



2016 DIVERSITY PLAN REPORT
Submitted to the Canada-Newfoundland and Labrador
Offshore Petroleum Board
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1.0 INTRODUCTION

Under Section 45 (4) of the Canada-Newfoundland Atlantic Accord Implementation Act (S.C. 1987, c. 3) and 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 its White Rose Benefits Plan (Husky Energy 2003), 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, Aboriginal people, 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 must 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 to measure their success in meeting them.

Husky’s main contractors commit to these targets in their annual Diversity Plan Reports, which are subject to review by Husky. They are also the basis of the annual Diversity Plan Reports that Husky provides to the C-NLOPB. This document is the tenth of these Diversity Plan

Reports. It describes the implementation of the Plan, examines the project's diversity achievements in 2016 and outlines the diversity targets that have been established for 2017.

2.0 IMPLEMENTATION OF THE DIVERSITY PLAN PROCESS

2.1 Roles and Responsibilities

The primary responsibility for diversity planning for Husky's Atlantic Region in 2016 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 based on 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;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Offshore Medical;
- Atlantic Towing Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- DOF Subsea;
- East Coast Catering;
- East Coast Tubulars;
- Expro;
- Frank's International;
- Halliburton;
- Import Tool;
- Maersk Supply Services;
- Oceans Ltd.;
- One Subsea;
- Schlumberger Services;
- Score;
- Siemens;
- Stantec;
- Survitech;
- Technip;
- Teekay;
- Transocean
- Weatherford; and
- Workstrings.

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 eleventh such event was held at Husky Energy Easter Seals House on January 31, 2017, with more than 90 people (employees, contractors, and representatives from community partners) in attendance.

The Forum began with a diversity moment from Zohra Halani, Husky's Team Lead, Diversity and Inclusion. Zohra asked the Forum guests to consider the concept of "privilege" and to then write the first word or sentence that came to mind. She then showed a short video depicting how privilege can divide us, and had each table discuss the words that they had written. Ms. Halani then asked the guests to consider the lens that each person applies to the conversation of privilege.

Derek Bennett, Parliamentary Secretary to the Minister of Children, Seniors and Social Development, delivered an address from the Honourable Sherry Gambin-Walsh, the scheduled Keynote Speaker who was unable to attend the Forum. This was followed by an overview of Husky operations by Malcolm Maclean, Husky's Senior Vice President, Atlantic Region. Scott Tessier, Chair and CEO of the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB), then discussed diversity at the C-NLOPB and its expectations for diversity among Project proponents and their contractors.

During the second half of the Forum, roundtable discussions were held on initiatives aimed at promoting opportunities for collaboration amongst community groups, contractors, operators, and government. The roundtable discussion was introduced by Cecilia Carroll, Board Chair of EmpowerNL.

2.3 Other Husky Diversity Initiatives

In addition to organizing the White Rose Diversity Forum, Husky undertook several other internal and contractor-related activities during 2016. These included:

- Annual meeting with contractors to discuss diversity issues on March 23, 2016. It included an overview of Husky's internal and external diversity initiatives, a review of Husky's diversity and respectful workplace policy and expectations for contractors, and a discussion of expectations related to annual diversity reporting by contractors;
- Promoting participation in self-identification surveys to support employment equity planning, including posters and intranet stories of individuals who have self-identified to share their perspectives regarding its value for the individuals and company;
- Annual presentation of workforce diversity statistics to the regional management team;
- In September 2016, offshore and onshore personnel celebrated Husky's Diversity Day; on the *SeaRose FPSO*, by sharing personal stories, including from those with

international experience. Crew also enjoyed a special meal featuring various ethnic-inspired dishes. Onshore workers celebrated Diversity Day with a town hall event which communicated the importance of diversity in relation to Husky's business success;

- Husky staff participated in Pink Shirt Day in February, which included a Respectful Workplace Webinar, coffee break, and group photo.
- Three employees (one onshore, two offshore) sat as members of the Husky-wide Diversity and Inclusion Council and attended training sessions in Calgary in March and October 2016;
- Continued publishing of diversity-related internal news articles, profiles, and events on the Diversity & Inclusion Section on the internal Atlantic Region HuskyNet;
- Use of electronic communications boards at Atlantic Region office locations and on the *SeaRose FPSO* to communicate diversity-related information and to raise awareness regarding initiatives. In recognition of International Women's Day, Husky used the communications boards to display slideshows of a Q&A with the Women's Leadership Network Steering Committee members and the Techsploration role models;
- The Husky's Women's Leadership Network (WLN) was very active in 2016. Events included:
 - International Women's Day Guest Speaker – Kim Keating;
 - Co-op Student Speed Mentoring Event;
 - Speaker Beverly Evans, on 'Overcoming the Confidence Gap';
 - WLN participation in Diversity Day;
 - WLN representative presented WLN overview to the crew on *SeaRose FPSO*; and
 - Leadership Panel.

In 2015, Husky implemented three initiatives identified in the White Rose Extension Project (WREP) Diversity Plan. They were further progressed in 2016 in the context of ongoing White Rose operations:

1. Career Information Package

Husky completed development of a Career Information Package, designed to encourage youth in the four designated groups to consider careers in the oil and gas industry. Husky worked with its community partners to compile a youth advisory panel, representing members of designated groups, to ensure that the information is presented in a manner that incorporates diversity considerations and speaks to the target audience. As part of this reciprocal learning opportunity, Husky hosted an information session and tour of Husky's office to provide an opportunity to learn more about careers at Husky, and subsequently held focus groups to gather input from the

panel to inform content development. The Package has been provided to various stakeholders for distribution and was provided to attendees at the Diversity Forum.

2. Women's Offshore Experience and Training Program

Husky is implementing a Women's Offshore Experience and Training Program focused on providing qualified women with opportunities to acquire offshore work capabilities and experience in roles in which women are typically underrepresented. In 2015, Husky filled a Well Services Engineer position under this program. Since then, the incumbent has completed her required training, has had the opportunity to ask her colleagues questions about offshore life, and has visited the Henry Goodrich in the shipyard in Norway where she gained oversight experience and met some of the Transocean contacts with whom she now interfaces. Her first offshore rotation began in May 2016.

