



2010 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
July 2011



Table of Contents

| | |
|--|-----------|
| 1.0 INTRODUCTION | 1 |
| 2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS | 3 |
| 3.0 WHITE ROSE PROJECT DIVERSITY 2010 | 5 |
| 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 | 8 |
| 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 2011 Process Targets | 15 |
| 4.2 Outcome Achievements and Targets | 17 |
| 4.2.1 Outcome Achievements | 18 |
| 4.2.2 2011 Outcome Targets..... | 18 |
| 5.0 CONCLUSION..... | 20 |

LIST OF APPENDICES

APPENDIX A Contracting Company Contact Information

LIST OF FIGURES

| | | |
|------------|--|----|
| Figure 3.1 | Husky Energy White Rose Labour Force 2000 to 2010 | 5 |
| Figure 3.2 | Husky Energy White Rose 2010 Employment in Selected Occupational Categories..... | 7 |
| Figure 3.3 | White Rose Project Labour Force, 2004 to 2010..... | 8 |
| Figure 3.4 | White Rose Project Employment, Offshore, 2003 to 2010..... | 9 |
| Figure 3.5 | White Rose Project Employment, Onshore, 2003 to 2010..... | 10 |

LIST OF TABLES

| | | |
|-----------|---|----|
| Table 3.1 | Husky Energy White Rose Labour Force, 2000 to 2010 | 6 |
| Table 3.2 | Husky Energy White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2010..... | 6 |
| Table 3.3 | White Rose Project Labour Force, 2004 to 2010..... | 8 |
| Table 3.4 | White Rose Project Women's Employment by Occupational Category, 2005 to 2010 | 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 its Project contractors operating or hiring in Canada would be required to act in a manner consistent with Husky’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 prepared the White Rose Project Diversity Plan (the Plan), accepted by the C-NLOPB in September 2003, which documents Husky’s approaches, principles, processes and initiatives for meeting diversity goals during the development and operation phases of the Project.

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. This process sees Husky and main contractors establish diversity targets and engage in internal monitoring so as to measure their success in meeting them.

Husky 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 seventh of these annual Diversity

Plan Reports. It describes the implementation of the Plan, examines the Project's diversity achievements in 2010¹ and outlines the diversity targets that have been established for 2011.

¹ Please note that the naming convention for this Diversity Plan Report and subsequent such reports has been revised so as to better reflect the contents, i.e. the year reported on. (The titles of earlier reports indicated the year in which the report was submitted.) Accordingly, this is the second 2010 Diversity Plan Report.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

The primary responsibility for diversity planning for Husky's East Coast Assets in 2010 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 2010, the following contractors met the criteria to be directly involved in the White Rose Diversity initiative:

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

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

The most important event related to Husky's diversity activities is the annual White Rose Diversity Forum. The 7th annual Forum was held on November 18, 2010, with Husky Energy continuing to focus on the broader considerations of diversity. The objectives of the 2010 Forum were to discuss some of the barriers faced by members of diversity groups in the labour force and identify ways to let youth know about oil industry employment opportunities.

In addition to the Diversity Forum, and as committed to in the 2009 Diversity Plan Report, Husky undertook a number of other internal and contractor-related activities throughout the year. Specific examples include:

- Met with White Rose contractors in December 2010 to discuss diversity planning for the upcoming year;
- Appointment of Offshore HSE Advisors to Husky's Diversity and Respectful Workplace Council in February 2010;
- Husky's East Coast representatives on the company's Diversity and Respectful Workplace Council attended training sessions in Calgary in March and October 2010;
- Delivered several Diversity and Respectful Workplace sessions to new employees and at student orientation sessions;
- In October 2010, a presentation to Husky management on East Coast workforce metrics compared to company-wide metrics, including gender and age data; and
- Online Diversity and Respectful Workplace training was rolled out to Husky contractors on January 21, 2010.

