



**2014 DIVERSITY PLAN REPORT**  
**Submitted to the Canada-Newfoundland and Labrador**  
**Offshore Petroleum Board**  
**June 2015**

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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 the Canada-Newfoundland and Labrador Atlantic Accord Implementation Newfoundland and Labrador Act (R.S.N.L. 1990, c. C-2) (the Atlantic Accord Acts), the Canada Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) may require that:

*“any Canada-Newfoundland benefits plan include provisions to ensure that disadvantaged individuals or groups have access to training and employment opportunities and to enable such individuals or groups or corporations owned or cooperatives operated by them to participate in the supply of goods and services used in any proposed work or activity referred to in the benefits plan.”*

In the White Rose Benefits Plan, Husky Energy (Husky) committed that the requirements of Husky’s Diversity and Respectful Workplace Policy would be cascaded down to its project contractors, who would be required to act in a manner consistent with the Policy. As revised in August 2012, the Diversity and Respectful Workplace Policy states that every employee has the right to work in an environment that is free of harassment and violence and where respectful treatment is the norm and that Husky is committed to:

- Building a work environment that is free of discrimination, harassment and violence by ensuring its employment policies are implemented in a fair and equitable manner and are free of discrimination;
- The principle of fair representation of the designated target groups (women, aboriginals, visible minorities, and people with disabilities) at all levels of the organization; and
- Creating an environment which enables all employees to contribute to their full potential, thereby increasing our business effectiveness and competitive advantage and providing employees with a positive and valued work environment.

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

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

Husky’s main contractors commit to these targets in their annual Diversity Plan Reports. These are subject to review by Husky, which provides the C-NLOPB with an annual Diversity Plan Report. This document is the ninth of these annual Diversity Plan Reports. It describes the

implementation of the Plan, examines the project's diversity achievements in 2014 and outlines the diversity targets that have been established for 2015.

## 2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

### 2.1 Roles and Responsibilities

The primary responsibility for diversity planning for Husky's East Coast Assets in 2014 continued to be held by Margaret Allan (Manager, Regulatory Affairs and Administration), supported by Kathy Knox (Senior Regulatory and Industrial Benefits Advisor). Mark Shrimpton (Principal, Stantec Consulting Ltd), who assisted in the preparation of the Plan, continues his involvement as an external diversity consultant.

The contractors required to submit Diversity Plan Reports 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. The following contractors prepared annual Diversity Plan Reports and/or reported on the percentage participation for all four designated groups:

- A. Harvey and Company Ltd.;
- Aker Solutions;
- Atlantic Offshore Medical Services;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Canship Uglund Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- East Coast Catering;
- East Coast Tubulars;
- Expro Group Canada;
- FI Oilfield Services Canada ULC;
- Hansen Protection Canada Ltd.;
- Halliburton;
- Maersk Supply Services;
- Oceaneering;
- Oceans Ltd.;
- One Subsea;
- Schlumberger Services;
- Score;
- Siemens;
- Stantec;
- Technip;
- TransOcean;
- Weatherford; and
- Workstrings Canada.

## 2.2 White Rose Diversity Forum

Husky holds annual White Rose Diversity Forums to discuss diversity in the context of the White Rose project, and to focus on the broader considerations of diversity. The ninth such event was held at Husky Energy Easter Seals House on November 5, 2014, with more than 70 people (employees and representatives from community partners) in attendance.

The event began with an overview of Husky operations by Malcolm MacLean, Senior Vice President, Atlantic Region. Richard Pratt, Vice President, Atlantic Region Developments provided an update on progress-to-date of the White Rose Extension Project (WREP), and Kathy Knox, Senior Regulatory and Industrial Benefits Advisor, Husky Energy and Mark Shrimpton, Principal, Stantec Consulting Ltd., presented results from the previous forum's roundtable discussion and how the potential initiatives identified in the discussion have been acted upon by Husky. There was also a presentation from Lees Rodionov, Global Account Director with Schlumberger, in which she described the company's many diversity and inclusion initiatives while emphasizing the benefits that a diverse and inclusive working environment can provide to a business and its employees. During the second half of the forum, roundtable discussions were held on potential research topics related to building the pool of available qualified workers from underrepresented groups.

## 2.3 Other Husky Diversity Initiatives

In addition to organizing the White Rose Diversity Forum, and as committed to in the 2014 Diversity Report, Husky undertook a number of other internal and contractor-related activities throughout 2014. They included:

- Annual meeting held with contractors to discuss diversity issues, April 10, 2014. At the meeting there was a presentation on research related to the awareness and perceptions of oil and gas industry careers among young persons with disabilities and recommendations for improvement – a study done on behalf of Petroleum Industry Human Resources Committee (PIHRC);
- Participated in Energy Day at the Geo Centre during Oil and Gas Week in February 2014;
- Promoted participation in self-identification surveys to support employment equity planning;
- Presented workforce diversity statistics to regional management team;
- Established the Atlantic Region Women's Leadership Network (WLN);
- In September 2014, offshore and onshore personnel celebrated Husky's Diversity Day. On the *SeaRose FPSO*, staff marked Diversity Day by marking their birth years on a generational timeline. Crew also enjoyed a special meal featuring various ethnic-inspired dishes and Husky's offshore representative on the Diversity and Inclusion Council delivered a town hall presentation highlighting how different people approach problem solving differently;
- Onshore workers celebrated Diversity Day with a forum with keynote speaker, Remzi

Cej, a human rights activist and chair of the Human Rights Commission of Newfoundland. Remzi spoke about the importance of diversity of thought in the workplace;

- Husky staff participated in Mental Health First Aid training with the Mental Health Commission of Canada;
- Husky staff participated in Leading in a Diverse Environment training;
- Husky staff participated in Bridging Cultures in the Workplace training;
- Husky staff participated in Leveraging Generational Differences training;
- Husky staff participated in Pink Shirt Day;
- Three employees (one onshore, two offshore) sat as members of the Husky-wide Diversity and Inclusion Council;
- Hired co-op students who are dedicated to working on diversity issues within Husky;
- Developed a number of diversity-related profiles which were showcased on Husky's intranet including such topics as accessibility, women leaders and generational differences; and
- Husky's Atlantic Region representatives on the company's Diversity and Inclusion Council attended training sessions in Calgary in March and October 2014.

