



2019 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, which would be required to act in a manner consistent with the Policy. 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 eleventh of these Diversity Plan Reports. It describes the implementation of the Plan, examines the project's diversity achievements in 2019 and outlines the diversity targets that have been established for 2020.

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 2019 was held by Kathy Knox (Manager, Regulatory and Industrial Benefits) and supported by Aimee Sheppard (Senior Communications 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 White Rose 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, for 2019:

- A. Harvey and Company Ltd.;
- Aker Solutions;
- Arup Canada;
- ASCO Canada Ltd.;
- Atlantic Towing Ltd.;
- Cougar;
- Crosbie Salamis Ltd.;
- DOF Subsea;
- East Coast Catering;
- Halliburton;
- Maersk Supply Services;
- Oceans Ltd.;
- Schlumberger Services;
- Stantec;
- Technip;
- Teekay; and
- Transocean.

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. In 2019, due to its growing popularity, the White Rose Diversity Forum was to be held at a larger venue, Memorial University's

Signal Hill campus. However, due to the global outbreak of Covid-19, the Forum had to be postponed until fall 2020.

2.3 Other Husky Diversity Initiatives

In addition to organizing the White Rose Diversity Forum, Husky undertook a number of other internal and contractor-related activities during 2019. These included:

- Participated in Energy Day held at the Geo Centre during Oil and Gas Week in February 2019;
- Promoted 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 the value of self-identification for the individuals and company;
- In September 2019, offshore and onshore personnel celebrated Husky's Diversity Day with a town hall and activities throughout the day;
- In July 2019, Husky staff participated in a Kairos Blanket Exercise workshop, which explored the nation to nation relationship between Aboriginal and non-Aboriginal peoples in Canada;
- 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; members attended training sessions in Calgary in March and October 2019. Together, the onshore and offshore members coordinated internal diversity promotion including the delivery of diversity moments, recognition of Pink Shirt Day, and more;
- Husky continued to publish diversity-related internal news articles, profiles and events on the Diversity & Inclusion Section of the internal Atlantic Region HuskyNet;
- Husky continued to use electronic communications boards throughout the Atlantic Region offices and on the *SeaRose FPSO* to communicate diversity-related information and to raise awareness regarding initiatives;
- Husky staff participated in annual Pride Week in June, which included the Pride Parade, a coffee break for all staff and a diversity moment with the Atlantic Region Senior Vice-president;
- Husky executed a workplace climate survey at the Argentia site in February 2019;
- Husky's Women's Leadership Network (WLN) saw participation in their events grow. The group hosted 11 events in 2019 including:
 - Student Mentor Program (36 mentors, 38 mentees)
 - Meet with Senior Leadership Team – How leaders get involved

- International Women's Day – Lobby event, corporate Men Advocating Real Change speaker
- Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSeTT) Course – Navigating Politics (four members)
- Speaker Series – Career development and gender demographics (Randy Jahrig, VP Human Resources)
- Women's Leadership Conference (four members)
- WLN Committee Lunch Session with Nancy Foster (SVP, Human Resources)
- Leadership Training - Organizational Practices to Improve Gender Equity in Leadership Roles
- WinSETT Workshop - Navigating Politics (Diversity Day Event)
- WinSETT - Self Promotion Workshop
- WLN Year-End Appreciation Event

Throughout 2019, Husky continued to show strong leadership in terms of its diversity activities within the community. It is through these activities that the company has forged strong working relationships with the groups that make Husky's diversity achievements possible. These activities included:

- Husky provided \$25,000 funding for the WISE (Women in Science and Engineering) Student Summer Employment Program (SSEP). As part of this program, female Husky employees also hosted a Husky Day on August 14 for the SSEP students which provided an opportunity for participants to meet with other women in non-traditional jobs as well as taking a tour of OneSubsea, Cahill Fabrication, and RelyOn Nutec (previously Falck Safety Services);
- Husky provided \$20,000 to the Women in Resource Development Committee's (WRDC) Techsploration Program. Husky also supported the program by mentoring four female role models in technical roles, a school visit (Frank Roberts Junior High) (including presentation and speed networking activity), tours of Cougar Helicopters 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;
- Husky partnered with WRDC, the College of the North Atlantic (CNA) – Burin Campus and Kiewit Offshore Services in October to introduce 48 Grade 9 girls from Pearce Junior High in Marystown to skilled trades and to give them a look at what was going on at the Kiewit facility in Marystown;
- Husky partnered with WRDC and CNA's Orientation to Trades and Technology Program to provide 13 women with a site tour and meetings with site personnel at the West White Rose project site at Argentia.