Throughout 2010, Husky demonstrated leadership in terms of its diversity activities within the community. It is through these activities that the company has forged positive working relationships with a number of groups that make Husky's diversity achievements possible. These activities included:

- Renewed corporate membership in Women in Science and Engineering (WISE) (10 women expressed interest in obtaining individual memberships);
- Husky supported participation of an employee on the Board of Directors of the Women In Resource Development Corporation (WRDC);
- Husky supported participation of an employee on the Board of Directors of the Canadian Institute for the Blind (CNIB);
- Two female Husky employees participated in the WISE Student Educational Employment Program (SEEP), August 2010;
- Husky provided \$3,000 funding for a WISE SEEP student position;
- In May 2010, Husky hosted Husky Day for SEEP participants and provided an opportunity for participants to meet with other women in non-traditional jobs as well as tour the Atlantic Osprey offshore support vessel;
- Husky provided \$20,000, and mentoring time of several of its employees, in support of the WRDC's Techsploration Program;
- A Husky representative made a presentation on Oil and Gas Industry Career Choices at the Newfoundland Aboriginal Women's Conference in March 2010;
- Husky participated in the Memorial University (MUN) and College of the North Atlantic (CNA) Career Fairs in September 2010, with a focus on women in non-traditional careers;
- Husky participated in the Petroleum Industry Human Resources Committee (PIHRC) Educator's Forum 2010 and supported the Ambassador Program; and
- Husky provided funding to the Nunatsiavut Government to allow four Aboriginal candidates the opportunity to job shadow in the positions of Marine Mammal Observer and Fisheries Liaison Officer during Husky's 2010 2D seismic program offshore Labrador.

3.0 WHITE ROSE PROJECT DIVERSITY 2010

This section provides information regarding Husky and White Rose Project diversity in 2010, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

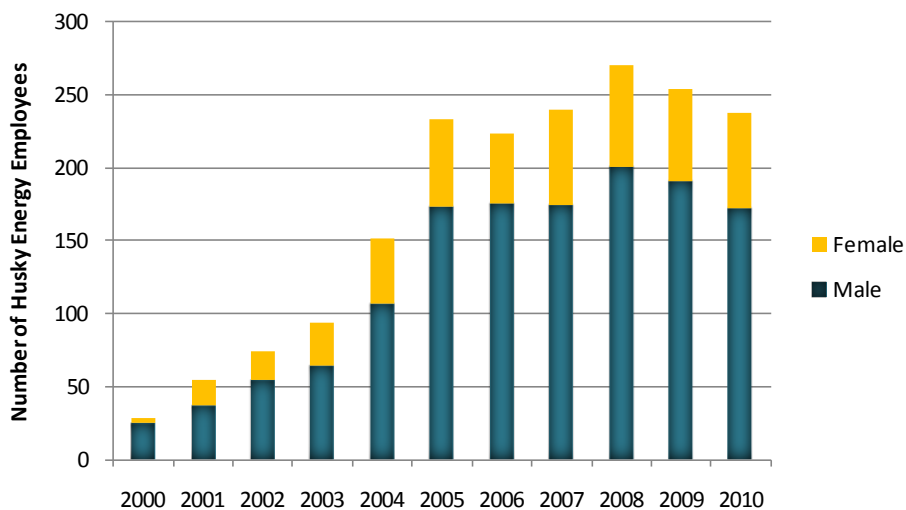
3.1 Husky Energy

The following sections discuss diversity in Husky’s Newfoundland and Labrador 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).

Figure 3.1 Husky Energy White Rose Labour Force 2000 to 2010



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 2010, women represented 28 percent of Husky’s workforce. This represents a 5 percent increase in the number of female employees between 2009 and 2010, and a 3 percent increase in the percentage of females in the workforce (Table 3.1).

Table 3.1 Husky Energy White Rose Labour Force, 2000 to 2010

| 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 | 191 | 63 | -11% | 254 | 25% | -6% |
| 2010 | 172 | 66 | 5% | 238 | 28% | -6% |

Source: Husky Energy

In 2010, women's participation in administrative/clerical (94 percent), professional (36 percent) positions, and students (64 percent) exceeded the overall women's participation rate (28 percent) (Table 3.2 and Figure 3.2). Opportunities for improvement continue to exist in the areas of management (17 percent) and engineering (15 percent). The largest deficits are in marine crewing and technicians/technologists; as was the case in 2009, marine crewing had no participation by women in 2010 and there was only one woman employed as a technician/technologist (Table 3.2 and Figure 3.2).