Throughout 2014, Husky demonstrated its commitment to working with community based organizations on diversity initiatives. 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:

- Husky provided \$26,000 funding for the WISE (Women in Science and Engineering)-NL Student Summer Employment Program (SEEP). As part of this program, female Husky employees also hosted a Husky Day for the SEEP students which provided an opportunity for participants to meet with other women in non-traditional jobs as well as a tour of OneSubsea and Cougar Helicopters facilities;
- Husky provided funding for the Building with Becky and GoSett Mentoring programs through Esteem Women;
- Husky provided \$20,000 and mentoring time of several of its employees in support of the Women in Resource Development Committee's (WRDC) Techsploration Program;
- Husky provided scholarships targeted at members of the four designated groups (two each at Memorial University of Newfoundland and Labrador (MUN), the College of the North Atlantic (CNA), and the Coalition of Persons with Disabilities (COD));
- A Husky employee sat on the scholarship selection committee for COD;
- Husky supported participation of an employee on the Newfoundland and Labrador Oil and Gas Industries Association (NOIA) Diversity Committee;
- A senior manager sat on the PHRIC Research Committee which has a focus on diversity;
- Husky supported participation of an employee on the Board of WRDC;



- Husky supported participation of an employee on the Board of WISE-NL;
- Husky supported participation of an employee on the Board of Thrive, which provides services to assist young, single mothers to access education;
- Husky continues to be a member of COMPASS (Council of Marine Professionals Associates); the group promotes and provides information on careers in marine transportation which includes a focus on women in marine transportation;
- Husky sponsored the Office to Advance Women Apprentices Skills Trade Conference for Women and Youth;
- Husky purchased a table at the Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Entrepreneur of the Year Awards in October 2014;
- Husky sponsored “The Pitch” at the annual NLOWE conference in April 2014;
- Husky held three separate meetings at Husky Energy Easter Seals to help raise awareness of the facility and its programs;
- A Husky employee attended a WEConnect-sponsored workshop, Taking Supplier Diversity to the Next Level, in February 2014;
- An employee attended the launch of the Canadian Association of Women in Construction’s Women’s Advancement Project in August 2014;
- A Husky employee attended the WRDC event, Inspiring Women Inspiring Change, in March 2014;
- A Husky employee attended the Atlantic Symposium on Learning Disabilities (hosted by Learning Disabilities Association of NL) in November 2014;
- A Husky employee attended the Canadian National Institute for the Blind (CNIB) Assistive Technology Fair in November 2014;
- Husky purchased a table at the Business Leadership and Employer Breakfast sponsored by the Network of Disability Organizations in December 2014;
- Husky employees attended two webinars by the Canadian Institute of Diversity and Inclusion: Attracting and Integrating Skilled Immigrants, and Trust: Self Disclosure for LGBT Employees; and
- As part of its ongoing recruitment and community relations programs, Husky also participates in a number of career fairs and other education-related activities. While these events are not targeted diversity initiatives, Husky’s approach to these events reflects the organizations goals of establishing a diverse workforce.

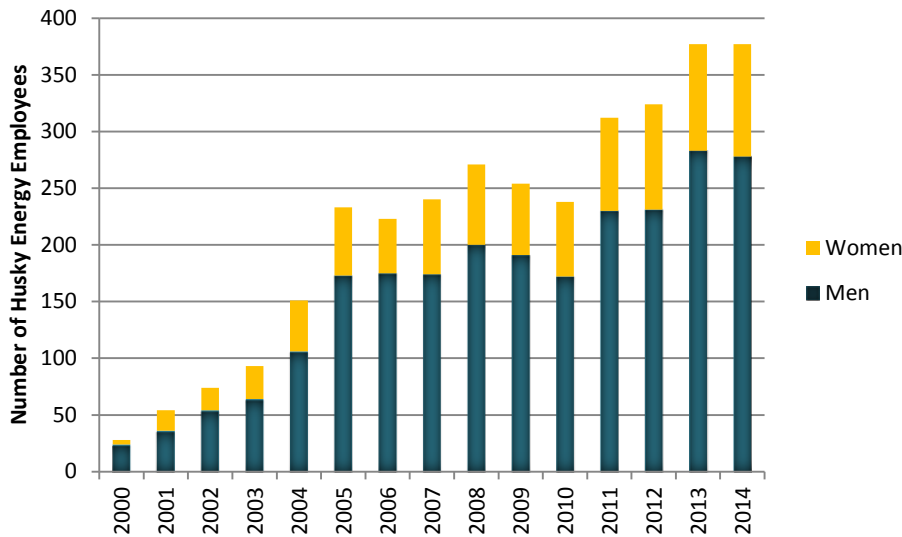
### 3.0 WHITE ROSE PROJECT DIVERSITY 2014

This section provides information regarding Husky and White Rose project diversity in 2014, based on data collected in accordance with the Canada-Newfoundland and Labrador Benefits reporting requirements.

#### 3.1 Husky Energy Atlantic Region Women’s Employment

Husky’s Atlantic Region labour force generally increased from the initiation of work in 2000 until 2013 and 2014, when the total workforce totaled 377. The workforce increase is a natural evolution of Husky’s operations in Atlantic Canada and reflects an increase in staffing in the development and subsea groups to support future plans.

**Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2014**



Women’s employment by Husky was initially low, 14 percent in 2000, but peaked at 33 percent in 2001. Since then, women’s employment has fluctuated between 22 and 31 percent, and for the last 10 years has averaged around 26 percent. In 2013, women comprised 25 percent of the Husky workforce with the number of females increasing by 1 percent between 2012 and 2013. The number of women in the workforce grew to a record 99 in 2014, or 26 percent (Table 3.1).

**Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2014**

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%
2011	230	82	24%	312	26%	31%
2012	231	93	13%	324	29%	4%
2013	283	94	1%	377	25%	16%
2014	278	99	5%	377	26%	0%

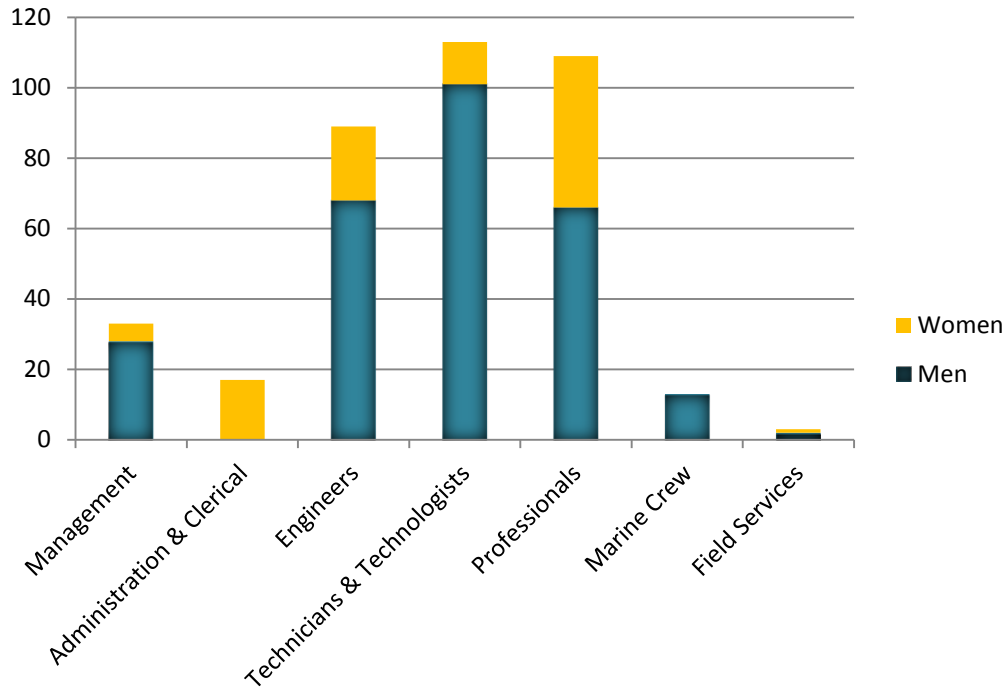
Source: Husky Energy

In 2014, women's participation in administrative/clerical (100 percent) and professional (39 percent) positions exceeded the overall women's participation rate (26 percent) (Table 3.2 and Figure 3-2). Between 2013 and 2014, the percentage of women in management positions fell to 15 percent while the number of female engineers increased from 20 percent to 24 percent. The number of women in the technician/technologist category increased by 1 percent between 2013 and 2014. As was the case during the previous eight years, no women employed by Husky held positions in marine crewing in 2014; however, the number of women in other field services more than doubled (Table 3.2 and Figure 3-2).