- Husky continued to provide scholarships targeted at members of the four designated groups (two at MUN, two at CNA, two at Coalition of Persons with Disabilities NL (COD-NL));
- A Husky employee sat on the scholarship selection committee for COD-NL;
- Husky provided \$3,000 to the Learning Disabilities Association to support programming;
- Husky continued to engage with the Harris Centre of Memorial University to provide \$40,000 per year for research with community-based partners into building the pool of members of underrepresented groups who can work in the oil and gas industry; 2019 was year two of the five-year agreement;
- Husky contributed \$25,000 to the WinSETT centre as the final year of a three-year funding commitment. Husky's WLN leverages the training supports available from this group to enhance internal training offerings;
- Husky continued as a primary partner in the WRDC-led initiative "Increasing the Economic Security of Women through the Identification and Elimination of Institutional Barriers to Union Membership in the Construction Trades" and a Husky employee sits on the steering committee;
- Husky continued as 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 opportunities for women;
- Husky participated in the MUN Career Fair in September 2019;
- Several Husky employees participated in Junior Achievement's Economics of Success program in January 2019;
- Three Husky representatives attended the WRDC Techsploration Appreciation Dinner in May 2019;
- In 2019, 50% of the students hired under Husky's Co-op Student Program were female;
- Husky sponsored the Opening Reception for the 2019 Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) Annual Provincial Conference which took place in April;
- Husky sponsored the Momentum Award at the 2019 NLOWE Entrepreneur of the Year Awards, which took place in October. The award recognizes an entrepreneur who has demonstrated significant growth and/or growth potential, and has built a business that is adaptable and leverages opportunities for continued growth;
- In February 2019, Husky hosted a meeting of Pride at Work Canada to assist in set up of the St. John's Ambassador's Program. Ambassadors are representatives from Pride at Work Canada' National and Regional Partners who work closely with Regional Leads to support the development of events in the region and engage in the sharing of best practices and to support greater LGBTQ2+ workplace inclusion;

- In July 2019, Husky sponsored a Pride at Work Canada event: St. John's ProPride, an evening of networking and connecting with guest speakers Seamus O'Regan and Gemma Hickey. This was the first event of the St. John's chapter; and
- In July 2019, a Husky representative attended the Pride at Work Canada St. John's Roundtable event: Building Organizational Buy-In for LGBTQ2+ Inclusion.

3.0 CORPORATE AND WHITE ROSE PROJECT DIVERSITY 2019

This section provides information regarding Husky and White Rose project diversity in 2019, 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 generally increased from the initiation of work in 2000 until the end of 2008, when the company employed 271 individuals (Figure 3-1). Following a period of fluctuation, the labour force reached a peak of 377 in 2013 and 2014. Between 2018 and 2019, the work force decreased approximately 6 percent to 350.

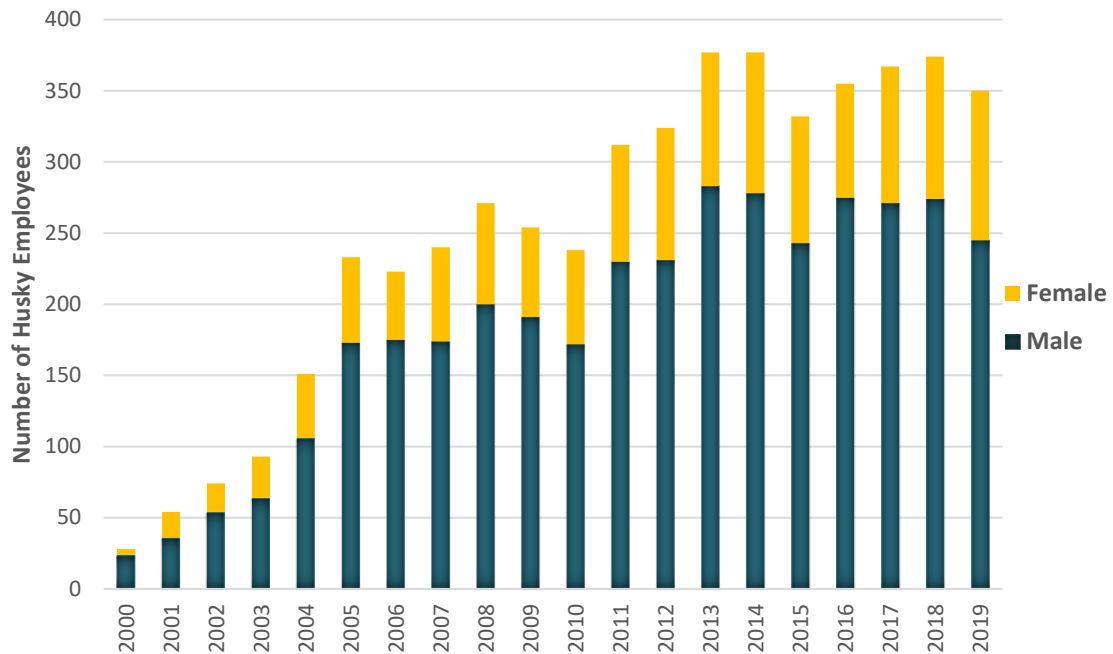


Figure 3-1 Husky Energy Atlantic Region Labour Force 2000 to 2019

Women’s share of employment by Husky was just 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 2019, 105 women, the largest number of women yet, worked for Husky Atlantic Region, representing an increase of 5 percent from 2018, and 30 percent of the total workforce (Table 3.1).

Table 3.1 Husky Energy Atlantic Region Labour Force, 2000 to 2019

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%
2017	271	96	20%	367	26%	3%
2018	274	100	4%	374	27%	2%
2019	245	105	5%	350	30%	-6%

Source: Husky Energy

Between 2018 and 2019, engineering and professional occupations saw increases in women's participation. The rate of participation of women in management positions also increased from 16% in 2018 to 20% in 2019. As was the case during previous years, women held 100 percent of administrative positions in 2019. No women employed by Husky held positions in marine crewing or field services (Table 3.2 and Figure 3-2).

