative/ Clerical	67	79	45	92	52	87
Engineers	19	12	11	7	12	10
Technicians/ Technologists	5	6	8	13	6	8
Professionals	32	41	32	43	38	46
Skilled Trades	1	2	4	3	4	3
Marine Crew	7	3	9	3	14	4
Other Field Services	14	12	7	7	5	6
Students	17	50	8	25	16	36
<b>Total</b>	173	18	131	13	155	15

## **4.0 WHITE ROSE PROJECT DIVERSITY ACHIEVEMENTS AND TARGETS**

This part of the report summarizes the achievements Husky Energy and its main contractors have made with respect to diversity targets in 2007 and their new targets for 2008

### **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. The Plan allows Husky Energy and its main contractors to develop targets that are appropriate to their organization and activities within the context of potential 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 2007 Diversity Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been identified as targets for 2008 (see below). Specific process achievements in 2007 include:

##### **Information and Communications**

- Inclusion of diversity as an element in new employee orientations;
- An employee / management committee was established with Employment Equity and Diversification as an agenda item for quarterly meetings;
- An update of the company website has led to an increase in applications by women;
- A Senior Human Resource Advisor with a major contractor participated in the PIHRC Educators Forum in Grand Falls in 2007; and
- A female Instrumentation Technician working offshore volunteered to participate in the College of the North Atlantic's Instrumentation Program Advisory Committee.

##### **Employee Recruitment and Selection**

- Several female cadets were hired to work on supply vessels and tankers;
- Ongoing participation in the Marine Institute's Cadet Program;
- A company developed and conducted a training seminar on diversity issues that may

arise during interviews.

- Several female co-op students were hired;
- Funding continued to be provided for Innu and Inuit groups of Labrador;
- A company stated in advertisements that “We are an equal opportunity employer”;
- A company worked with community-based agencies to advertise jobs;
- Job advertisements were reviewed for gender inclusive language;
- A contractor continued to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Training was provided to managers on integration issues for women and other designated groups; and
- A contractor provided training for managers on bias-free selection practices and behavior descriptive interviewing.

### **Employee Development**

- Corporate support was provided to new female employees enrolled in Certified General Accountants (CGA) program;
- Foreign-going sea time was provided for a female employee as a result of a leave of absence;
- Training was provided to managers on integration issues for women and members of other designated groups;
- A contractor obtained input regarding obstacles to advancement in the oil and gas industry; and
- Employees of designated groups were provided with assistance to access developmental opportunities and management training.

### **Working Environments**

- The anti-harassment program continued to be presented to other operations; and
- Responsibility was assigned at a senior level for reviewing all hires in relation to Diversity Plan targets.

### **Community Outreach**

- Continued to provide corporate support for many designated special-interest groups (WISE, WRDC, Canadian Hard of Hearing Association);
- Financial support was provided for Mastering Aboriginal Inclusion and Networks of Change programs;
- Indirect support was provide to the Waterford Institute and the HUB;
- Continued participation in PIHRC’s Educator Forums;
- Explored opportunities for Aboriginal persons in the marine industry with the Federation of Newfoundland and Labrador Indians; and

- Participated in Holy Heart Co-operative Education Program.

#### **4.1.2 2007 Process Targets**

##### **Information and Communication**

- Harassment Policy and complaints procedure will be updated for presentation to the entire organization.

##### **Employee Recruitment and Selection**

- Continue measures to create inventories of candidates from designated groups;
- Continue to update “Application for Employment” and recruitment procedures to eliminate bias;
- All designated group candidates who meet the basic job criteria will be interviewed;
- Hire a female Aboriginal engineering work term student; and
- Hire one or more female ROV pilot technicians.

##### **Employee Development**

- Incorporate targets for women and other designated groups in the Project’s succession plan;
- Set targets related to appointments to Project committees, boards, work terms, etc.; and
- Create junior management positions to create a bridge to senior levels for women and designated groups.

##### **Working Environments**

- Train supervisors in diversity and respectful workplace skills;
- Set aside one safety meeting per rotation to discuss the importance of workplace harassment and diversity;
- Assess the potential for flexibility in work schedules to assist employees with work/life balance; and
- Monitor the recruitment and retention of women in certain occupational areas for potential adverse impacts.

##### **Community Outreach**

- Contractor to offer support to the WRDC Girls Exploring Trades and Technology Program; and
- Enhanced co-operation with the Federation of Newfoundland and Labrador Indians regarding potential employment training opportunities.

**Contracting Goods and Services**

- Assignment of priority to bidders that indicate a commitment to providing employment opportunities for designated groups; and
- Include the company human resource policy statement in the information package provided to bidders.