**Table 3.2 Husky Energy Women's Atlantic Region Participation Rate (% Women) in Selected Occupational Categories, 2004 to 2014**

Occupational Category	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Management	8	5	7	8	8	9	17	13	29	20	15
Administrative/Clerical	90	100	94	95	92	94	94	95	95	100	100
Engineers	10	13	11	17	20	14	15	18	25	20	24
Technicians/Technologists	33	13	16	10	0	2	2	0	5	10	11
Professionals*	24	35	36	43	34	41	36	32	32	32	39
Marine Crew	NA	0	0	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	NA	NA	14	33
Total Women's Participation Rate	30%	26%	22%	28%	26%	25%	28%	26%	29%	25%	26%

**Figure 3-2 Husky Energy Atlantic Region 2014 Employment in Selected Occupational Categories**



Each year, Husky hires co-op students from Memorial University’s faculties of Engineering and Business Administration, and from technology programs related to Health, Safety, Environment and Quality (HSEQ). These students typically work with Husky for one or two semesters of a calendar year. In 2014, Husky hired 107 co-op students, 66 male and 41 female, representing a female participation rate of 38 percent. Between 2003 and 2014, this number has fluctuated between 23 and 64 percent.

**3.2 White Rose Project Women’s Employment**

The workforce for the White Rose project includes the employees of both Husky and its contractors. Between 2013 and 2014, the workforce increased by 7 percent, from 1,495 to 1,603. The number of people working on the WREP also increased from 486 to 769 between 2013 and 2014. This gives a total of 2,372 Husky workers and contractors on the White Rose project.

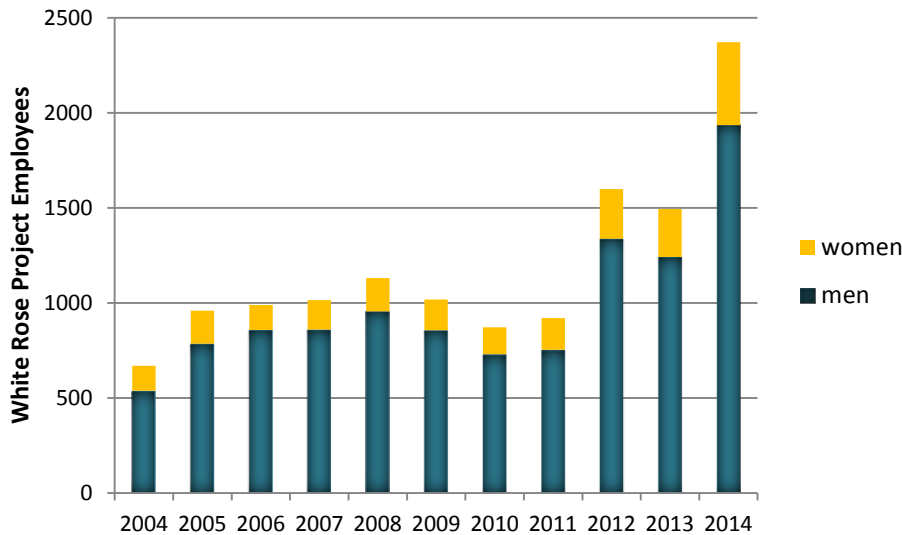
Over the life of the White Rose project, the representation of women in the workforce has varied between a low of 13 percent (2006) and a high of 19 percent (2014). Following a slight decline (3 percent) in 2013, the participation of women on the project increased by 73 percent in 2014. This increase is attributed to the inclusion of the WREP workforce in the total. In 2014, women represented 18 percent of the total workforce, the highest it’s been since 2005.

**Table 3.3 White Rose Project Labour Force, 2004 to 2014**

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Females in Workforce	% Change in Total Workforce
2004	539	130		669	19%	
2005	786	173	33%	954	18%	43%
2006	858	131	-24%	989	13%	3%
2007	859	155	18%	1,014	15%	3%
2008	956	174	12%	1,130	15%	11%
2009	857	161	-7%	1,018	16%	-10%
2010	730	141	-12%	871	16%	-14%
2011	753	167	18%	920	18%	6%
2012	1,338	260	56%	1,598	16%	74%
2013	1,242	252	-3%	1,495	17%	-7%
2014	1,935	437	73%	2,372	18%	59%

\*2014 totals include White Rose and WREP workers  
 Source: Husky Energy

**Figure 3-3 White Rose Project Labour Force, 2004 to 2014**

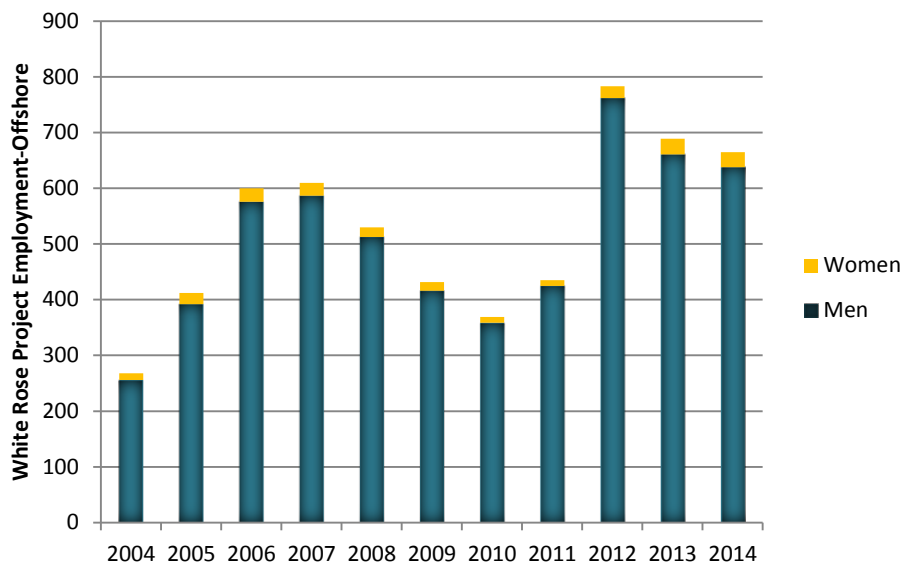


In 2014, almost all (99 percent) of the more than 2,300 White Rose project employees worked in Newfoundland and Labrador, including 665 offshore positions and 1,690 onshore positions (including WREP workers). The other approximately 1 percent of the labour force worked in Nova Scotia, the UK and the United States (Houston). As in previous years, more of the Newfoundland and Labrador project labour force was onshore (71 percent) than offshore (28 percent).