3. Diverse Supplier Development Program

Husky launched a pilot Diverse Supplier Development Program, which offers businesses that are majority-owned, managed and controlled by individuals from designated groups (diverse businesses) the opportunity to have a representative paired with a Husky mentor with expertise in an area in which they need development. The program aimed to develop diverse suppliers and to build their capacity to supply the oil and gas industry. For the first year of the program, beginning in July 2015, Husky selected three mentee companies, which were invited to attend the NOIA Annual General Meeting and luncheon on February 4, 2016. Later in February, Husky held discussions with mentees and mentors to gather feedback regarding whether the program is meeting expectations and areas for consideration for the rest of the pilot program. The mentees also attended an internal Husky session related to business accounting processes.

Through consultation with his mentor, one of the mentees completed a general prequalification questionnaire for feedback purposes and received feedback from Husky's Supply Chain Management team and Senior AR Quality Advisor. The mentee then responded to an EOI for an opportunity of interest and was able to respond quickly to the prequalification questionnaire, given the experience and feedback received through this process. The company prequalified to bid and participated in the reverse auction process, which allowed the owner to gain insights about the process and the competitiveness of the company's pricing.

A final group debrief meeting with the mentors and mentees was held in late July 2016.

Throughout 2016, Husky continued to show leadership in terms of its diversity activities within the community. Through these activities, the company has forged strong working relationships with many groups that make Husky's diversity achievements possible. These activities included:

- Husky provided \$26,000 funding for the WISE Student Summer Employment Program (SSEP). As part of this program, female Husky employees hosted a Husky Day on

August 19 for the SSEP students, which allowed participants to meet with other women in non-traditional jobs, as well as taking a tour of Seaforce Marine, Virtual Marine Technology, GJ Cahill Fabrication Shop and Cougar Helicopters;

- Husky provided \$20,000 in support of the Women in Resource Development Committee's (WRDC) Techsploration Program, plus the time of four women in technical roles who mentored St. Kevin's High School students. This included a school visit (including presentation and speed networking activity), tours of a vessel (the Osprey) and of Husky's offices (where several other female staff joined for lunch to provide an overview of their careers), and participation in the two-day Techsplorers event;
- A representative of Husky's Supply Chain Management Group gave an overview of Husky's procurement process and expectations around supply of goods and services to the membership of the Newfoundland and Labrador Organization of Women Entrepreneurs;
- Husky provided scholarships targeted at members of the four designated groups (two at Memorial University (MUN), two at the College of the North Atlantic (CNA), and two at Coalition of Persons with Disabilities NL (COD-NL));
- A Husky employee sat on the scholarship selection committee for COD-NL;
- Husky is sponsoring WinSETT at a \$50,000 level over two years (2016 is the second year of sponsorship);
- Husky donated \$100,000 to the Rainbow Riders *Raise it Up* campaign;
- 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 the Council of Marine Professionals Associates (COMPASS), which promotes and provides information on careers in marine transportation and which has a focus on women in marine transportation;
- Husky representatives attended the WRDC Techsploration Appreciation Dinner, the COD-NL Annual General Meeting, and the CNIB Open House and Annual Community Meeting; and
- Husky received the 2016 CNIB Community Partner Award.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2016

This section provides information regarding Husky and White Rose project diversity in 2016, based on data collected in accordance with the Canada-Newfoundland and Labrador benefits reporting requirements.

3.1 Women’s Employment

3.1.1 Husky Energy Atlantic Region

Husky’s Atlantic Region labour force has generally increased from the initiation of work in 2000 until the end of 2008, when the company employed 271 individuals (Figure 3-1). The size of the labour force then declined until 2010, before climbing again to reach a peak of 377 in 2013 and again in 2014. In 2015, the workforce decreased 12 percent to 332, but then increased by 7 percent to 355 in 2016.

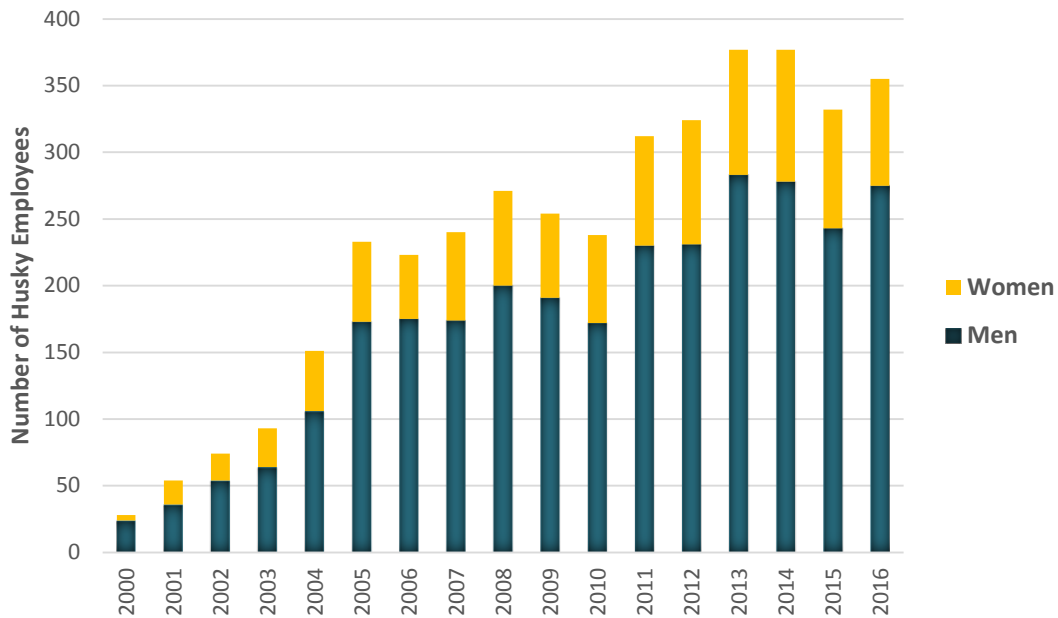


Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2016

Women’s share of employment by Husky 14 percent in 2000, but reached 33 percent in 2001. Since then, women’s employment levels have fluctuated between 22 and 31 percent, and for the last decade have averaged around 26 percent. In 2016, 80 women worked for Husky Atlantic Region, representing a decrease of 10 percent from 2015, and 23 percent of the workforce (Table 3.1).

Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2016

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Women 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%
2015	243	89	-10%	332	27%	-12%
2016	275	80	-10%	355	23%	7%

Source: Husky Energy

In 2016, the percentage of women in engineering positions remained the same as the previous year: 30 percent. The percentage of women in management, and in the professional and technician/technologist categories, all decreased between 2015 and 2016. As was the case during previous years, women held 100 percent of administrative positions in 2016. No women employed by Husky held positions in marine crewing or field services. The number of women in management and other field services in 2016 remained the same as the previous year (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 2016

Occupational Category	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Management	5	7	8	8	9	17	13	29	20	15	19	17
Administrative/Clerical	100	94	95	92	94	94	95	95	100	100	100	100
Engineers	13	11	17	20	14	15	18	25	20	24	30	30
Technicians/Technologists	13	16	10	0	2	2	0	5	10	11	10	8
Professionals*	35	36	43	34	41	36	32	32	32	39	35	26
Marine Crew	0	0	0	0	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	NA	14	33	33	0
Total Women's Participation Rate	26	22	28	26	25	28	26	29	25	26	27	23

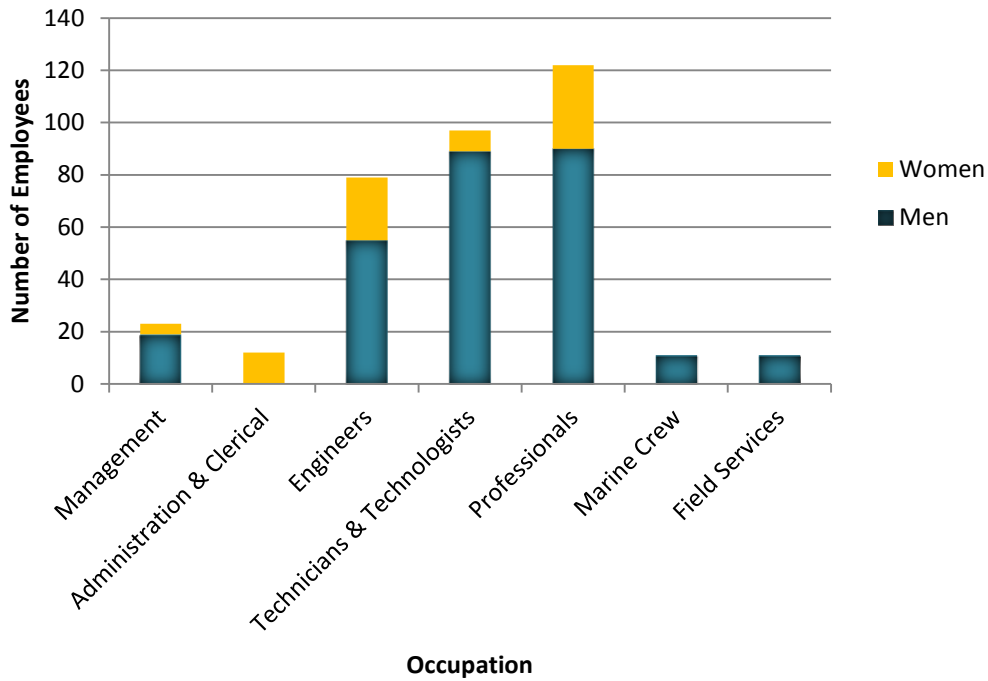


Figure 3-2 Husky Energy Atlantic Region Employment in Selected Occupational Categories, 2016

Each year, Husky hires co-op students from Memorial University’s faculties of Engineering and Applied Science, Earth Sciences, 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 2016, Husky hired 95 co-op students, 49 men and 46 women, representing a female participation rate of 48 percent, an increase from 46 percent in 2015. Between 2003 and 2016, the women’s participation level in Husky’s co-op program has fluctuated between 23 and 64 percent.

3.1.2 White Rose Project

The workforce for the White Rose project includes the employees of both Husky and its contractors. Between 2015 and 2016, the workforce increased by 3 percent, from 1,251 to 1,283 (Table 3.3). This modest increase reflects two offsetting factors: the arrival of a rig and the decline in the workforce associated with WREP, another Husky development in the White Rose field. The number of people working on the WREP decreased from 769 to 147 between 2015 and 2016. This decline can be attributed to the deferral of the WREP in December 2014 and the consequent steady decline in employment to the end of 2016.

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 20 percent (2015). Although the total number of women in the workforce decreased by 15 percent between 2015 and 2016, women represented 17 percent of the workforce in 2016 (Figure 3-3).

Table 3.3 White Rose Project Labour Force, 2004 to 2016

Year	# Male Employees	# Female Employees	% Change in # Female Employees	Total Workforce	% Women 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%
2015	1,002	249	-43%	1,251	20%	-47%
2016	1,071	212	-15%	1,283	17%	3%