Table 3.2 Husky Energy Women's Atlantic Region Participation Rate (% Women) in Selected Occupational Categories, 2006 to 2019

Occupational Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Management	7	8	8	9	17	13	29	20	15	19	17	13	16	20
Administrative/ Clerical	94	95	92	94	94	95	95	100	100	100	100	100	100	100
Engineers	11	17	20	14	15	18	25	20	24	30	30	33	34	36
Technicians/ Technologists	16	10	0	2	2	0	5	10	11	10	8	10	9	8
Professionals	36	43	34	41	36	32	32	32	39	35	26	32	30	36
Marine Crew	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Field Crew	NA	NA	NA	NA	NA	NA	NA	14	33	33	0	0	0	0
Total Women's Participation Rate	22	28	26	25	28	26	29	25	26	27	23	26	27	30

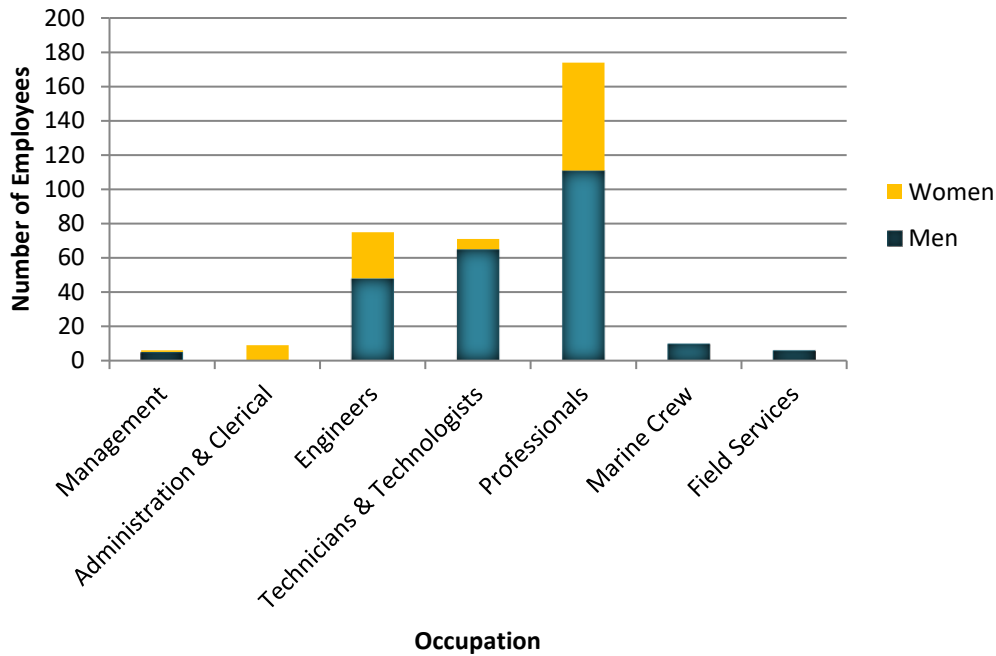


Figure 3-2 Husky Energy Atlantic Region Employment in Selected Occupational Categories, 2019

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 2019, Husky hired 126 co-op students, 63 men and 63 women, representing a female participation rate of 50 percent. With the exception of 2019, the percentage of female students hired has increased every year since 2014 (38 percent in 2014, 45 percent in 2015, 48 percent in 2016, 53 percent in 2017, and 57 percent in 2018).

3.1.2 White Rose Project

The workforce for the White Rose project includes the employees of both Husky and its contractors. Between 2017 and 2018, the total workforce increased by 135 percent, from 1,597 to 3,754 (Table 3.3) due to the start of construction of the West White Rose project, which had a labour force of 2,656 in 2018. In 2019, the total White Rose workforce was 3,387, of whom 2,271 were working on the West White Rose Project. The total White Rose labour force was down 10 percent from 2018.

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). In 2019, the total number of women employed on the White Rose project declined by 20 percent from the previous year and comprised 13 percent of the Husky workforce (Figure 3-3).

Table 3.3 White Rose Project Labour Force, 2004 to 2019

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%
2017	1,317	280	32%	1,597	18%	24%
2018	3,186	568	103%	3,754	15%	135%
2019	2,935	452	-20%	3,387	13%	-10%

*2014 - 2019 totals include White Rose and West White Rose Project workers
 Source: Husky Energy