The percentage of women holding offshore positions in 2014 was much lower than that of women in onshore jobs (Figure 3-4 and Figure 3-5). Although total representation by women on the project was 18 percent in 2014, they held 24 percent of onshore positions but only 4 percent of offshore positions, the same as in 2013. This low percentage reflects the fact that there is a relatively small pool of women with offshore-related capabilities and interests, an issue which continues to be addressed by ongoing Husky and industry initiatives (see Section 4.0).

As discussed in Section 3.1 for Husky Atlantic Region employees, women's participation in the White Rose project varies across occupational categories. In 2014, the lowest levels of participation were in marine crew (3 percent) and skilled trades (4 percent). Between 2013 and 2014, the number of female technicians and technologists increased by 142 percent. The numbers of women in management positions and of female engineers increased by 138 percent and 120 percent, respectively. As in previous years, administration and clerical was the category with the greatest rate of participation (85 percent) by female employees (Table 3.4).

**Figure 3-4 White Rose Project Employment, Offshore, 2004 to 2014**



**Figure 3-5 White Rose Project Employment, Onshore, 2004 to 2014**

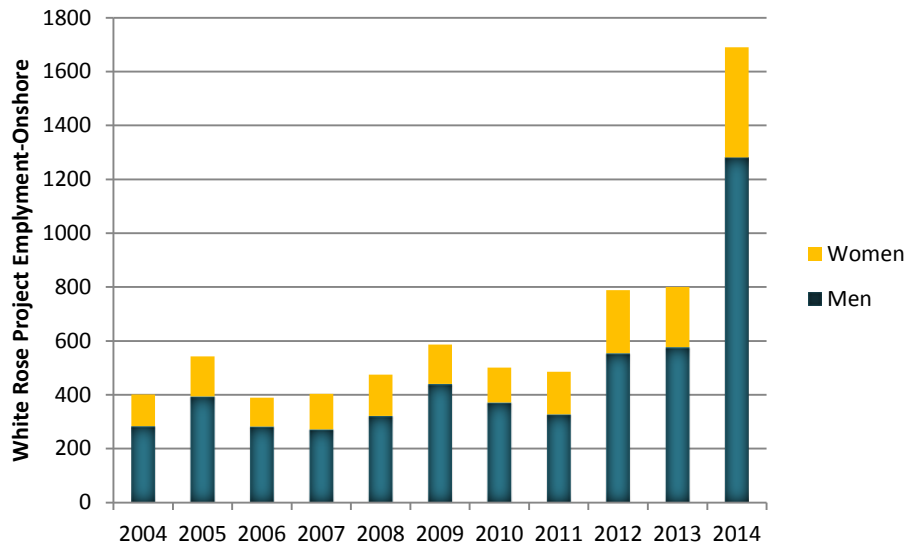


Table 3.4 White Rose Project Women's Employment by Occupational Category, 2009 to 2014

Occupational Category	2009			2010			2011			2012			2013			2014		
	Total # Women	Participation Rate	% Change, # Women 2009 & 2008	Total # Women	Participation Rate	% Change, # Women 2010 & 2009	Total # Women	Participation Rate	% Change, # Women 2011 & 2010	Total # Women	Participation Rate	% Change, # Women 2012 & 2011	Total # Women	Participation Rate	% Change, # Women 2013 & 2012	Total # Women	Participation Rate	% Change, # Women 2014 & 2013
Management	9	17%	20%	7	16%	-22%	8	15%	14%	36	26%	350%	34	29%	-6%	81	29%	138%
Administration & Clerical	50	81%	-23%	41	89%	-18%	54	92%	32%	84	87%	56%	74	89%	12%	97	85%	31%
Engineers	17	13%	-19%	16	12%	-6%	26	17%	63%	43	16%	65%	41	16%	-5%	90	15%	120%
Technicians & Technologists	12	11%	33%	11	11%	-8%	9	8%	18%	11	8%	22%	19	11%	73%	46	11%	142%
Professionals*	42	40%	11%	29	24%	-31%	47	35%	62%	55	33%	17%	60	36%	9%	76	36%	27%
Skilled Trades	4	3%	-60%	2	5%	-50%	1	2%	50%	6	3%	500%	6	3%	0%	11	4%	83%
Marine Crew	15	4%	114%	9	3%	-40%	3	1%	67%	6	2%	100%	10	3%	67%	9	3%	-10%
Other Field Services	6	7%	-57%	13	19%	117%	8	13%	38%	6	3%	-25%	9	5%	50%	20	12%	122%
<b>TOTAL</b>	<b>160</b>	<b>16%</b>	<b>-8%</b>	<b>142</b>	<b>16%</b>	<b>-11%</b>	<b>167</b>	<b>18%</b>	<b>18%</b>	<b>259</b>	<b>16%</b>	<b>55%</b>	<b>252</b>	<b>17%</b>	<b>-2%</b>	<b>299</b>	<b>19%</b>	<b>19%</b>

\*All categories, with the exception of marine crew, include WREP employees. WREP had no marine crew in 2014.



### 3.3 Employment of Other Designated Groups

In 2012, Husky and its contractors began reporting on the percentage participation for all designated groups. Reporting for designated groups other than women is based on self-reporting. Table 3.5 provides information regarding the participation of Aboriginal persons, visible minorities, and persons with disabilities in the Husky, or White Rose project, labour force. The contractor numbers represent the average percentage participation for each designated group for all contractors working on the White Rose project.

Overall, in 2014, 31 Husky employees belonged to one of these groups, representing 7.5 percent of workers. This was comprised of nine Aboriginal persons (2.2 percent of all employees), 5 persons with disabilities (1.2 percent) and 17 members of visible minorities (4.1 percent). Other White Rose contractors employed 174 members of these groups, or 14.2 percent of all their employees, comprised of 30 Aboriginal persons (2.4 percent of all employees), 24 persons with disabilities (2.0 percent) and 120 members of visible minorities (9.8 percent). In total, 205 members of Husky and its White Rose contractors' workforces, or 12.8 percent of all employees, reported belonging to these other designated groups.

**Table 3.5 Number of Employees from Other Designated Groups on White Rose Project, 2014**

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	0	6	2	1	0	0	9
Contractors	3	13	3	5	1	5	30
<b>Total</b>	<b>3</b>	<b>19</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>39</b>
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	2	2	0	0	0	5
Contractors	2	16	1	2	0	3	24
<b>Total</b>	<b>3</b>	<b>18</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>29</b>
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	15	1	0	0	0	17
Contractors	20	87	2	4	0	7	120
<b>Total</b>	<b>21</b>	<b>102</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>7</b>	<b>137</b>

In the total White Rose labour force, the greatest number of persons with disabilities held Professional and Technical positions (18 individuals). In previous years, Aboriginal employees were strongly concentrated in Skilled Crafts and Trades; however, in 2014, the majority of Aboriginal employees held Professional and Technical (19 individuals) positions, which accounted for nearly 50 percent of all Aboriginal workers. Members of visible minorities were mostly Professional and Technical workers (102 employees) and Managers and Supervisors (21 employees).