*2014 - 2016 totals include White Rose and WREP workers
Source: Husky Energy

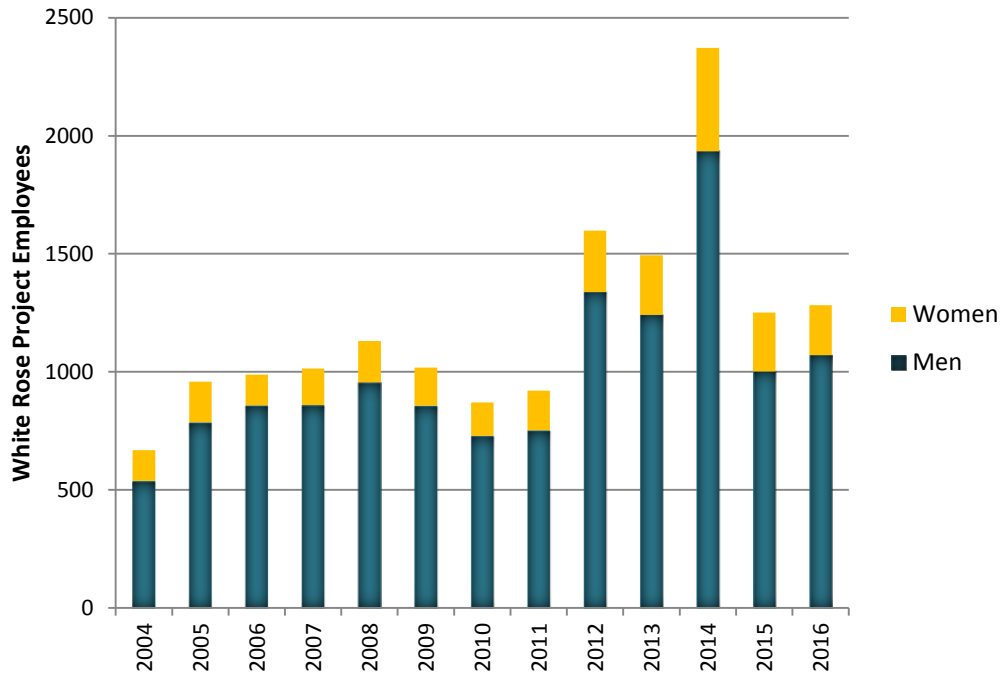


Figure 3-3 White Rose Project Labour Force, 2004 to 2016

At the close of 2016, almost all (98 percent) of the more than 1,200 White Rose project employees worked in Newfoundland and Labrador, including 570 in offshore positions and 689 in onshore positions (including WREP personnel). A very small percentage (approximately 2 percent) of the labour force worked in Nova Scotia, the United Kingdom, and the United States (Houston). As in previous years, more of the Newfoundland and Labrador project labour force worked onshore (54 percent) than offshore (44 percent).

The percentage of women holding offshore positions in 2016 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 17 percent, they held 27 percent of onshore positions but only 3 percent of offshore positions. This low percentage reflects the fact that there is a relatively small pool of women seeking offshore opportunities or who have the requisite capabilities, an issue which continues to be addressed by Husky and industry initiatives (see Section 4.0).

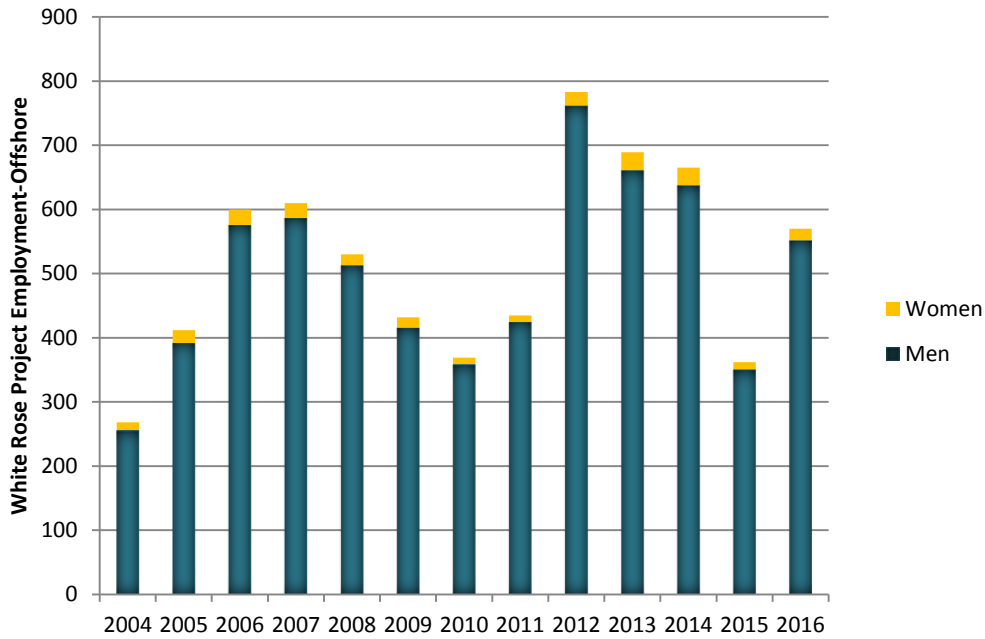


Figure 3-4 White Rose Project Employment, Offshore, 2004 to 2016

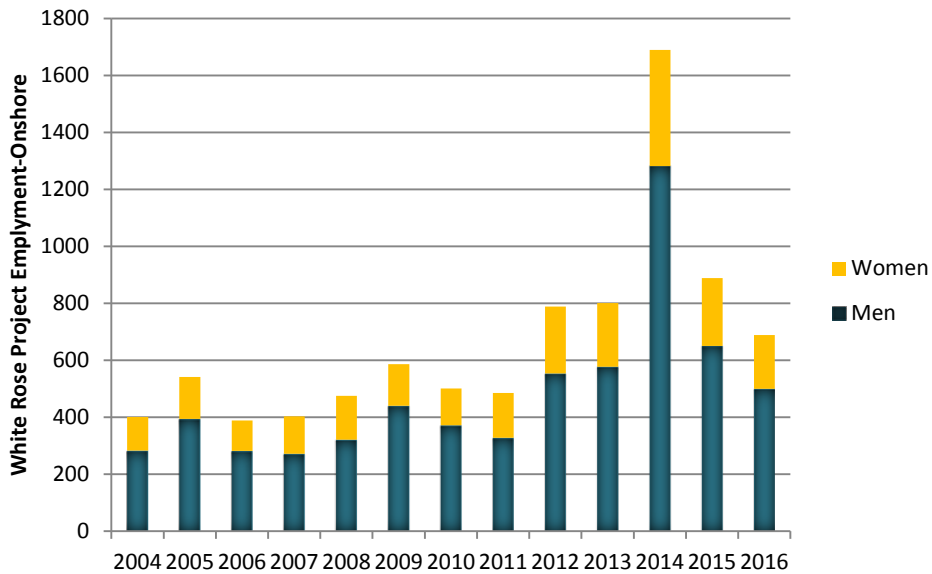


Figure 3-5 White Rose Project Employment, Onshore, 2004 to 2016

As discussed in Section 3.1 for Husky Atlantic Region employees, women’s participation in the White Rose project varies across occupational categories. In 2016, the lowest levels of participation were in skilled trades (3 percent) and marine crew (3 percent). However, the

number of women in skilled trades doubled from two to four individuals between 2015 and 2016. The number of female technicians and technologists also increased, by 44 percent. As in previous years, administration and clerical was the category with the greatest rate of participation (82percent) by female employees (Table 3.4).