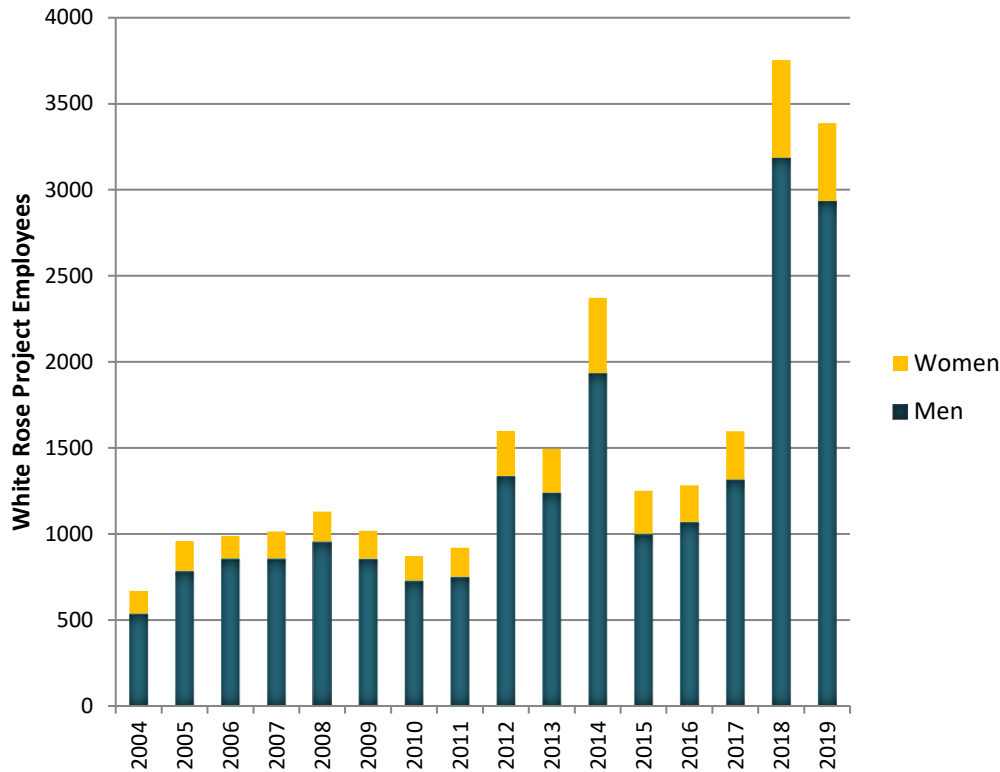


Figure 3-3 White Rose Project Labour Force, 2004 to 2019

At the close of 2019, approximately 73 percent of the 3,387 White Rose project employees worked in Newfoundland and Labrador, including 466 in offshore positions and 2,008 in onshore positions (including West White Rose Project personnel). Construction of the West White Rose project required a completely onshore workforce in 2019, accounting for the high number of total White Rose project onshore positions. Approximately 27 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 (81 percent) than offshore (19 percent).

The percentage of women holding offshore positions in 2019 was much lower than that of women in onshore jobs (Figures 3-4 and Figure 3-5). Although total representation by women on the project was 13 percent, they held 15 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).

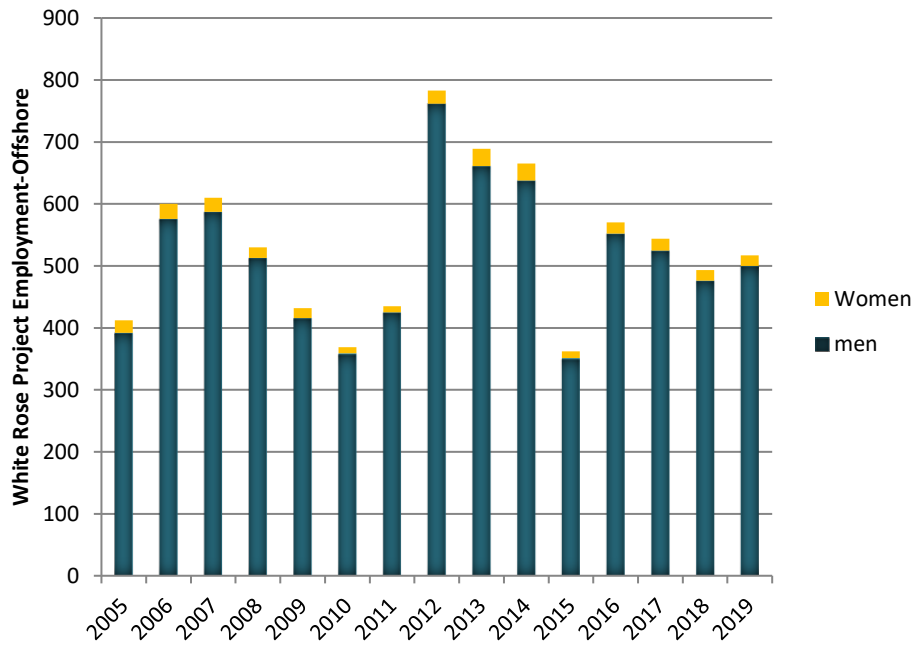


Figure 3-4 White Rose Project Employment, Offshore, 2005 to 2019

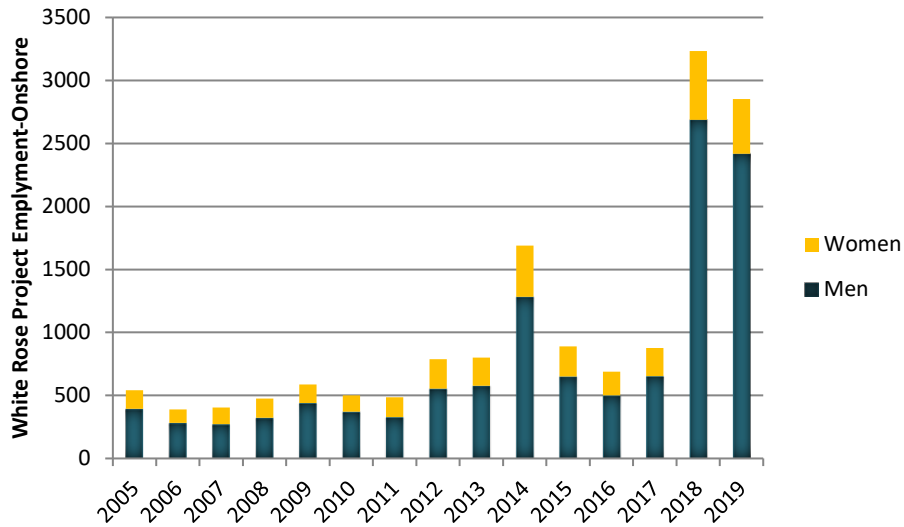


Figure 3-5 White Rose Project Employment, Onshore, 2005 to 2019

As discussed in Section 3.1 for Husky Atlantic Region employees, women's participation in the White Rose project varies across occupational categories. In 2019, the rates of women's participation increased in four occupation categories: management (15 percent), administration and clerical (82 percent), engineering (22 percent), and professional positions (34 percent). Participation by women in marine crewing and skilled trades remained low at 3 percent and 4 percent, respectively. As in previous years, administration and clerical was the category with the greatest rate of participation (82 percent) by female employees in 2019 (Table 3.4).