### 3.3.1 Recruitment

Husky advertises the majority of its positions on online sites such as JOBSinNL.ca and CareerBeacon.com, the Telegram newspaper and on the Husky website. Since 2004, Husky has encouraged the applications from members of these groups by including the following statement in all job advertisements:

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

## **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 2014, and outline new targets for 2015.

### **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, working environment, contracting goods and services, community outreach and financial contributions.

#### **4.1.1 2014 Process Achievements**

Husky and its main contractors committed to a large number of process targets in their 2014 Diversity Plan Reports. Most of these targets were achieved. Where they were not, and providing they are still relevant, they have been carried over as targets for 2015 (see below). Specific process achievements in 2014 included:

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

- Diversity/Employment Equity Committee continued to meet quarterly to share updates and initiatives;
- Diversity information delivered through Crew and Family website, vessel display boards and internal newsletter;
- Reviewed Employment Equity Survey and the Discrimination, Workplace Violence and Harassment policy;
- Female employee was featured in Oil and Gas magazine as an “up and coming” person in the industry;
- Discussed diversity initiatives during all Management Review meetings, including benefits reporting and strategies to include diversity in all Request for Proposal response packages;
- Rolled out Improving Inter-Gender Communication program to all employees;
- Core Values presentations, which included discussion on embracing diversity, were delivered on all vessels;
- Reviewed all communication materials to ensure that they are consistent with, promote and are representative of corporate diversity policies;
- Ensured that job postings (print and website), company newsletter and presentations included language reflective of cultural and gender diversity;
- Continued to include Employment Equity Corner in the quarterly newsletter circulated to all employees;

- Communicated Diversity Annual Report to employees;
- Provided staff with diversity cards as a tool to educate about diversity issues; and
- Reviewed Discrimination, Workplace Violence and Harassment policies with new hires.

### **Employee Recruitment and Selection**

- Participated in recruitment events at MUN, Marine Institute (MI) and CNA;
- Advertised job vacancies on axiscareers.net, a website connecting new Canadians to employers;
- Provided support to NOIA in attracting young women to the oil and gas industry;
- Continued Stiletto to Steel Toes recruiting initiative at MUN, which is a contest aimed at encouraging women towards non-traditional career paths;
- Continued to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Made Onboarding and Business Ethics programs, which outline company's expectations regarding a respectful workplace, mandatory for new hires;
- Continued to track and monitor applications from designated groups;
- Monitored gender-specific post-secondary recruiting targets;
- Participated in recruiting events at Memorial University, CNA and MI with a focus on candidates from designated groups;
- Continued to post job opportunities with organizations representing designated groups (e.g. AXIS, WRDC, Office to Advance Women Apprentices);
- Encouraged current employees to make friends and family aware of company diversity plan in an effort to increase awareness for diversity group members seeking employment;
- Spoke to Aboriginal groups about skilled training required to be eligible for positions with company;
- Provided Sheshatshiu Innu First Nation with training proposal for Quality Coordinator;
- Continued with internal program to encourage employment of disabled persons;
- Continued to state in job advertisements that company is an equal opportunity employer;
- Interviewed all designated group candidates who met basic job criteria;
- Prior to a job offer, assessed the need for further recruitment of candidates from designated groups;
- Expanded job postings into social media and new websites and magazines to reach a broader group of potential employees from designated groups;
- Continued discussions with MI and CNA on how to increase company profile for marine cadet placements amongst designated groups;
- Assigned responsibility at a senior level for reviewing all hires in relation to Diversity Plan targets;
- Worked with local education facilities to provide information about the shipping industry and employment opportunities to members of designated groups;

- All orientation sessions included review of company diversity policy and employment equity questionnaire; and
- Worked with the Association for New Canadians to recruit for various positions.

### **Employee Development**

- Employees attended a Managers Summit on Human Resources topics, including diversity initiatives;
- Set designated groups targets for appointments to project committees, boards, and work terms;
- Four female employees received Green Belt Training (continuous improvement training);
- Encouraged female employees to pursue university business courses;
- Members of Connect Women, a company network for female employees, met with Lees Rodionov, guest speaker at the Husky Diversity Forum, to discuss diversity issues;
- Encouraged female employees to train for positions, including Radio Operator and Materials Coordinator;
- Required onshore staff to complete on-line anti-harassment training;
- Two managers attended Leading Others course, which included a session on diversity and inclusion;
- Managers attended leadership training program, which now includes a gender diversity component;
- Attended diversity focused workshop in Calgary;
- Attended Husky's 2014 Diversity Forum at Easter Seals House;
- Provided diversity training and cultural awareness and bias training to employees;
- Assisted women and other designated group employees in accessing developmental and management training opportunities;
- Created junior management positions to create a bridge for women and other designated groups to senior levels; and
- Employees attended Diversity in Recruitment forum in October.

### **Working Environment**

- Ensured female seafarers have private cabins or, when two women are on the same shift, made sharing arrangements;
- Introduced on-line source of company work gear offering female clothing options for onshore and seagoing employees;
- Purchased equipment to enable employee with disability to perform job more efficiently;
- Rolled out Flexible Working guidelines to promote work-life balance;
- Introduced policy allowing for staff to take six family days to assist with child care and work-life balance;
- Female Gender Balance Ambassador met regularly with other ambassadors throughout

the company to implement plans to improve gender balance;

- Presented results of internal survey which provided feedback on gender-related topics;
- Reinforced Employee Code of Ethics whereby everyone, irrespective of age, race, colour, marital or family status, sex, religion, nationality and place of origin, ancestry or disability, is treated with dignity and respect;
- Provided male employee with shore-based position after birth of his child;
- Created position for consultant to manage disability cases with emphasis on managing functional limitations;
- Completed informal survey of female employees to inform how to make working environment better;
- Encouraged employees to join the Diversity/Employment Equity Committee;
- Provided accommodations to employees on disability leave to allow them to continue to work;
- Continued respectful workplace training and certification in the areas of dealing with discrimination and harassment issues;
- Identified ways to improve accessibility in future facility expansion;
- Offered flexible work schedules and adjusted summer hours for office employees to improve work/life balance;
- Continued to have a designate as primary contact for harassment-related enquiries;
- Provided training to managers and supervisors responsible for the harassment policy;
- All company policies, including Equal Employment and Non-Discrimination policy and Respectful workplace policy and procedure, reviewed by the Business Management Team;
- Provided short-term on shore assignment to female shipboard employee who was on maternity leave;
- Conducted annual review of company practices to ensure compliance with diversity policies;
- Assessed positions for potential for flexibility in work schedules to assist with work/life balance;
- Developed guidelines for dealing fairly and consistently with requests for flexibility in work schedules; and
- Obtained feedback from employees on issues that affect work/life balance.

### **Contracting Goods and Services**

- Purchased promotional products from Key Industries, a non-profit organization that provides meaningful employment to persons with disabilities;
- Attended NLOWE's Helping Women in Business event where members from Supply Chain Management interacted with women entrepreneurs;
- Continued to use Aboriginal-owned catering company as master supplier for Labrador operations; and

- Purchased office supplies, including business cards, letterhead and envelopes from the HUB.