Table 3.4 White Rose Project Women's Employment by Occupational Category, 2009 to 2016

Occupational Category	2009			2010			2011			2012			2013			2014			2015			2016		
	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	Total # Women	Participation Rate	% Change, # Women 2015 & 2014	Total # Women	Participation Rate	% Change, # Women 2016 & 2015
Management	9	17%	20%	7	16%	-22%	8	15%	14%	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-	20	19%	-13%
Administration & Clerical	50	81%	-23%	41	89%	-18%	54	92%	32%	84	87%	56%	74	89%	12%	97	85%	31%	86	84%	11%	62	82%	-28%
Engineers	17	13%	-19%	16	12%	-6%	26	17%	63%	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-	33	21%	-31%
Technicians & Technologists	12	11%	33%	11	11%	-8%	9	8%	-	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-	26	10%	44%
Professionals*	42	40%	11%	29	24%	-31%	47	35%	62%	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-	55	29%	-7%
Skilled Trades	4	3%	-60%	2	5%	-50%	1	2%	50%	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-	4	3%	100%
Marine Crew	15	4%	114%	9	3%	-40%	3	1%	67%	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-	6	3%	0%
Other Field Services	6	7%	-57%	13	19%	117%	8	13%	-	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-	6	4%	-40%
TOTAL	160	16%	-8%	142	16%	-11%	167	18%	18%	259	16%	55%	252	17%	-2%	437	19%	19%	252	20%	-	212	17%	-16%

*All categories, with the exception of marine crew, include WREP employees. WREP had no marine crew in 2014 and 2015.

3.2 Employment of Other Designated Groups

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

Overall, in 2016, 31 Husky Atlantic Region employees belonged to one of these groups, representing 2.4 percent of all personnel. This total represented eight Aboriginal persons (0.6 percent of all employees), eight persons with disabilities (0.6 percent) and 15 members of visible minorities (1.2 percent). Other White Rose contractors employed 94 members of these groups, or 7.3 percent of all their employees, representing 25 Aboriginal persons (1.9 percent of all employees), 10 persons with disabilities (0.9 percent) and 57 members of visible minorities (4.4 percent). In total, 125 members of Husky and its major White Rose contractors' workforces, or 9.7 percent of all employees, reported belonging to one or other of these three designated groups.

Table 3.5 Number of Employees from Other Designated Groups on White Rose Project, 2016

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	4	1	1	0	0	8
Contractors	3	19	1	0	0	2	25
Total	5	23	2	1	0	2	33
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	2	4	0	0	0	8
Contractors	4	5	3	0	0	0	12
Total	6	7	7	0	0	0	20
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	13	1	0	0	0	15
Contractors	5	42	1	3	1	5	57
Total	6	55	2	3	1	5	72

In the total White Rose labour force in 2016, members of visible minorities were mostly Professional and Technical workers (55 employees). Most Aboriginal employees (23 individuals) held Professional and Technical positions, which accounted for nearly 70 percent of all Aboriginal workers. Employees with disabilities were fairly evenly distributed amongst Managers and Supervisors, Professional and Technical, and Administrative positions.

3.3 Recruitment

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

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

3.4 Diverse Businesses

Husky recognizes that it can be difficult for diverse businesses to connect with resource development companies. Currently there is very limited identification and registration of such businesses in Newfoundland and Labrador. As was discussed in Section 2.3, in an effort to identify those that are currently providing goods and services to Husky, such companies have been given an opportunity to identify themselves in bid documentation. Husky has also encouraged contractors to track and report on diverse businesses that provide them with goods and services.

The following is a list of the known diverse businesses that provide goods and services to contractors that also provide services to the White Rose project. Note that some of these companies do not directly supply goods and services related to the project, but have been included in this listing because they are identified as diverse businesses operating in Newfoundland and Labrador. This listing is based on information provided by Husky’s contractors.

Table 3.6 White Rose Project Diverse Businesses

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Brenkir Industrial Supply	✓		✓	
Burden’s Janitorial			✓	
CBCL	✓			
C-Core	✓			
Central Rehab	✓			
Copy Canada	✓			
Cox and Palmer	✓			
Dallas Mercer Consulting Inc.	✓			
DMC	✓			
Golder	✓			
Gordon Food Services			✓	
Hungry Heart Café		✓		
Imprint Specialty Promotions Ltd.	✓			
Innu DMC			✓	
Innu Med Inc.			✓	
Innu Mikun			✓	
Leaside Manor	✓			
Magnum and Steins	✓			

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
Mark's Work Wearhouse	✓			
Mattel Pharmacy Services Ltd.	✓			
Mayrand			✓	
Natakam Labrador Foods Inc.			✓	
Newfoundland Chocolate Company	✓			
NL Workplace Solutions	✓			
Ocean Quest Inc.	✓			
Provincial Ready Mix	✓			
Quality Matters Inc	✓			
Quality Plus	✓			
Rocket Bakers and Fresh Food	✓			
Staff House Rental	✓			
Target Linens Ltd.	✓			
The Call Centre Inc. (Telelink)	✓			
The Comfort Inn	✓			
The Hub		✓		
Terra Nova Transcription	✓			

Husky also includes inclusive language in procurement advertising:

Husky Energy encourages the participation of members of designated groups (women; Aboriginal peoples; persons with disabilities; and members of visible minorities) and corporations or cooperatives owned by them, in the supply of goods and services.

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 2016, and outline the new targets for 2017.

4.1 Process Achievements and Targets

Process targets are the actions that Husky and its major 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 2016 Process Achievements

Husky and its major contractors committed to many process targets in their 2015 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 2017 (see below).

Note that some of the process achievements identified in the following sections are not specific to the White Rose project. However, they are achievements of one of Husky's main contractors in other areas where they are providing services in Newfoundland and Labrador. They have been included to provide a full picture of the achievements of this contractor. Specific process achievements of Husky's major contractors in 2016 included:

Information and Communications

- Cultural awareness training and an in-house Work/Life Balance & Family Status Diversity Workshop were provided to staff;
- A Diversity Champion was identified within the company to educate staff on new diversity initiatives through in-house training and workshops;
- Delivered safety moments on diversity of thought, respectful workplace, diversity and inclusion practices, and stereotyping;
- Rolled out Respectful Workplace Policy and new Diversity and Employment Equity Policy;
- Rolled out voluntary self-identification form to all staff and continued to conduct statistical analysis;
- Featured two articles on diversity in the company quarterly newsletter – these articles featured two employees to educate staff on women in the industry;
- Included employment equity discussions in annual leadership strategy sessions;