Table 3.4 White Rose Project Women's Employment by Occupational Category, 2012 to 2019

Occupational Category	2012			2013			2014			2015			2016			2017			2018			2019		
	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	Total # Women	Participation Rate	% Change, # Women 2017 & 2016	Total # Women	Participation Rate	% Change, # Women 2018 & 2017	Total # Women	Participation Rate	% Change, # Women 2019 & 2018
Management	36	26%	350%	34	29%	-6%	81	29%	138%	23	18%	-72%	20	19%	-13%	19	12%	-5%	25	12%	32%	38	15%	52%
Administration & Clerical	84	87%	56%	74	89%	-12%	97	85%	31%	86	84%	-11%	62	82%	-28%	71	86%	15%	74	81%	4%	75	82%	1%
Engineers	43	16%	65%	41	16%	-5%	90	15%	120%	48	21%	-47%	33	21%	-31%	63	19%	91%	79	18%	25%	64	22%	-19%
Technicians & Technologists	11	8%	22%	19	11%	73%	46	11%	142%	18	8%	-61%	26	10%	44%	39	13%	50%	70	17%	79%	39	12%	-44%
Professionals*	55	33%	17%	60	36%	9%	76	36%	27%	59	35%	-22%	55	29%	-7%	72	32%	31%	125	33%	74%	115	34%	-8%
Skilled Trades	6	3%	500%	6	3%	0%	11	4%	83%	2	2%	-82%	4	3%	100%	3	2%	-25%	75	8%	240%	45	4%	-40%
Marine Crew	6	2%	100%	10	3%	67%	9	3%	-10%	6	3%	-33%	6	3%	0%	5	2%	17%	8	5%	60%	6	3%	25%
Other Field Services	6	3%	-25%	9	5%	50%	20	12%	122%	10	11%	-50%	6	4%	-40%	8	6%	33%	112	10%	130%	70	8%	-38%
TOTAL	259	16%	55%	252	17%	-2%	437	19%	19%	252	20%	-42%	212	17%	-16%	280	18%	32%	568	15%	103%	452	13%	-20%

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 2019, 16 Husky Atlantic Region employees belonged to one of these groups, representing 0.5 percent of all White Rose project personnel. This total was comprised of three Aboriginal persons (0.09 percent of all employees), three persons with disabilities (0.09 percent) and 10 members of visible minorities (0.3 percent). Other White Rose contractors employed 59 members of these groups, or 4.1 percent of all their employees, representing 23 Aboriginal persons (1.6 percent of all employees), 11 persons with disabilities (0.8 percent), and 25 members of visible minorities (1.7 percent). In total, 75 members of Husky and its major White Rose contractors' workforces, or 2.2 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, 2018

Aboriginal	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	2	1	0	0	0	0	3
Contractors	3	13	0	5	1	1	23
Total	5	14	0	5	1	1	26
Persons with Disabilities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	1	1	1	0	0	0	3
Contractors	0	5	2	2	2	0	11
Total	1	6	3	2	2	0	14
Visible Minorities	Managers and Supervisors	Professional and Technical	Administrative	Skilled Crafts and Trades	Sales and Service	Manual Workers	Total
Husky	0	10	0	0	0	0	10
Contractors	2	15	1	6	1	0	25
Total	2	25	1	6	1	0	35

In the total White Rose labour force in 2019, most members of designated groups were Professional and Technical workers (45 employees), representing 1.3 percent of the total labour force.

3.3 Recruitment

Husky advertises most of its positions on online sites such as CareerBeacon.com and 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. 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, however they have been included in this listing because they have been identified as diverse businesses operating in Newfoundland and Labrador. This listing is based on information provided by Husky’s contractors for 2019.

Table 3.6 White Rose Project Diverse Businesses

Company	Women	Persons with Disabilities	Aboriginal Peoples	Visible Minorities
A Harvey Group of Companies	✓			
Catalyst Health Solutions	✓			
Copy Canada	✓			
Dallas Mercer Consulting Inc.	✓			
DMC	✓			
Hungry Heart Café		✓		
Mark’s Work Wearhouse	✓			
Professional Uniforms and Mats Inc.	✓			
Target Linens Ltd.	✓			
The Pantry		✓		
Vallen	✓			
Telelink	✓			
Oceans Limited	✓	✓		

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 2018 and outline their new targets for 2019.

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 2019 Process Achievements

Husky and its major contractors committed to many process targets in their 2016 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 2020 (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 2019 included:

Information and Communications

- Co-op student focus group and feedback forms updated to include questions about inclusion during their work term;
- Monthly team meetings included dedicated time for reporting on diversity and inclusion activities or informative sessions targeted at mitigating unconscious bias;
- Engaged WRDC to deliver "Respectful Workplace Training", which was attended by all employees and management;
- Launched Divisional Diversity and Inclusion committee in March 2019, which hosts a bi-weekly conference call and quarterly meetings;
- Diversity report and statistics were posted on Microsoft Teams for employees to read;
- Diversity and Inclusion committee held at least one communication activity in each quarter of 2019;
- Held diversity and inclusion staff activities, including a lunch and learn session on working with people with disabilities;

- Extraordinary Safety Meeting was initiated on all vessels to review company Harassment Prevention Plan;
- Conducted a Managers Summit on human resources topics and updated policies, including diversity initiatives;
- Monthly Respectful Workplace Policy moments provided as of December 2019; and
- Launched “Unconscious bias” and “Diversity and Inclusion” training to be completed by all managers.