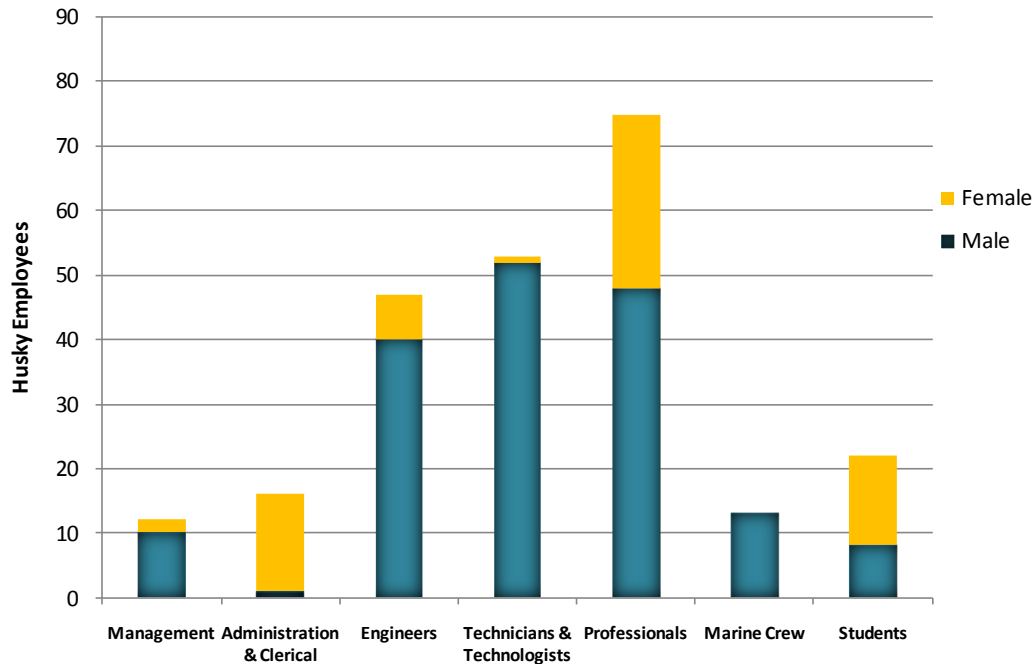
Table 3.2 Husky Energy White Rose Women's Participation Rate (% Women) in Selected Occupational Categories, 2003 to 2010

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

Source: Husky Energy

² Includes accountants, geologists, geophysicists, and information technology and human resources professionals.

Figure 3.2 Husky Energy White Rose 2010 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.

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 also 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

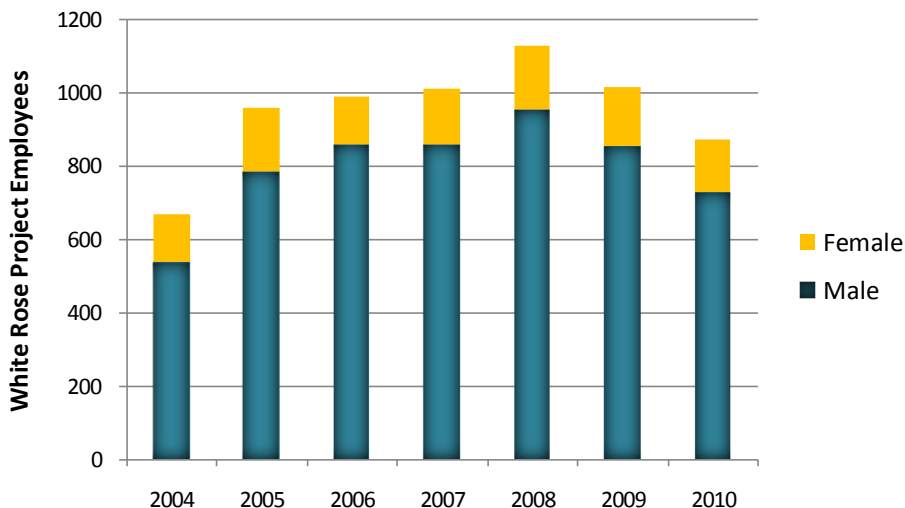
The workforce for the White Rose Project includes the employees of both Husky and its contractors. Over the life of the Project, the representation of women in this workforce has varied between a high of 19 percent (in 2004) and a low of 13 percent (2006). At the end of 2009, White Rose Project employment was 1,018, with a women’s participation rate of 16 percent, up 1 percent from 2008. The total 2009 workforce, however, declined by 10 percent from the previous year and this decline continued in 2010 with a 14 percent decline in the total workforce. However, the percentage of women in the workforce remained steady at 16 percent (Table 3.3 and Figure 3.3).