- Revised Employee Handbook to include Diversity Statement;
- Diversity leadership training was included in all Meet the Business presentations and all new hires were oriented on diversity program;
- Held information sessions with staff to discuss company's new Employment Equity Policy, and revised Diversity Statement to be more inclusive;
- A Health and Wellness board was created to display general information on health and wellness, pamphlets on physical and mental health issues, and important contact information;
- Created a Diversity Committee consisting of five onshore employees;
- Integrated slideshow in common areas that displayed policies, including Equal Opportunity, Ethics, Workplace Harassment, and Human Resources;
- Equal Opportunity statement created and included in all job advertisements;
- Diversity initiatives discussed during Management Review meetings with topics relating to the Canada-Newfoundland Benefits Reporting plan strategies for all RFP response packages and contractual obligations;
- Hired a dedicated (female) HR Manager to manage Diversity Plan;
- Innu Training video created by VP Operations that translates all policies and procedures for Sheshatshiu Innu to clearly understand company requirements and expectations;
- Used internal advertisements showing "Diversity Matters – Great Minds Don't Always Think Alike";
- Continued to support PinkPetro - an online group launched in March 2015 to bring together women in the energy industry to share experiences and develop strategies for enhancing their careers. The focus is on inclusivity: gender, generation, ethnicity, and culture;
- Monthly communications pertaining to respect in the workplace distributed and communicated internally;
- Featured content on diversity awareness shown on vessel display board monitors;
- Continued to provide diversity updates on the Crew and Family Website, which is accessible to all crew members and their families;
- Diversity/Employment Equity Committee continued to have quarterly meetings where the initiatives and updates are shared and discussed; and
- All staff given a set of company diversity cards when they join the Project Office.

Employee Recruitment and Selection

- Developed new initiative with Marine Schools to reserve four cadet positions for cadets who self-declared from any of the four designated groups;
- Created partnership with Canadian Council on Rehabilitation and Work (CCRW), which offers employment services for job seekers with self-declared disabilities;
- Engaged with post-secondary institutes to recruit candidates in underrepresented groups and exploring scholarship program for women in trades/technology/marine industries;

- At the Europe Learning Centre in France, HR Managers spearheaded initiative aimed at connecting young female employees with successful Managers;
- Organized “A Day in the Life,” an event in which senior female role models inspire other women;
- All new hires received the Self-Declaration Employment Equity Questionnaire, which is included in their on-boarding paperwork;
- Candidate was hired through the Association for New Canadians (ANC) on a 12-week unpaid work term and remained with the company on a six-month paid contract; and
- All job advertisements included a statement of commitment to employment equity.

Employee Development

- Employees completed Inclusive Customer Service training through EmpowerNL;
- HR Coordinator and General Manager attended the Build Your Disability Confidence event in December;
- HR Coordinator attended the Inclusion Summit in April;
- Links have been put in place with diversity groups and forums in Canadian offices;
- One employee received Managing a Diverse Workplace training, as well as Respectful Workplace and Inclusive Workplace Train-the-Trainer training through WRDC;
- Diversity Committee attended CCRW events, including its Persons with Disabilities Career Fair;
- Held 12 internal training sessions with managers, supervisors and leads on Disability Management;
- Twelve employees attended Mental Health First Aid training;
- HR personnel attended “Mental Health: A Call for Action” conference and a Case Law Review seminar which included a presentation on developments in disability accommodation;
- Supervisor joined a local group focused on the empowerment of women in non-traditional fields and hobbies;
- A diversity network, Women Sharing Excellence, with the primary objective of furthering employee development, leadership competencies, and increased retention for women in the organization, is involved in mentoring and leadership and professional development events;
- Through its online university program, all employees received web-based training in: Inclusion is a Business Strategy; Cross Cultural Communication; Generations in the Workplace; Microinequities: What Messages Are You Sending; and Inclusive Communication Practices;
- Employees attended the 2016 Women Global Leadership Conference “Changing the landscape of Leadership in the Energy Industry” and shared takeaways on Connect Women Forum;
- Employees participated in Pink Shirt Day to support anti-bullying and received

information on mental health and myths about mental illness as part of Mental Health Week;

- Identified person from a designated group in a succession plan for a senior management role; and
- HR Coordinator created and delivered mandatory respectful workplace training sessions to onshore employees.

Working Environment

- Perception surveys were administered to all cadets, asking questions related to onboarding, safety, compensation, working environment, and opportunities for improvement;
- Administered Employee Engagement Survey and held employee focus groups to discuss results and gain additional employee feedback;
- Offered three options for women's work boots, which were added to on-line catalogue;
- Held informal discussions with female seafarers regarding working environment and conditions specifically relating to women;
- Made modifications to work stations for individuals returning from medical leave;
- Accessibility section included in regular workplace inspections, which ensure compliance for office to accommodate any persons with disabilities;
- Contacted Public Service Commission's Respectful Workplace Coordinator to inquire on training and information towards building a respectful work environment;
- Implemented flexible work arrangements according to personal situations;
- Provided top-up to employees on maternity leave and extended duration of this benefit from 12 to 15 weeks;
- Asked employees to participate in a North America Gender Balance Survey to provide feedback regarding gender balance and diversity objectives, and to help identify trends, areas of success, and areas for improvement; and
- Employees were provided with the option of flexible work arrangements to allow them to balance work and personal responsibilities.

Contracting Goods and Services

- Purchased products from Key Industries Promotional, which is a non-profit organization that gives person with intellectual disabilities meaningful employment;
- Used Hungry Heart Café for catering services at meetings and functions;
- Included equal employer statements in EOIs and considering whether to request suppliers to provide evidence of their equal opportunity policies;
- Continued to use an 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

- Female employee volunteered with sea cadet organization as mentor to female cadets;
- Continued membership with the Newfoundland and Labrador Down Syndrome Society and participated in summer camp for persons with disabilities and participated in Down Syndrome Awareness Week;
- Supported participation of employee on the Board of Island Furniture and on a committee to review the Job Strategy Program for hiring with disabilities;
- Conducted facility tours with various groups, including WISE, schools, and Girl Guide groups;
- Board member was an active member on the Board of Directors of the Autism Society of Newfoundland and Labrador;
- Hosted shop tours for a junior high school as part of Techsploration program;
- Supported the Nautical Skills competition at Marine Institute, which is aimed at promoting careers in the maritime industry to women and members of other designated groups; and
- Hosted two groups of women and gave presentations on work life balance as part of Orientation to Trades and Technology (OTT) Program.