Employee Recruitment and Selection

- Partnered with CNA on a program to engage and mentor CNA students to become future employees, with a priority on recruiting members of designated groups;
- Continued to post available positions to targeted community groups;
- Used recruitment software called Workable, which uses 13 electronic job boards including Indeed and LinkedIn and posts Marine or ROV positions to specific school job boards;
- Continued to actively source cadets from the designated groups;
- Continued to ensure all qualified persons from underrepresented groups who apply for seagoing positions receive an interview;
- Continued to attend career fairs that represent the designated groups;
- Submitted advertisement for the spring 2019 issue of Indigenous Careers Magazine;
- Continued to ensure relevant/updated diversity and inclusion language was used in all posted opportunities;
- Added to inventories of candidates from designated groups;
- Accessed expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continued to post job opportunities with designated groups (e.g., AXIS Career Services, Office to Advance Women Apprentices, WRDC);
- Continued to work with community-based agencies to advertise jobs (phone, fax, newsletter, and web site links);
- Continued a system to track and monitor all applications from designated groups; and
- Engaged with the Association for New Canadians and various groups at MUN and CNA to promote women in technical programs.

Employee Development

- Continued to offer assignments in other locations such as Brunei, where individuals are exposed to multi-cultural teams and diverse working and living environments;

- Extended an opportunity for female technical on maternity leave the chance (voluntary) to complete an advanced technical training course being offered to others within her team;
- Focused on the development of women seafarers through mentorship and training opportunities;
- Launched 'Women Driving Forward', a network aimed at retaining, recruiting, and promoting women in the transportation industry;
- Continued to support female Harbour Coastal deckhand towards fulfilling requirements for Captain position;
- Hosted Respectful Workplace Training and Inclusion for all Site Supervisors;
- Offered monthly themed toolbox talks, which include topics of diversity and inclusion and mental health;
- Engaged in WISE mentorship program, which fosters leadership development, professional growth, and an opportunity to grow from each other's knowledge and experience throughout the organization;
- Incorporated targets for women and other designated groups in the company's succession plan;
- Established Extraordinary Women group to encourage the fostering of relationships with group members and other women in the industry;
- Participated in "Women in Tech (WIT) Mentor Mash" giving female staff an opportunity to build connections, get advice, and gain insights from other women in technology;
- Assisted women and designated group employees in accessing developmental opportunities and management training;
- Created junior management positions to create a bridge to senior levels for women and designated groups;
- During quarterly talent reviews, all managers ensured that succession plans include at least one member of the designated groups.

Working Environment

- Provided an "exhale" room for breastfeeding employees;
- "Your Space" quiet room introduced in December;
- Released a Standard Hours of Work and Locations business practice to encourage managers to permit employees to work from home under certain circumstances (e.g., sick child);
- Encouraged a healthy workforce and environment by offering a Wellness Program and wellness initiatives;
- Obtained feedback from employees on issues that affect work/life balance;

- Developed guidelines to deal fairly and consistently with requests for flexibility in working schedules;
- Continued to provide guidance on careers via Connect Women, a network run by, and for, women through various events and webinars;
- Continued to promote remote working arrangements for employees, upon request, under the Global Flexible Working Guidelines to promote and support the diverse needs of employees and to balance work and personal life;
- Celebrated a Filipino tradition of a Boodle Table at our Christmas Party as an engagement in social activities and team building events that celebrate diversity.

Contracting Goods and Services

- Used Hungry Heart Café for catering services at meetings and functions;
- Continued to use Key Industries for promotional materials;
- Required all potential vendors to prove commitment to diversity and equity in the workplace;
- Advised by member of NLOWE and Supplier Diversity NL on how to attract a variety of service providers from underrepresented groups;
- Recruited a female led business to provide cleaning services;
- Worked with woman-owned business to provide Occupational Health and Safety training to employees; and
- Approximately 30% of total sourced goods and services were from Aboriginal suppliers.

Community Outreach

- Ten female employees were interviewed for and their experiences highlighted in Oil and Gas Magazine article;
- Sponsored WISE event;
- Furthered partnership with WRDC and STEMforGIRLS NL;
- Seven high school students participated in mentorship program as part of the 'Techsploration Goes to Work' event;
- Participated in annual New Boots summit aimed at promoting women in skilled trades;
- Hosted an event in June 2019 for female employees to get a behind the scenes look of the aviation industry where they heard stories from and had the opportunity to ask questions of industry professionals; two female employees also spoke at the event about why they joined this industry and described their current roles;
- Attended North East Native Advancing Society Career Forum targeted at Aboriginal high school and college students;
- Sponsored and participated in Newfoundland Pride Week events in July 2019;

- Participated in Orientation to Trades and Technology (OTT) delivered by CNA, promoting jobs in the natural resource sector to women; and
- Contacted Association for New Canadians to investigate opportunities to partner in 2020.

Financial Contributions

- Provided charitable donations to several local, diverse charities, including Rainbow Rider's Therapeutic Riding Center;
- Donated to a number of charities and non-profits, including the Diabetes Foundation, the Alzheimer Society of Canada, the Canadian Cancer Society, the Lung Association, the Terry Fox Foundation, the Multiple Sclerosis Society, and the Autism Society; and
- Sponsor of CNIB.