Table 3.3 White Rose Project Labour Force, 2004 to 2010

| 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% | 872 | 16% | -14% |

Source: Husky Energy

Figure 3.3 White Rose Project Labour Force, 2004 to 2010



White Rose Project employment includes both offshore and onshore workers. In 2010, all 872 Project-related employees were based in Newfoundland and Labrador (St. John’s), including 369 offshore positions and 503 onshore positions. Continuing the pattern from 2009, more of the Project labour force was onshore than offshore, although there was a 14 percent decline in

the overall workforce. As discussed, this was largely due to the completion of the North Amethyst project.

In 2010, as in the previous five 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 16 percent in 2010, they held 39 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).

Figure 3.4 White Rose Project Employment, Offshore, 2003 to 2010

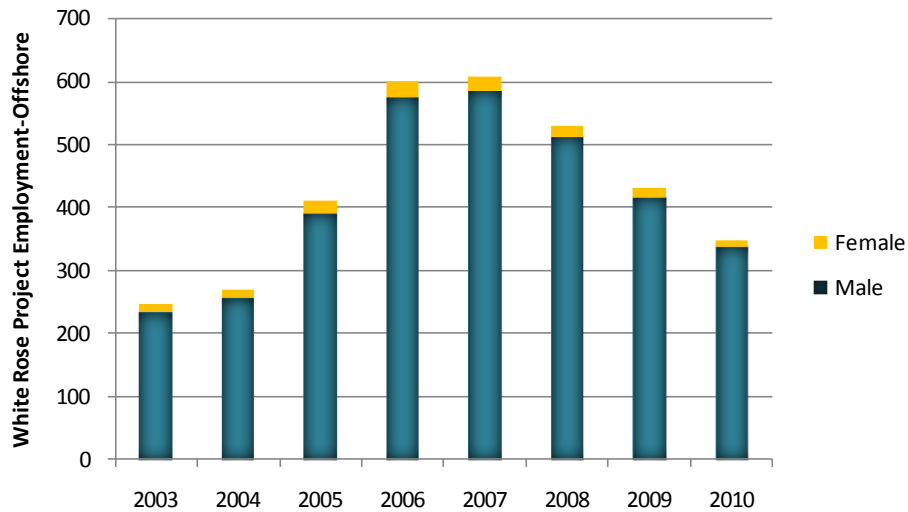
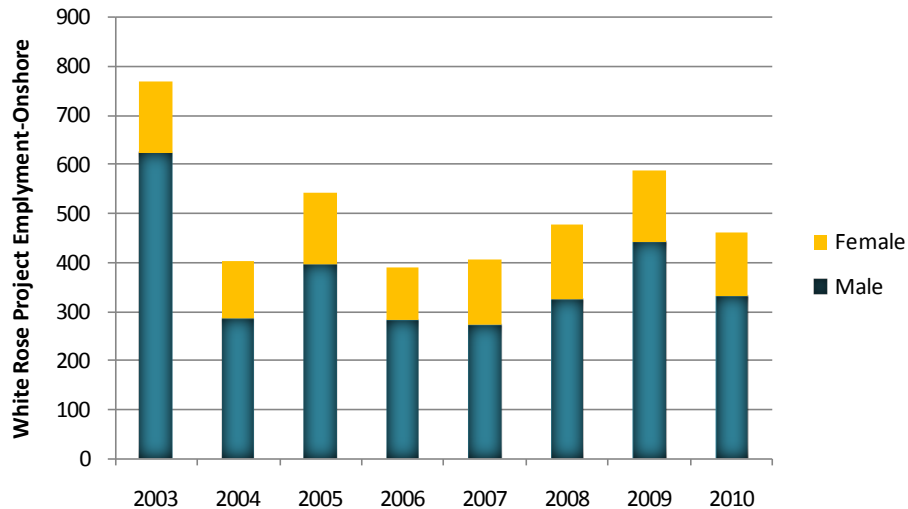