Financial Contributions

- Sponsored and attended 2016 Autism Gala;
- Charitable donations to the Vera Perlin Charitable Foundation and Special Olympics Newfoundland and Labrador;
- Contributed to the Stella Burry Foundation, Easter Seals, CNIB, ANC, Iris Kirby House, and several other charitable organizations;
- Made contributions to Choices for Youth; and
- Sponsored and attended the CNIB event, “Dining in the Dark”.

4.1.2 2017 Process Targets

Process targets vary greatly among Husky and its main contractors. This is reflective of the different types of businesses involved in the White Rose project. For example, some companies have no immediate hiring plans, or operate a business based on occupations that have long been dominated by women. Their plans allow them 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, Husky and its main contractors will continue with a wide range of activities introduced in previous Diversity Plan Reports, such as promoting themselves as equal opportunity employers in job advertisements and presentations, and continuing to communicate Diversity Plan information to employees.

Information and Communication

- Include a diversity moment for discussion in each monthly town hall meeting;
- Have diversity targets as a part of project start up and lessons learned;
- Meet with departments to engage them on diversity issues affecting them;
- Host lunch and learn focused around an area of diversity;
- Development and roll-out of a Self-Identification Survey to measure progress and create strategies to support an equitable, diverse, and inclusive workplace, with the survey to be revised by the HR Manager and rolled out again in Q1 2017;
- Have diversity targets as a part of project start up or lessons learned;
- Make diversity moments within meetings, similar to those for safety;
- Include diversity statistics on vessel display boards and on Crew and Family website;
- Continue to feature Diversity/Employment Equity articles in the Marine Wave;
- Communicate the Diversity Annual Report to all employees;
- Diversity and Employment Equity Committee will continue to meet quarterly; and
- Participate at career fairs with a focus on encouraging diversity in the workforce.

Employee Recruitment and Selection

- Administer internal program for Employment of Disabled Persons;
- Assign responsibility at senior level for reviewing all hires in relation to Diversity Plan targets;
- Incorporate targets for women and other designated groups in the company's succession plan;
- Set targets for appointments to project committees, boards, work-terms, etc.;
- Stress in all employment advertisements that the company is an equal opportunity employer that strives for diversity in the workplace;
- Examine job descriptions to ensure language aligns with diversity commitment and equal opportunity policy;
- Have female employee speak at an information session or act as ambassador for recruitment;
- Re-hire diversity-group personnel who may have worked on a temporary basis in 2016, where possible;
- Update Innu Training Video to clarify differences in dialect between Sheshatshiu and Natuashish Innu communities;
- Accommodate job shadowing for female student in a Maintenance Technician Electronics position;
- Include diversity and equal opportunity statement in recruitment packages;
- Continue to assist women, persons with disabilities and employees from other designated groups to access development and management training;

- Actively source cadets from the designated groups through initiatives with the marine schools;
- Review current job postings to ensure they are relevant to underrepresented groups; and
- Attend career fairs and have female employees participate as representatives of the company.

Employee Development

- Conduct Managers Summit on human resources topics and updated policies, including diversity initiatives;
- Encourage all employees to participate in local civic organizations and community development activities focused on the empowerment and awareness of underrepresented groups;
- Ensure completion of Respectful Workplace workshop by all offshore operations employees;
- Use information gathered through the completion of Voluntary Self-identification forms to compile measurable data regarding current employee diversity and identify areas that could be improved for any future recruitment needs;
- Put in place two-year plan for a female engineer to take part in Coastal Chief Engineer Succession Planning Program. This would include mentorship, training, and development to become a Chief Engineer;
- Provide a female Second Mate experience to prepare her for promotion to a Chief Officer position;
- Continue to provide a female Deckhand promotional opportunities as Mate to gain required experience for permanent promotion;
- Continue to source opportunities for Diversity Committee Members to attend conferences and training specifically related to Diversity and Employment Equity;
- Promote the value of a diverse workforce through semi-annual diversity activities; and
- Introduce a leadership training program and/or bulletin that includes discussion of the corporate emphasis on diversity and respectful workplaces.

Working Environments

- Continue to access expertise on accommodation of persons with disabilities;
- Develop guidelines to deal fairly and consistently with requests for flexibility in work schedules;
- Source additional female work gear (bump hats, coveralls, and shirts);
- Roll out Flexible Working Arrangement Guidelines for Canada;
- Provide family time and other leaves to accommodate work-life balance;
- Recognize and acknowledge awareness days and events (e.g. National Aboriginal Day, International Women's Day, Bully Free Day, and Human Rights Day);

- Administer informal survey to female employees, to gather information on how to improve the working environment; and
- Solicit feedback through an annual employee engagement survey to improve working environment and employee job satisfaction.

Contracting Goods and Services

- Continue relationship with Empower to increase awareness of disabilities and inclusion;
- Continue to provide surveys to all vendors to identify potential diversity suppliers of goods and services;
- Include diversity section to HSEQ pre-qualification for suppliers;
- Attend supply chain management events that are focused around supplier diversity initiatives;
- Continue to use the HUB for all stationary and printing requirements;
- When contracting goods and services, consider qualified and competitive providers of goods and services that are owned/operated by members of designated groups;
- 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

- Seek volunteer opportunities that support local community groups in achieving diversity goals;
- Attend fundraisers and events that aim at increasing awareness and assisting with diversity initiatives;
- Reach out to WRDC to explore possible opportunities to host female students of the OTT program;
- Explore opportunities with multi-cultural associations throughout the province; and
- Continue to participate in WRDC's Techsploration Program.

Financial Contributions

- Sponsor and attend CNIB "Dining in the Dark" and gala for Autism "A Little Help from our Friends";
- Sponsor events, seminars, and workshops organized by local community groups that support designated groups; and
- 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 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 2016 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2016 in their 2015 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2016:

- A female work student was hired for a six-week placement within the HR department;
- A female welder was hired through the Office to Advance Women Apprentices;
- A long-term female employee was promoted from the role of Accounting Clerk to Warehouse Team Lead;
- Chairwoman on the Board of Directors;
- Thirty-three percent of hires were from designated groups;
- Women were responsible for an estimated 40 percent of person-years worked at the Marine Base;
- Women held 24 percent of work-term and summer placements;
- Two female apprentice welders and one non-Canadian apprentice welder completed two-week work-terms;
- Raised/donated \$2,300 for diversity-related charities;
- Contributed \$9,700 to charitable organizations in Newfoundland and Labrador, including Raise it Up for Rainbow Riders;
- Interviewed 14 women for sea-going positions and half of these were hired;
- A female employee was promoted to 3rd Engineer;
- Two full-time positions and three cadet work-terms were given to members of Aboriginal groups;
- Two full-time positions and two cadet work terms were given to persons with disabilities;
- Hired a person with a disability as a casual employee;
- Two employees attended diversity training “Managing Diversity Workshop”;