### **Community Outreach**

- Participated in WRDC functions and initiatives, including the Techsploration Program, where company provided role models;
- Involved in Compass groups diversity initiatives;
- Member of WISE-NL, which introduces young women to careers in science during high school;
- Attended Partners for Workplace Inclusion annual luncheon and quarterly Advisory Board meetings;
- Female Manager acted as NOIA Ambassador to promote women in trades and in the oil and gas industry;
- Human Resources Manager is President of COMPASS, which has a number of initiatives targeting women and Aboriginals;
- Company representatives attended MUN's Toast to Hire Learning Breakfast, which was an opportunity to engage students on topics, including workplace values and diversity;
- Participated in Oil and Gas Week and Husky Diversity Forum;
- Female Director is a member of the Board of the Autism Society of Newfoundland and Labrador;
- As part of Orientation to Trades and Technology Program, gave a presentation on available careers for women;
- Attended various functions hosted by the Newfoundland and Labrador Down Syndrome Society;
- Attended WRDC events and worked on project with Association for New Canadians; and
- Continued to support and guide female employees through the Schlumberger WEConnect Newfoundland and Labrador chapter aimed at removing barriers to diversity through meetings and lunch and learns.

### **Financial Contributions**

- Contributed > \$5,000 to diversity-related organizations;
- Contributed to the Stella Burry Foundation, Easters Seals, WRDC, Parkinson Society, Association for New Canadians, Iris Kirby House, and a number of other charitable organizations;
- Sponsored and attended the 2014 Autism Gala;
- Made contributions to Choices for Youth;
- Provided charitable donations to Vera Perlin and Special Olympic NL;
- Sponsored and attended the CNIB event "Dining in the Dark"; and
- Made donations to Special Olympics Newfoundland and Labrador, the Vera Perlin Society and the Autism Society of Newfoundland and Labrador.

#### **4.1.2 2015 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 companies have no immediate hiring plans, or operate a business based on occupations that have long been dominated by women. The Plan allows Husky and its main contractors to develop targets that are appropriate to their organization and activities within the context of potential labour market constraints.

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

#### **Information and Communication**

- Ensure senior management understands diversity issues and initiatives;
- Update Human Resources policies, including the Respectful Workplace policy;
- Ensure that all communication materials are reviewed and utilize gender inclusive and culturally sensitive language and graphics;
- Modify on-line application process to incorporate diversity plans and requirements, as well as language to reflect desire to hire from designated groups and requests for self-identification;
- Provide job site supervisors with information on workplace harassment and working in a diverse environment;
- Review the effectiveness of communication of respectful workplace policies to staff;
- Update and circulate diversity cards;
- Have a member of management team attend workshop on workplace harassment and employee relations in a diverse work environment with the aim of communicating this information to all employees at weekly safety meetings;
- Introduce a leadership training program and/or bulletin that includes discussion of corporate emphasis on diversity and respectful workplaces;
- Develop a workplace diversity statement and revise the current Diversity Policy;
- Revise Employee Handbook to include new diversity statement;
- Develop educational information on topics related to diversity to be shared with employees via Sharepoint; and
- Ensure senior management personnel understand diversity issues and initiatives.

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

- Increase the number of disabled applicants through community outreach and recognize disabled employees through an internal promotion program;
- Use a self-identification form to track and monitor diversity statistics;



- In all employment opportunity postings, stress that the company strives for diversity in the workplace;
- Ensure that all job postings state that company is an Equal Opportunity employer;
- Continue to actively recruit women, Aboriginal people, visible minorities and persons with disabilities for any open positions;
- Encourage current employees to communicate company Diversity Plan to friends and relatives seeking employment;
- Review effectiveness of current communications associated with respectful workplace policies;
- Review demographic profiles of all applicants to determine percentage from designated groups;
- Set measurable targets and monitor number of women applying for trades positions;
- Monitor promotion of personnel through competency program to ensure movement of members of designated groups;
- Identify other “non-traditional” arenas to post job openings in an effort to broaden pool of potential employees;
- Develop initiative to guarantee that female trades applicants get an interview for offshore positions;
- Re-hire members of diversity groups who may have worked with the company on a temporary basis in 2014;
- Ensure that cadet job postings at MI and CNA include language to encourage application by members of designated groups;
- Designate technical field position in Atlantic Canada for visible minority incumbents, where possible; and
- Ensure that students from designated groups are presented with work term opportunities.

### **Employee Development**

- Participate in webinars offered through the Mental Health Commission of Canada;
- Implement online training, including respectful workplace training;
- Offer internal training/webinars on diversity topics;
- Introduce a leadership training program and/or bulletin that communicates the corporate emphasis on diversity and respectful workplaces;
- Have managers attend workshop on workplace harassment and employee relations in a diverse work environment and communicate the information to all employees;
- Have Diversity and Inclusion program completed by crewing and onshore staff;
- Ensure all employees attend Diversity Leadership workshop;
- Incorporate targets for women and other designated groups in succession plan;
- Ensure that employees who are members of designated groups have access to developmental opportunities and management training;

- Create junior management positions as a bridge for employees who are members of designated groups to senior positions;
- Conduct a gap analysis of employee competency program to ensure members of designated groups are fairly evaluated;
- Hold a Summit for Managers to discuss diversity initiatives;
- Provide diversity training to employees and ensure that tolerance, awareness and acceptance components are included and emphasized in new hire orientation;
- Have Senior Crew Manager complete Diversity and Inclusion for Bottom-Line Performance training program; and
- Continue to have employees attend seminars as a means of education and awareness for Diversity/Employment Equity Committee.

### **Working Environments**

- Review feedback from employees through Employee Engagement Survey;
- Hold discussions with female focus group on how to improve offshore working environment;
- Accommodate requests for better work-life balance where possible;
- Develop guidelines for dealing fairly and consistently with requests for flexibility in work schedules;
- Review company practices against diversity policies for compliance;
- Develop and execute Inclusive Workplace Activity Plan;
- Offer flexible work arrangements to working parents;
- Research Ease Back program for parents returning from parental leave;
- Review anti-harassment in the workplace policies;
- Increase dialogue to address issues among female employees regarding working with a predominantly male workforce; and
- Continue Harassment-Free Workplace training.

### **Contracting Goods and Services**

- Actively pursue new business opportunities for Labrador Catering, a co-venture with Innu Development Limited Partnership;
- Use Hungry Heart for all catered events;
- Encourage minority-owned suppliers to bid on business; and
- Work with supply chain management to identify vendors owned by members of designated groups.

### **Community Outreach**

- Participate in community speaking opportunities to promote diversity in trades;
- Present at MUN's Graduate Student Development Program on Human Resources in the

Resource Industry;

- Develop links with Aboriginal groups to increase representation on staff;
- Maintain representation on the Business Advisory Board for Partners for Workplace Inclusion Program; and
- Maintain representation on Board of Directors of Newfoundland and Labrador Down Syndrome Society.

### **Financial Contributions**

- Seek out opportunities to sponsor diversity initiatives (e.g. conferences, seminars, development programs).