**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 2007 Outcome Achievements**

- 35% of all resumes in the company database in 2007 were from designated groups (target was 10%);
- An estimated 14% of person-years were worked by female staff at the Marine Base as sampled by the December 2007 monthly employment staff report;
- An estimated 20% of job interviews were provided to individuals from designated groups;
- Three of seven (43%) cadet placements were women;
- Four cadet berths on board vessels were filled by members of designated groups;
- Female technical staff was increased to include nine engineers and nine technologists;
- Overseas experience was provided for three female engineers; and
- A female officer is nearing ON1 (Officer Navigation) certification. This will certify her as a chief officer and after another year of sea time she will qualify for certification as a Master Mariner.

**4.2.2 2008 Outcome Targets**

- Ensure 20% of all resumes are from designated groups;
- Achieve a participation level of 30% women in leadership training;
- Increase the percentage of female employees working in the offshore to 40%;
- Maintain a level of 10% of all person-years from designated groups;
- Ensure that 20% of all the resumes in the company database are from designated groups;
- Ensure that 75% of interviews for co-operative student work terms are assigned to designated groups;
- If any special assignments or other forms of employee development occur, 50% are to be assigned to designated groups; and
- Ensure that over 30% of invited participants for a contractor's internal leadership training seminar are women.

## 5.0 CONCLUSION

White Rose diversity activity in 2007 saw a continuation of the pattern established in 2006, the first full year of operations. This saw limited new hiring but a continued emphasis on long-term and life-of-field considerations as Husky Energy worked with its major production phase contractors to achieve the overall goals of the Diversity Plan. There was a continued development of a petroleum industry diversity culture, strong working relationships with community and government stakeholders, and some modest increases in the numbers of diversity group members employed.

These developments took place in the context of an increasingly tight Newfoundland and Labrador labour market. This caused a wide range of employers, inside and outside the offshore petroleum industry, to strive to hire from all possible labour pools.

While Husky Energy and its major White Rose contractors are continuing to pursue their own diversity goals, the new labour market challenges have led them to place an increasing emphasis on collective initiatives designed to increase the diversity labour pool. Directed towards the high school and university student populations, and building on the initiatives of the Petroleum Industry Human Resources Committee, this is designed to result in a short and long term increase in the number of new diversity group entrants to the industry.

**Attachment 1 - Contracting Company Website URL Information****Contracting Company Website URL Information**

<b>Company</b>	<b>Website URL</b>
AKCS	<a href="http://www.akcsop.com">www.akcsop.com</a>
Crosbie Salamis	<a href="http://www.crosbiegroup.com">www.crosbiegroup.com</a>
Oceaneering Canada Ltd.	<a href="http://www.oceaneering.com">www.oceaneering.com</a>
ASCO Canada	<a href="http://www.ascocan.com">www.ascocan.com</a>
Atlantic Towing	<a href="http://www.atlantictowing.com">/www.atlantictowing.com</a>
Canship Uglund Ltd.	<a href="http://www.canship.com">www.canship.com</a>
A. Harvey & Company Ltd.	<a href="http://www.aharvey.com">www.aharvey.com</a>
Cougar Helicopters Inc	<a href="http://www.cougar.ca">www.cougar.ca</a>
Seabase Limited	<a href="http://www.seabase-maersk.com/seabase/seabase.htm">www.seabase-maersk.com/seabase/seabase.htm</a>
Cameron	<a href="http://www.c-a-m.com/">www.c-a-m.com/</a>
Schlumberger	<a href="http://www.slb.com">www.slb.com</a>
Transocean	<a href="http://www.deepwater.com">www.deepwater.com</a>
East Coast Catering	<a href="http://www.eccltd.ca">www.eccltd.ca</a>

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**Attachment 2 - 2007 Diversity Workshop Agenda****Husky Energy 2008 Diversity Workshop Agenda  
April 11, 2008 (Clovelly Golf Club)**

- 8:00 am -8:30 am --- ----- Registration and Refreshments
- 8:45 am ----- Welcoming Remarks/ Summary of White Rose Project and Operations Update - Ruud Zoon (Husky Energy)
- 9:10 am ----- White Rose Diversity Update - Margaret Allan (Husky Energy)
- 9:25 am----- PIHRC Website Update - Doug Youden (ASCO)
- 9:30 am ----- Questions and Answers
- 9:40 am ----- Contractor Update / Female Apprenticeship Program - Ron LeDrew (Husky Energy)
- 9:55 am ----- PIHRC Website Update – Doug Youden
- 10:00 am ----- Refreshment Break
- 10:25 am ----- Stakeholder Perspectives (Panel discussion moderated by Mark Shrimpton)
- 10:30 am ----- Debbie Ryan (CNIB)
- 10:40 am ----- Ann Marie Anonsen (WRDC)
- 10:50 am ----- Frank Smyth (CNLOPB)
- 11:00 am----- Round Table Discussions – Changes, Challenges and Opportunities (Led by Mark Shrimpton)
- 12:00 pm----- Networking Break
- 12:30 pm ----- Lunch - Key note speaker (Mary Williams, Director General, NRC - Institute for Ocean Technology)
- 1:45 pm ----- Closing Remarks (Ruud Zoon)
-