Figure 3.5 White Rose Project Employment, Onshore, 2003 to 2010



As discussed in Section 3.1.1 for Husky employees, women’s participation in the White Rose Project varies across occupational categories. In 2010, the lowest levels of participation were in marine crewing (3 percent) and skilled trades (5 percent). In 2010, the participation rate for women declined in most areas, primarily due to the overall reduction in the Project workforce resulting from the completion of the North Amethyst project. However, the number of women employed in other field services has more than doubled, from 2009 to 2010 and women now comprise 19 percent of that occupation. A substantial increase was also seen in the participation rate of women among students: in 2010 women comprised 60 percent of that category (Table 3.4).

Table 3.4 White Rose Project Women's Employment by Occupational Category, 2005 to 2010

| Occupational Category | 2005 | | 2006 | | | 2007 | | | 2008 | | | 2009 | | | 2010 | | |
|-----------------------------|---------------|--------------------|---------------|--------------------|-------------------------------|---------------|--------------------|-------------------------------|---------------|--------------------|-------------------------------|---------------|--------------------|-------------------------------|---------------|--------------------|-------------------------------|
| | Total # Women | Participation Rate | 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 |
| Management | 11 | 14% | 7 | 13% | -36% | 8 | 14% | 14% | 3 | 5% | -63% | 9 | 17% | 20% | 7 | 16% | -22% |
| Administration & Clerical | 67 | 79% | 45 | 92% | -33% | 52 | 87% | 16% | 65 | 81% | 25% | 50 | 81% | -23% | 41 | 89% | -18% |
| Engineers | 19 | 12% | 11 | 7% | -42% | 12 | 10% | 9% | 21 | 16% | 75% | 17 | 13% | -19% | 16 | 12% | -6% |
| Technicians & Technologists | 5 | 6% | 8 | 13% | 60% | 6 | 8% | -25% | 9 | 9% | 50% | 12 | 11% | 33% | 11 | 11% | -8% |
| Professionals ³ | 32 | 41% | 32 | 43% | 0% | 38 | 46% | 19% | 38 | 33% | 0% | 42 | 40% | 11% | 29 | 24% | -31% |
| Skilled Trades | 1 | 2% | 4 | 3% | 300% | 4 | 3% | 0% | 10 | 7% | 150% | 4 | 3% | -60% | 2 | 5% | -50% |
| Marine Crew | 7 | 3% | 9 | 3% | 29% | 14 | 4% | 56% | 7 | 2% | -50% | 15 | 4% | 114% | 9 | 3% | -40% |
| Other Field Services | 14 | 12% | 7 | 7% | -50% | 5 | 6% | -29% | 14 | 11% | 180% | 6 | 7% | -57% | 13 | 19% | 117% |
| Students | 17 | 50% | 8 | 25% | -53% | 16 | 36% | 100% | 6 | 23% | -63% | 5 | 38% | -17% | 14 | 61% | 180% |
| TOTAL | 173 | 18% | 131 | 13% | -24% | 155 | 15% | 18% | 173 | 15% | 12% | 160 | 16% | -8% | 142 | 16% | -11% |

Source: Husky Energy

³ Includes accountants, geologists, geophysicists, and information technology and human resources professionals.

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 2010, and their new targets for 2011.

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 (see also Section 4.2.1) 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 2011 (see below). Specific process achievements in 2010 include:

Information and Communications

- Completed a presentation on diversity to the Management Team;
- Developed an Employment Equity Committee that meets quarterly;
- Replaced career fair display to highlight gender diversity;
- Revised technical brochure for Field Specialist position;
- Company publications included articles on diversity issues;
- Introduced website that predominantly features personnel from designated groups throughout the opening pages;
- Hosted a speaker from the CNIB to discuss integrating persons with sight barriers into the work environment;
- Participated in career fairs at both MUN and CNA;
- Ensured that all communication materials prepared in Eastern Canada were reviewed to ensure that they utilize gender inclusive and culturally sensitive language;
- Contacted community groups in each quarter through participation on a number of industry committees and other interactions;
- All job postings in 2010 stressed that company is an equal opportunity employer that strives for diversity in the workplace;
- Manager responsible for diversity gave a presentation at the NOIA/NLOWE Diversity Forum;
- Human Resources Coordinator completed various seminars regarding workplace inclusion;