4.1.2 2020 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

- Design and install a Mental Health and Diversity awareness board and provide posters throughout the office relating to inclusion in the workplace;
- Include employment equity discussions in leadership strategy sessions;
- Continue to include diversity in all promotional materials;
- Develop web-based self-identification survey to increase efficiency in data collection and reporting;
- Conduct a Managers Summit on Human Resources topics and updated policies, including diversity initiatives;
- Promote the Respectful Workplace Program and train all employees through internal sessions;
- Deliver monthly Respectful Workplace Policy moments;
- Provide mental health training to all managers by year end; and

- Ensure that all communication materials prepared in Eastern Canada are reviewed to utilize gender inclusive and culturally sensitive language and graphics.

Employee Recruitment and Selection

- Host information sessions at local post-secondary institutes to promote the offshore/marine Industry to students identifying in underrepresented groups;
- Partner with Atlantic Canada Study and Stay program for international students;
- Distribute all job postings to diversity-based organizations;
- Human Resources Manager to meet with diversity-based organizations to discuss opportunities for members;
- Engage with Aboriginal groups to expand candidate pool;
- Ensure all job postings contain inclusive language encouraging participation of underrepresented groups;
- Participate in the AXIS Career Services division of the Association for New Canadians Student Internship Pilot Program to enhance the recruitment, retention, and development of a skilled workforce in Newfoundland and Labrador;
- Continue to access expertise on accommodation of persons with disabilities at the recruitment and hiring stages;
- Continue to state in job ads that "We are an equal opportunity employer;"
- Continue the practice of hiring female welders; and
- Actively recruit individuals from any of the four designated groups.

Employee Development

- Focus on the development of women seafarers;
- Host Cultural Competency Training sessions conducted by the YMCA;
- Encourage diversity committee members to attend various events and workshops focused on diversity-related initiatives to enhance development;
- Offer occupational health and safety training to people with disabilities;
- Include Respectful Workplace, Diversity and Inclusion training in mentorship program;
- Increase awareness on mental health training and development opportunities for onshore and offshore staff;
- Focus on Harassment and Discrimination training;
- Create junior management positions to create a bridge to senior levels for women and designated groups;

- Implement the 2020 Respectful Workplace Plan, which includes updating job profiles to include Respectful Workplace, Respectful Moment Tool-Box Talks, and Respectful Workplace Meeting Moments; and
- Human Resources Coordinator to complete Pride at Work LGBT Workplace Inclusion Certificate.

Working Environments

- Investigate the possibility of a maternity/parental leave pay top-up;
- Recognize International Women's Day onshore and offshore;
- Solicit feedback through the annual engagement and perception survey to improve working environment and employee satisfaction;
- Hold bi-weekly Diversity and Inclusion committee calls in addition to quarterly meetings;
- Host potlucks to celebrate diverse cultural backgrounds;
- Host quarterly Women Driving Forward events;
- Make renovations or upgrades to the workplace that are accommodating to persons with disabilities;
- Designate a primary contact person for harassment-related inquiries;
- Assess flexibility in work schedules to assist employees with work/life balance; and
- Develop and administer training and awareness for harassment in the workplace to achieve a harassment-free environment.

Contracting Goods and Services

- Priority will be given to a contractor who is visible minority;
- Continue to contract custodian work to a female-led business;
- Select vendors and suppliers who focus on diversity and inclusion; and
- Procurement Lead will utilize local sources in the industry to maintain opportunities to increase diversity goals through supply chain management process.

Community Outreach

- Encourage female employees to attend events and workshops that promote the employment of women in the areas of Science, Engineering and Technology;
- Continue to partner with WRDC (Orientation to Trades and Technology) to provide women with a practical experience through presentations, shop tours and job shadowing;
- Develop relationships with community organizations to help staff engage in hands-on inclusion activities;

- Continue to provide Role Models to participate in the WRDC Techsploration program;
- Explore opportunities for training and to gain hands-on experience with underrepresented youth (female, Aboriginal, LGBTQ2+, etc);
- Diversity and Inclusion Committee and Social Committee to participate in a variety of events and activities involving community groups and charitable organizations that promote diversity;
- Meet with diversity-based groups to broaden community reach and educate the community on available opportunities;
- Continue WISE NL Membership for 2020;
- Continue to partner with CNA on the TEAM Program that involves scholarships and work terms for persons in under-represented groups;
- Human Resources Coordinator to attend the 2020 Pride at Work Summit in Toronto; and
- Engage with the Skilled Trades Exploration Program for Women.

Financial Contributions

- Explore opportunities to sponsor diversity-based conferences, seminars, and development programs; and
- Continue to support and make financial contributions to various diversity-focused charitable and non-profit organizations.

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 2019 Outcome Achievements

Husky and its main contractors committed to various outcome targets for 2019 in their 2018 Diversity Plan Reports. The following are outcome achievements, or numerical measures, which were achieved in 2019:

- Accommodated requests from six female employee to work from home;
- New hires and cadet work-term students included five women, three Aboriginal persons, and one visible minority;

- One woman hired as marine engineer and one as a crew member;
- Appointed female Chairperson effective June 1, 2019;
- Promoted one Aboriginal employee to Second Officer;
- An estimated 37% of person-years worked by female staff at the Marine Base;
- 26% of unsolicited resumes received were from members of designated groups;
- 53% of interview candidates were from designated groups; a 17% Increase over 2018;
- 62% of work-term students were members of designated groups;
- Two women hired in offshore positions;
- One female pilot representative participated in a career day seminar with Air Canada; and
- Two office employees were trained in Mental Health first aid.