- Promoted a female Innu housekeeper to Lead Housekeeper (a supervisory position) in Muskrat Falls;
- Innu employee hired for the management position Recreation Coordinator at Muskrat Falls;
- Recruited, trained, and hired a female Innu employee for full-time Quality Coordinator position;
- Hired female Accommodations Manager and two female supervisors;
- Maintained overall percentage of female employees at 44 percent;
- Thirty-six percent of post-secondary recruits in North America were women and placed in field engineer and maintenance roles;
- Almost 10 percent of employees were visible minorities;
- Thirty-seven percent of the senior management team were from designated groups; and
- Two of five cadets hired were members of designated groups.

4.2.2 2017 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2017 are listed below:

- Ensure 75 percent of interviews for co-op student work-terms are given to members of designated groups;
- Ensure one female interviewee for every four interviews for offshore positions;
- Feature at least one diversity/employment equity article in quarterly newsletter;
- Hire 10 people from any of the four designated groups in any capacity;
- Attend at least two Marine School Career fairs and promote diversity by having employees who have self-identified represent the company, and display our diversity posters at the event;
- Provide at least one student position to an individual from a designated group;
- Meet at least once a quarter to update on the diversity targets identified in this report;
- Attend an information or training session on diversity with a focus on transgender issues in the workplace;
- Provide leadership training to at least one member of the onshore/offshore team with the focus of understanding diversity and implementing diversity initiatives;
- Receive 80 percent responses/feedback on internal workforce surveys for demographic identification, working environment, workplace inclusion, and diversity;
- Prepare and present at least one presentation on topics associated with diversity and workplace inclusion;
- Meet with at least two community support groups to discuss diversity initiatives;
- Attend at least one forum or conference hosted by a community support group for

members of designated groups;

- Sponsor at least one event that aligns with diversity and inclusion initiatives;
- Attend at least one job fair that focuses on the employment of individuals in designated minority groups;
- Increase percentage of female employees to 50 percent;
- Recruit a female lab technician for Mount Pearl operations;
- Designate a technical field position in Atlantic Canada for visible minority incumbents;
- Host two ConnectWomen webinars; and
- Interview 100 percent of the qualified applicants from designated groups.

5.0 CONCLUSION

Husky continues to foster both an internal and project-wide diversity culture and strong working relationships with community stakeholders, including through the work of its Diversity and Inclusion Council, its Women's Leadership Network, and its representation on several committees and boards focused on diversity. In 2016, Husky provided funding to and participated in events and initiatives aimed at promoting careers in science and technology to students, such as the WISE Student Summer Employment Program, Energy Day at the GeoCentre, WRDC's Techsploration program, the Rainbow Riders *Raise it Up* campaign, school science fairs, and Junior Achievement. Husky also provided scholarships targeted at members of the four designated groups to MUN, CNA and COD-NL. Progress was made on Husky's diversity initiatives, the Offshore Experience and Training Program, and the Diverse Supplier Development Program. Husky's Career Information Package was completed and distributed to stakeholders and 2016 Diversity Forum attendees.

The overall 2016 workforce (i.e., including Husky and contractor personnel) of the White Rose project fell to 1,283 employees; the total number of women working on the project also decreased by 15 percent from 2015 to 2016, although the percentage of women in the workforce increased by 17 percent. Between 2015 and 2016, the number of women decreased in most occupational categories, except technician/technologist and skilled trades, which increased by 44 percent and 100 percent, respectively. As in previous years, most positions held by women were in administration. The participation rate for women in professional positions fell from 35 percent to 29 percent. The Husky Atlantic Region workforce increased by 7 percent between 2015 and 2016; however, the percentage of women in the workforce decreased by 10 percent.

Husky and its contractors continue to place emphasis on collective efforts to increase both the numbers and the pool of diversity group members. In 2016, Husky's contractors continued to communicate the importance of diversity in the workforce to their employees, and to be active participants in industry events and programs, career fairs, and scholarship programs. These companies that support the White Rose project see the value of working with educational institutions and stakeholder groups to promote the oil and gas industry to members of designated groups. Husky and its contractors also began tracking and reporting on diverse businesses that provide them with goods and services.

Targets for the coming year have a focus on enhancing recruitment processes so as to increase the number of applicants from designated groups, as well as monitoring diversity data and improving working environments for members of designated groups. Contractors plan to increase communication about the importance of diversity to employees through company policies, diversity moments, internal communication material, and training opportunities. The development of current employees through the provision of leadership training, mentoring, and personal development plans is also a priority for 2017.

APPENDIX A

Contracting Company Contact Information

Table A1 Contracting Company Information

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	fic@aharvey.nf.ca	www.aharvey.com
Aker solutions	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
Arup Canada	Paula Balfoort	Paula.balfoort@arup.com	http://www.arup.com/global_locations/canada.aspx
ASCO Canada Ltd.	Christie Auchinleck	christie.auchinleck@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Shanna Waye	Waye.shanna@atlantictowing.com	www.atlantictowing.com
DOF Subsea	Catherine George	Catherine.george@dofsubsea.com	http://www.dofsubsea.com/en-GB/DOF-Subsea
OneSubsea	Sheila McEvoy	sheila.mcevoy@onesubsea.com	https://www.onesubsea.com/
Cougar Helicopters Inc.	Renée Paddock	rpaddock@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Dana Taylor	dtaylor@crosbiegroup.com	www.crosbiegroup.com
East Coast Catering Ltd.	Brad Courtenay	bcourtenay@eccltd.ca	www.eccltd.ca
Halliburton	Erin Tavenor	Erin.tavenor@halliburton.com	http://www.halliburton.com/
Maersk	Trudy Chafe	trudy.chafe@maersksupplyservice.com	www.maersk.com
Schlumberger Canada Ltd.	Margie Dicks	dicksm@slb.com	www.slb.com
Technip Canada Limited.	Dusty Mortensen	dmortensen@technip.com	www.technip.com/entities/canada/index.htm
Transocean	Michelle Taylor	Michelle.taylor@deepwater.com	www.deepwater.com