- Human Resources Coordinator made contact with individuals in the community representing designated groups;
- Review of Employee Handbook, including Company Statement on Harassment, with all new employees;
- Revised Employment Equity Survey to include more information on non-visible disabilities and employment equity in general;
- Sent Employment Equity Survey/Information poster to all office and seafaring staff in May 2010;
- Sent Discrimination, Workplace Violence and Harassment Policy to all office and seafaring staff;
- Held lunch and learn with CNIB speaker to coincide with World Sight Day;
- Provided support to the WRDC Educational Resources Centre; and
- Continued to review advertisements to ensure gender inclusive and culturally appropriate language.

Employee Recruitment and Selection

- Interviewed applicants from the designated groups for cadet berths;
- Revised recruiting materials to ensure they reflect the diverse nature of the organization;
- Posted employment advertisements on websites affiliated with designated groups;
- Set gender specific post-secondary recruiting targets;
- Continued participation in cooperative education programs and continue to place female co-op students from a Newfoundland and Labrador post-secondary institution;
- Provide promotional opportunities to individuals from under-represented groups;
- Continued working with Association for New Canadians AXIS Career Services;
- Continued measures to create inventories of candidates from designated groups;
- Continued application of employment and recruitment procedures to eliminate bias;
- Continued to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continued a system to track and monitor all applications from designated groups;
- Interviewed all designated group candidates who met the basic job criteria;
- Prior to a job offer, assessed the need for further recruitment of candidates from designated groups; and
- Assigned responsibility at a senior level for reviewing all hires in relation to Diversity Plan targets.

Employee Development

- Initiated or further developed three programs to aid contractor in promoting from within (Leadership Development Program, 360 Degree Assessments and Aspire Program);
- Designated a technical field position in Atlantic and Eastern Canada for a visible minority incumbent;
- Successfully designated an engineer, who is a member of a designated group, to a management position;

- Successfully established a succession plan to designate a management position in Atlantic and Eastern Canada for a visible minority;
- Hosted presentation by WRDC on incorporating women into non-traditional roles;
- Where possible, designated management position in Atlantic Canada for a member of a visible minority and a woman;
- Designated a technical field position for a visible minority;
- Continued to review credentials and experience requirements for key positions to ensure they are not inflated;
- Incorporated targets for women and other designated groups in the company's succession plan;
- Set targets re: appointments to project committees, boards, work terms for members of designated groups;
- Assisted women and designated group employees to access developmental opportunities and management training; and
- Created junior management positions to create a bridge for women and designated groups to senior levels.

Working Environments

- Continued training and communication related to respectful workplace;
- Respectful workplace and diversity components added to management training courses;
- Conducted an extensive company survey on gender balance;
- Ensured that employees who have self-identified as having a sight disability have the facilities and equipment necessary to perform their tasks effectively;
- Participated in training and/or communication related to respectful workplace initiatives;
- Continued company policy on harassment and respectful workplace and ensure that policy is posted in all work sites;
- Continued to distribute and update the harassment policy and procedures to all managers and employees;
- Continued to maintain a designate as primary contact person for harassment-related enquiries;
- Continued to provide training to managers and supervisors responsible for harassment policy;
- Held a day-long training session regarding new Respectful Workplace Policy.
- Assessed the potential for flexibility in work schedules to assist employees 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; and
- Monitored for adverse impact on recruitment and retention of women in certain occupational areas.

Community Outreach

- Participated in the NOIA/NLOWE Diversity Forum;
- Participated in the PIHRC and the committee's Ambassador Program subcommittee;
- Participated in PIHRC 2010 Educators Forum in Clarendville;
- Continued to support the WRDC Techsploration Program by providing role models for the program;
- Partnered with WISE Student Summer Employment Program;
- Provided Role Models to participate in the WRDC Techsploration Program;
- Provided \$10,000 in financial support to the Mastering Aboriginal Inclusion Program;
- Conducted a tour of the Atlantic Osprey for a group from WRDC Techsploration Program; and
- Had representatives from the WRDC attend two Employment Equity Committee meetings to educate on how to recruit women into the workforce.