4.2.2 2020 Outcome Targets

The outcome targets (i.e. measurable goals) to which Husky and its main contractors have committed for 2020 are listed below:

- Sponsor and attend three workshop/seminar events that align with diversity and inclusion initiatives;
- Volunteer for at least one project to benefit visible minorities;
- Enrol up to five designated group members in professional development training;
- Hire or internally promote at least one employee in a supervisory position that is either female, Aboriginal, a person with disability, or visible minority status;
- Increase percentage of female employees by 5%;
- Meet with at least two community organizations to discuss potential partnerships;
- Select two additional office staff to complete Mental Health First Aid;
- Harassment and discrimination training sessions to be completed for all onshore and offshore employees;
- Establish crewing project team to assist with career development and mentoring of female seafarers;
- Maintain 10% of person years worked by designated group members in offshore operations;
- 50% of any special assignments or other forms of employee development that occur will be assigned to members of designated groups;
- Continue to assign female employees to management positions;
- Designate one technical field position in Atlantic Canada for a visible minority;

- Place two female co-op students from a Newfoundland and Labrador post-secondary institution;
- Identify at least one person in the designated groups as part of the succession plan for senior or management roles;
- Promote relationship with Association for New Canadians to help new Canadians gain work experience;
- Continue partnership with CNA and award at least 25% of scholarships and 25% of work-terms to members of designated groups;
- Recruit one woman in Lab Technician position;
- Designate one technical field position in Atlantic Canada for visible minority; and
- Train 90% of employees in diversity and inclusion e-learning.

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 2019, the Women's Leadership Network hosted 11 events and saw an increase in participation. Husky also celebrated Diversity Day both onshore and offshore, International Women's Day, and Pink Shirt Day. In 2019, Husky provided financial support to diverse organizations, including the Learning Disabilities Association and funding for initiatives aimed at promoting careers in science and technology to students, such as the WISE Student Summer Employment Program and WRDC's Techsploration and Engineering programs. Husky participated in Energy Day at the Geo Centre, MUN Career Fair, school science fairs, and Junior Achievement's Economics of Success program. Husky has also become a major supporter of the LGBTQ2 community through sponsorship of and participation in Pride at Work Canada and St. John's Pride Week events.

The total White Rose project workforce decreased 10 percent from 3,754 in 2018 to 3,387 in 2019. The total number of women working on the project decreased 20 percent between 2018 and 2019, from 568 to 452, representing 13 percent of the total workforce. However, in 2019 women's participation increased in management, engineering, administration and clerical, and professional positions. The number of women in administrative positions remained high at 82 percent. Rates of participation by women in marine crewing and skilled trade remained low at 3 percent and 4 percent, respectively. In 2019, the Husky Energy Atlantic Region workforce employed the largest number (105) of women yet, despite the drop in total workforce by 6 percent.

Husky and its contractors continued to place emphasis on collective efforts to increase both the numbers and the pool of designated group members. In 2019, some of Husky's contractors actively sought to increase recruitment of members of diverse groups by partnering with educational institutions, such as CNA through the TEAM program. Husky's contractors continued to increase knowledge of diversity issues in the workforce through training opportunities related to unconscious bias, inclusion, and mental health, and through opportunities to attend industry events and programs, career fairs, conferences, and workshops. Efforts were also made to recognize the needs of members of diverse groups with the creation of quiet spaces for breastfeeding and prayer. For the fourth year in a row, Husky and its contractors tracked and reported on diverse businesses that provide them with goods and services.

Targets for the coming year have a focus on increasing and enhancing communications about diversity and related topics and providing more opportunities for training in creating respectful workplaces and inclusiveness. Contractors also plan to place more emphasis on employee wellness and mental health. In 2020, contractors plan to reach out to educational institutions and diverse organizations to identify opportunities for New Canadians and members of Aboriginal groups.

APPENDIX A

Contracting Company Contact Information

Table A1 Contracting Company Information

Company	Company Representative	Email	Website URL
A. Harvey and Company Ltd.	Fabian Connors	fjc@aharvey.nf.ca	www.aharvey.com
Aker solutions	Janet Chafe	Janet.chafe@akcsop.com	http://www.akcsop.com
Arup Canada	Ben Vaughan	ben.vaughan@arup.com	http://www.arup.com/global_locations/canada.aspx
ASCO Canada Ltd.	Vanessa Gilbert	vanessa.gilbert@ascoworld.com	www.ascocan.com
Atlantic Towing Ltd.	Brittany McGraw	mcgraw.brittany@jdirving.com	www.atlantictowing.com
Cougar Helicopters Inc.	Mark Broderick	mbroderick@cougar.ca	www.cougar.ca
Crosbie Group of Companies	Heather Conway	hconway@crosbiegroup.com	www.crosbiegroup.com
DOF Subsea	Adam Percy	Adam.percy@dofsubsea.com	www.dofsubsea.com
East Coast Catering Ltd.	Brittany Smart	bsmart@eccltd.ca	www.eccltd.ca
Halliburton	Erin Tavenor	erin.tavenor@haliburton.com	http://www.halliburton.com/
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Technip Canada Limited.	Dusty Mortensen	dmortensen@technip.com	www.technip.com/entities/canada/index.htm
Teekay	Sharon Russell	sharon.russell@teekay.com	www.Teekay.com
Transocean	Claudette Whelan	claudette.whalen@deepwater.com	www.deepwater.com