## **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 targets may vary widely. For example, the Plan proposed that they take the form of measures of change in their shares of any or all of: positions in the current workforce, as a whole and within specific occupational categories; hires, including those hired for full time, part time, and contract positions; co-op work term students; promotions; special assignments or other forms of employee development; and resumes in a company database.

### **4.2.1 2014 Outcome Achievements**

Husky and its main contractors committed to various outcome targets for 2014 in their 2013 Diversity Plan Reports. Review of the 2014 Reports indicates that most were achieved over the course of the year. The following are outcome achievements, or numerical measures, which were achieved in 2014:

- Thirty-three percent of student positions were filled by women;
- Two members of a visible minority were hired in supervisory positions;
- One woman was hired as a production supervisor;
- Hired the company's first female production worker and first female merchandiser;
- Maintained representation of female engineers at 32 percent and female technicians at 15 percent;
- Twenty-seven percent of management and supervisory roles were held by women;
- Hired one woman as a deckhand;
- Two women employed in the Careers in Motion shore-based summer internship program;
- Five women employed in engineering, navigation or cooking cadet work placements;
- Hired one Aboriginal student from the Holland College Bridgework program for a cadetship;

- Identified nine female employees for the internal Emerging Leaders program;
- Hired Aboriginal woman as quality coordinator;
- Forty-five percent of total workforce is female;
- Increased workforce by 38 percent while either increasing or maintaining diversity percentages in almost every category;
- Maintained a placement rate of 10 percent cadets from designated groups;
- Assigned or maintained two women in operations management positions;
- Twenty-five percent of work-term students were female;
- Promoted one female employee to management role and one to intermediate engineer position;
- Hired three females in logistical positions at marine base;
- Hired two female apprentice welders;
- One hundred percent of front desk staff are Aboriginal women;
- The number of resumes received from women increased by 52 percent;
- Seventeen percent of cadets were women;
- Added female-owned and operated business to vendor list;
- One hundred percent of work term students were women;
- Hired a female Health, Safety and Environment Advisor;
- Two female engineers promoted to lead and senior management positions;
- Fifteen percent of scholarships were awarded to female students;
- Thirty five percent of engineering staff were female;
- Percentage of female technicians increased from 11 percent to 21 percent;
- Nineteen percent of company's hires in 2014 were women;
- Six of 14 work term students were members of designated groups;
- Forty-six percent of new recruits in 2013 were designated group members;
- Procurement team was composed of two women, one of whom is a member of an Aboriginal group;
- One offshore employee is a member of a Visible Minority;
- Female ROV technicians increased from two to five;
- Six of 10 work term students were members of designated groups;
- Thirty-six percent of new hires were from designated groups;
- An estimated 23 percent of person-years were worked by employees from designated groups;
- An estimated 35 percent of all unsolicited resumes received were from members of designated groups; and
- Sixty percent of work-term students were women.

#### **4.2.2 2015 Outcome Targets**

The outcome targets, measurable goals, to which Husky and its main contractors have committed for 2015, are listed below:

- Place one female in a welding apprenticeship;
- Attend a minimum of two diversity forums/conferences;
- Hire at least one Aboriginal employee in an administrative position;
- Hire at least one female employee in a supervisory position;
- Increase the participation of women working for company and affiliated companies to 50 percent;
- Designate a technical field position in Atlantic Canada for visible minority incumbents;
- Include at least one offshore management employee in diversity leadership training initiative;
- Organize one educational workshop on diversity in the workplace;
- Recruit female engineers and field specialists and assign them to the Newfoundland operations;
- Assign/maintain a woman in an operations management position;
- Attend at least two conferences/forums on topics related to diversity;
- Interview 100 percent of female applicants for trades positions;
- Organize and administer one presentation on diversity in the workplace for employees;
- Maintain a level of 10 percent person-years for designated groups (including full-time, part-time, and contract positions);
- Increase the number of cadets from designated groups to 20 percent;
- Ensure 25 percent of all resumes in company database are from designated groups;
- Ensure 75 percent of interviews for work term positions are assigned to members of designated groups;
- Hire or internally promote one member of a designated group to a supervisory position;
- Offer financial contributions to at least three local programs/associations supporting diversity (e.g. Easter Seals, the Association for New Canadians, Stella Burry Foundation and WRDC);
- Ensure 25 percent of interviews for co-op student work terms are assigned to members of designated groups; and
- Assign 50 percent of special assignments, or other opportunities for employee development, to members of designated groups.

## 5.0 CONCLUSION

In 2014, the overall workforce (i.e., including contractor personnel and WREP workers) of the White Rose project was 2,372. The total number of women working on the White Rose project increased by 73 percent from 2013 to 2014. As in previous years, the majority of positions held by women were in administration, which had a participation rate of 85 percent. Between 2013 and 2014, the number of women technicians and technologists increased by 142 percent due to the inclusion of WREP workers in the total White Rose project workforce. The participation rate of women in technician and technologist positions was still only 11 percent in 2014. Similarly, the number of women in management and engineering positions increased by 138 percent and 120 percent, respectively. The participation rate for women in management, however, was 29 percent in 2014 and 15 percent in engineering. The Husky Atlantic Region workforce remained the same as it was in 2013 and the number of women in the workforce increased by 26 percent in 2014.

Husky continued to foster both a diversity culture and strong working relationships with community stakeholders, including through the work of its Diversity and Inclusion Council and the celebration of Diversity Day, and through its representation on a number of committees and boards focused on diversity. In 2014, Husky also supported and participated in events and initiatives aimed at promoting careers in science and technology to students, such as the WISE Student Summer Employment Program, WRDC's Techsploration program, school science fairs and Junior Achievement. Husky also provided scholarships to MUN, CNA and Coalition of Persons with Disabilities targeted at members of the four designated groups.

Husky and its contractors continue to place emphasis on collective efforts to increase the size of the pool of diversity group members. In 2014, these companies continued to communicate the importance of diversity in the workforce to employees and be active participants in industry events and programs, career fairs, and scholarship programs. They see the value of working with educational institutions and stakeholder groups to promote the oil and gas industry to members of designated groups. Targets for the coming year continue to include a focus on enhancing recruitment processes to increase the number of applicants from designated groups and monitoring diversity statistics, as well as improving communication about the importance of diversity to employees through company policies, internal communication material and training opportunities.