Contracting Goods and Services

- Ensured that all contractors and suppliers are aware of company diversity plan.

4.1.2 2011 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 will not be hiring, or only hiring from 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 new 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

- Will communicate regularly with Marine Institute on diversity issues;
- Information on Employment Equity will be included in all new hire packages;
- Employment Equity Survey will be included in new hire package;
- Distribute updated Employee Handbook with information on Employment Equity and an inclusive work environment;
- Present to the younger groups at the Junior High School level, before they begin choosing their senior class courses, in an effort to steer them toward the oil and gas industry;
- Dependent on new hire requirements, recruitment team will read all materials to ensure job advertisements were targeting all interest groups, minorities and designated members;

- Invite speakers of community groups representing designated groups to inform and assist with removing barriers to employment;
- Offer lunch and learns on several topics related to diversity, e.g. diversity and culture, harassment;
- Develop an industry diversity advertisement; and
- Encourage current employees to inform any prospective friends/relatives of company's Diversity Plan, in attempt to increase awareness for minorities seeking employment.

Employee Recruitment and Selection

- Revamp application process to include a section on self-identification and use any data drawn from these submissions as a planning tool to assist in achieving diversity goals;
- Actively source diverse cadets from the Marine Institute for work term placement;
- Post employment advertisements on websites that are affiliated with designated groups;
- Ensure students from designated groups are included in work terms;
- Contact Canadian Council on Rehabilitation and Work (CCRW) to determine ways to promote the oil and gas sector as well as the goals of the CCRW as an organization;
- Internal program for employment of disabled persons;
- Use consistent, well documented procedures to screen candidates; and
- Increase number of female placements with the CNA Marine Cooking program and the Marine Institute cadet programs.

Employee Development

- Assist employees from designated groups to access development opportunities and management training;
- Monitor progress and modify approaches to ensure achievement of desired outcomes;
- Assist persons with disabilities to access development opportunities and management training;
- Have longer term employees attend a refresher workshop to further promote awareness and tolerance for differences;
- Ensure current employees of designated groups have the facilities and assistance to develop their careers;
- Deliver promotion opportunities to underrepresented employee groups through training;
- Extend the partnership with the Nunatsiavut Government;
- Incorporate targets for members of designated groups in company's succession plan;
- Set targets for appointments to project committees, boards, work terms, etc; and
- Assist women and designated group employees to access development opportunities and management training.

Working Environments

- Reinforce a positive work environment;
- Employee Code of Ethics and Company Values discussed at various times in employment relationship;
- Quality Management System references to fair and positive work culture;
- Train management for a bias-free environment; and
- Ensure senior management personnel understand diversity issues and Initiatives.

Community Outreach

- Invite community groups to present twice per year. Particularly groups that are committed to creating a diverse environment;
- Representative on the Business Advisory Committee for Partners for Workplace Inclusion;
- Conduct visits with high school students to promote marine careers;
- Support WRDC through involvement in various programs (e.g. Techsploration);
- A number of contractors stated that they would provide monetary support for WRDC;
- Promote career awareness at high schools;
- A number of contractors stated they would participate in *Fueling the Future: Women in Oil and Gas*;
- Contractors reported that they would attend Husky workshops and events held by other community groups;
- Enhance cooperation with Federation of Newfoundland Indians; and
- Commitment of \$10,000 to the Mastering Aboriginal Inclusion Program.

Contracting Goods and Services

- Recycling done through Waterford Foundation Evergreen Recycling Program; and
- Ensure that all suppliers and contractors are aware of company's Diversity Plan.