# **APPENDIX A**

## **Contracting Company Contact Information**

**Table A1 Contracting Company Information**

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	<a href="mailto:fjc@aharvey.nf.ca">fjc@aharvey.nf.ca</a>	<a href="http://www.aharvey.com">www.aharvey.com</a>
Enhanced Drilling	Jeff Vincent	<a href="mailto:jevi@enhanced-drilling.com">jevi@enhanced-drilling.com</a>	<a href="http://www.agr.com/home">http://www.agr.com/home</a>
Aker solutions	Janet Chafe	<a href="mailto:Janet.chafe@akcsop.com">Janet.chafe@akcsop.com</a>	<a href="http://www.akcsop.com">http://www.akcsop.com</a>
Arup Canada	Jawwaad Malik	<a href="mailto:Jawwaad.malik@arup.com">Jawwaad.malik@arup.com</a>	<a href="http://www.arup.com/global_locations/canada.aspx">http://www.arup.com/global_locations/canada.aspx</a>
ASCO Canada Ltd.	Christie Auchinleck	<a href="mailto:christie.auchinleck@ascoworld.com">christie.auchinleck@ascoworld.com</a>	<a href="http://www.ascocan.com">www.ascocan.com</a>
Atlantic Offshore Medical Services	Robert Wheeler	<a href="mailto:robert.wheeler@aoms.nf.net">robert.wheeler@aoms.nf.net</a>	<a href="http://www.aoms.nf.net/">http://www.aoms.nf.net/</a>
Atlantic Towing Ltd.	Stacey Miller	<a href="mailto:miller.stacey@atlantictowing.com">miller.stacey@atlantictowing.com</a>	<a href="http://www.atlantictowing.com">www.atlantictowing.com</a>
Atlantic XL	Teri Stacey	<a href="mailto:Teri.stacey@atlanticxl.com">Teri.stacey@atlanticxl.com</a>	<a href="http://www.xlg.co.uk/atlanticxl/">http://www.xlg.co.uk/atlanticxl/</a>
Baker Hughes	Gail Slaney		<a href="http://www.bakerhughes.com/regions/north-america/canada">http://www.bakerhughes.com/regions/north-america/canada</a>
OneSubsea	Sheila McEvoy	<a href="mailto:sheila.mcevoy@onesubsea.com">sheila.mcevoy@onesubsea.com</a>	<a href="https://www.onesubsea.com/">https://www.onesubsea.com/</a>
Canship Uglund Ltd.	Larry Moore	<a href="mailto:lmoore@canship.com">lmoore@canship.com</a>	<a href="http://www.canship.com/cul/">http://www.canship.com/cul/</a>
Cormorant Ltd.	Nefron Feizo-Gas	<a href="mailto:nefren@comorant-ltd.com">nefren@comorant-ltd.com</a>	<a href="http://www.cormorant-ltd.com/">http://www.cormorant-ltd.com/</a>
Cougar Helicopters Inc.	Renée Paddock	<a href="mailto:rpaddock@cougar.ca">rpaddock@cougar.ca</a>	<a href="http://www.cougar.ca">www.cougar.ca</a>
Crosbie Group of Companies	Terri Furey	<a href="mailto:tfurey@crosbiegroup.com">tfurey@crosbiegroup.com</a>	<a href="http://www.crosbiegroup.com">www.crosbiegroup.com</a>
East Coast Catering Ltd.	Brad Courtenay	<a href="mailto:bcourtenay@eccltd.ca">bcourtenay@eccltd.ca</a>	<a href="http://www.eccltd.ca">www.eccltd.ca</a>
East Coast Tubulars	Susan Greening	<a href="mailto:sgreening@coil.ca">sgreening@coil.ca</a>	<a href="http://www.noso.ca/ectl/Default.aspx">http://www.noso.ca/ectl/Default.aspx</a>
Expro Group Canada	Heather Lindsay	<a href="mailto:heather.lindsay@exprogroup.com">heather.lindsay@exprogroup.com</a>	<a href="http://www.exprogroup.com/homepage/">http://www.exprogroup.com/homepage/</a>
FI Oilfield Services Canada ULC	Lisa Loder	<a href="mailto:lisa.loder@franksintl.com">lisa.loder@franksintl.com</a>	<a href="http://franksinternational.com/">http://franksinternational.com/</a>
Fugro GeoSurveys Inc.	Kristy Young	<a href="mailto:Kristy.young@fugro.com">Kristy.young@fugro.com</a>	<a href="http://www.fugrogeoconsulting.com/contact/contact-fugro-geosurveys">http://www.fugrogeoconsulting.com/contact/contact-fugro-geosurveys</a>
Halliburton	Dave Gillis	<a href="mailto:dave.gillis@halliburton.com">dave.gillis@halliburton.com</a>	<a href="http://www.halliburton.com/">http://www.halliburton.com/</a>
Import tool	Barry Allison	<a href="mailto:ballison@importtool.ca">ballison@importtool.ca</a>	<a href="http://www.importtool.com/">http://www.importtool.com/</a>
Maersk	Paul Harvey	<a href="mailto:paul.harvey@maersk.com">paul.harvey@maersk.com</a>	<a href="http://www.maersk.com">www.maersk.com</a>
Terrapure	Shawn Foley	<a href="mailto:sfoley@terrapureenv.com">sfoley@terrapureenv.com</a>	<a href="http://www.terrapureenv.com/">http://www.terrapureenv.com/</a>
Oceaneering Canada Ltd.	Michelle Smart-McGrath,	<a href="mailto:msmart@oceaneering.com">msmart@oceaneering.com</a>	<a href="http://www.oceaneering.com">www.oceaneering.com</a>
Oceans Ltd.	Jan Hamilton	<a href="mailto:jhamilton@oceansltd.com">jhamilton@oceansltd.com</a>	<a href="http://www.oceansltd.com/">http://www.oceansltd.com/</a>



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Schlumberger Canada Ltd.	Nicole Parsons	nparsons@slb.com	<a href="http://www.slb.com">www.slb.com</a>
Score (Eastern) Ltd.	Kayla Parsons	kayla.parsons@score-group.com	<a href="http://score-group.com/companies/score-eastern-canada-limited">http://score-group.com/companies/score-eastern-canada-limited</a>
SGS Canada Inc.	Chantal McLean	<a href="mailto:chantal.mclean@seamanning.ca">chantal.mclean@seamanning.ca</a>	<a href="http://www.sgs.ca/">http://www.sgs.ca/</a>
Siemens	Heather MacDermid	heather.macdermid@siemens.com	<a href="http://www.siemens.com/answers/ca/en/">http://www.siemens.com/answers/ca/en/</a>
SNC Lavalin	Wendy Pilling	Wendy.pilling@snclavalin.com	<a href="http://www.snclavalin.com/index.php?lang=en">http://www.snclavalin.com/index.php?lang=en</a>
Stantec	Mark Shrimpton	<a href="mailto:Mark.shrimpton@stantec.com">Mark.shrimpton@stantec.com</a>	<a href="http://www.stantec.com/">http://www.stantec.com/</a>
Technip Canada Limited.	Dusty Mortensen	dmortensen@technip.com	<a href="http://www.technip.com/entities/canada/index.htm">www.technip.com/entities/canada/index.htm</a>
Transocean	Michelle Hynes	<a href="mailto:Michelle.Hynes@deepwater.com">Michelle.Hynes@deepwater.com</a>	<a href="http://www.deepwater.com">www.deepwater.com</a>
Weatherford	Shawn Johnson	shawn.johnson@CA.weatherford.com	<a href="http://www.weatherford.com/">http://www.weatherford.com/</a>
Workstrings Canada	Louise Noseworthy	louise.noseworthy@workstrings.ca	<a href="http://workstringsinternational.com/contact/newfoundland_canada/">http://workstringsinternational.com/contact/newfoundland_canada/</a>