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 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 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 2010 in their 2009 Diversity Plan Reports. Review of the 2010 Reports indicates that most were achieved over the course of the year. The following are outcome achievements, numerical measures which were achieved in 2010:

- 36 percent of scholarships in Atlantic Canada were awarded to female students;
- Graduate student hired on for the Graduate Trainee Program;
- Employed two female cadets;
- Employed a female Chief Engineer in Coastal Fleet;
- Promoted one female on the GSF Grand Banks in a supervisory role (Day Chef) working in a regular offshore rotation;
- An estimated 16 percent of person-years worked by female staff (exceeded goal of 10 percent);
- An estimated 35 percent of resumes from members of designated groups (exceeded target of 20 percent);
- Half of work term students were women;
- Approximately half of interviews conducted were with members of designated groups;
- Three Aboriginal male General Purpose Crew, one female General Purpose Crew, two female Cooks and two female Navigation Officers were employed offshore. Onshore support operations includes nine female office staff;
- Of the 78 persons assigned to support contractor's Husky Energy activities, 6 fell within three of the categories; Women, Aboriginal persons and persons with disabilities.
- Of 25 Cadet Placements, six were female.
- A contractor reported that two of seven work term students were women;
- Established gender diversity targets for new graduates recruited in Canada. In 2010, 31 percent of all Field Engineers and 16 percent of all Field Specialists recruited in Canada were female. Percentage of females recruited from MUN (field engineers) and CNA (Field Specialists) was 28.5 percent and 27 percent respectively; and
- 83 percent of work term students from Newfoundland and Labrador post-secondary institutions were female.

4.2.2 2011 Outcome Targets

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2011 are listed below:

- Maintain greater than 30 percent Female Cadet Placement where female cadets are available;
- Interview at least two work term students from designated group per semester. Hire at least two work terms students from designated group;

- Ensure that at least 20 percent of senior management are women and 10 percent are in non-traditional roles and middle management roles;
- To 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;
- If any supervisory or management positions become available, ensure there is at least one female applicant;
- Maintain ten percent of person years for designated groups;
- Ensure 25 percent of all resumes in company database are from designated groups;
- Ensure 75 percent of interviews for work terms are assigned to designated groups; and
- If any special assignments or other forms of employee development occur within 50 percent is assigned to designated groups.

5.0 CONCLUSION

White Rose Project diversity activity in 2010 saw a continuation of the pattern established in previous years. The completion of the North Amethyst project has resulted in continued decreases in the overall workforce and an emphasis on long-term and life-of-field considerations. The year 2010 saw continued development of both a diversity culture and strong working relationships with community stakeholders. This was despite a slight decline in the total workforce and in the numbers of designated group members employed on the Project.

There has been an increasing recognition that there is only a limited pool of diversity group members within the industry and among both the current labour pool and potential new entrants within training institutions and programs. This problem will be exacerbated by the growing demand from other industries, given proposed new offshore petroleum, hydro-electric, smelting and other mega-projects in Newfoundland and Labrador, and C-NLOPB and provincial government diversity and equity requirements.

With these additional pressures in mind, Husky's 2010 Diversity Forum again focused on the importance of growing the diversity pool. Husky and its contractors are also placing increased emphasis on collective efforts that aim to increase the size of the pool of diversity group members through support of broader industry events such as *Fueling the Future: Women in Oil and Gas Conference*, PIHRC events and programs, career fairs, and scholarship programs. Future initiatives will continue to focus on identifying and overcoming constraints to diversity group members acquiring the required skills and experience.

APPENDIX A

Contracting Company Contact Information

Contracting Company Website URL Information

| Company | Website URL |
|----------------------------|--|
| A. Harvey and Company Ltd. | www.aharvey.com |
| ASCO Canada Ltd. | www.ascocan.com |
| Atlantic Towing Ltd. | www.atlantictowing.com |
| Cameron Canada Corporation | www.c-a-m.com |
| Canship Uglan Ltd. | www.canship.com |
| Cougar Helicopters Inc. | www.cougar.ca |
| Crosbie Group of Companies | www.crosbiegroup.com |
| East Coast Catering Ltd. | www.eccltd.ca |
| Oceaneering Canada Ltd. | www.oceaneering.com |
| Schlumberger Canada Ltd. | www.slb.com |
| Seamanning Services Ltd. | http://seamanning.ca |
| Transocean | www.deepwater.com |
| Technip Canada Limited. | www.technip.com/entities/canada/index.htm |