



**White Rose Extension Project
Diversity Plan**

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List of Acronyms

Acronym	Definition
CGS	Concrete gravity structure
C-NLOPB	Canada-Newfoundland Offshore Petroleum Board
FEED	Front-end Engineering and Design
FPSO	Floating production, storage and offloading vessel
Husky	Husky Oil Operations Limited, operator of the White Rose field
MODU	Mobile drilling units
NLOWE	Newfoundland and Labrador Association of Women Entrepreneurs
NOC	National Occupational Classification
WHP	Wellhead platform
WREP	White Rose Extension Project

1.0 INTRODUCTION

1.1 Diversity Commitment and Principles

Husky Energy (Husky) understands that the contribution the White Rose Extension Project (WREP) will make to the Province's economic development is important to the people of Newfoundland and Labrador. Husky is committed to providing employment, business and other benefits to the Province as a whole, and especially to women and other under-represented groups (as designated in the federal *Employment Equity Act*), including members of Aboriginal groups, persons with disabilities and visible minorities. In doing so, Husky will build on its current practice of promoting and supporting diversity in Newfoundland and Labrador's offshore oil industry.

Note: This Diversity Plan assumes that the WREP will be developed using a wellhead platform (WHP). However, should it be determined that the WREP will be developed using a subsea drill centre, the White Rose Diversity Plan, approved by the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) in 2003, will apply to the WREP. The White Rose Diversity Plan is subject to regular review by Husky and its contractors to identify good practice and to further refine and develop the diversity processes, policies, targets and initiatives with a view to continuous improvement.

In its 2003 White Rose Benefits Plan, Husky committed that its White Rose project contractors operating or hiring in Canada would be required to act in a manner consistent with Husky's corporate diversity policy.

As revised in August 2012, the Diversity & Respectful Workplace Policy states that every employee has the right to work in an environment that is free of harassment and violence and where respectful treatment is the norm and that Husky is committed to:

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

The White Rose Diversity Plan identifies six principles that guide Husky's processes and initiatives for addressing diversity goals during the development and operation of White Rose, which will also apply to WREP:

Diversity, not just Equal Opportunity

Consistent with the *Atlantic Accord Implementation Acts* and the federal *Employment Equity Act*, the White Rose Diversity Plan is about more than just removing discrimination and bias in employment and contracting policies and practices. It is a proactive initiative that seeks to use a range of interventions to increase the

representation of designated groups in the White Rose labour force and the involvement of corporations owned or co-operatives operated by them in White Rose-related business.

A Diversity Culture

Just as it has been seen that occupational safety can only be achieved when the companies involved have a safety culture, so it is recognized that diversity can only be achieved if it is encouraged and supported at all levels of the different companies involved. This requires that they develop a 'diversity culture', whereby diversity is the responsibility of all their personnel. For example, diversity and respectful workplace training is mandatory for all Husky employees. The aim is to make diversity a normal part of doing business for project companies.

Small Steps/Large Results

It makes sense to concentrate the effort in areas where the potential for change, measured quantitatively (for instance, in terms of the numbers of jobs or value of contracts), is greatest. However, implicit to the concept of a diversity culture is the idea that it has effects throughout an organization. This is very desirable, because even small initiatives can yield major benefits. For example, a small increment in any designated group's representation in all or part of a company can provide role models that can have significant long-term effects.

Diversity throughout the Value Chain

The White Rose Diversity Plan applies to companies contracted by Husky to provide services to the White Rose project. This includes Husky itself and its contractors, whether involved in development or operations activities. Husky has the lead responsibility for developing and implementing the Diversity Plan. However, this responsibility is shared with Husky's main contractors, who must meet the requirements of the Plan, and seek to have their subcontractors meet them.

Working Together

Many of the companies involved in the White Rose project can contribute experience in addressing diversity. Some are registered under the Federal Contractors Program and they and others have adopted employment equity or other diversity initiatives locally, nationally and globally. Other companies may be relatively small and inexperienced in addressing diversity concerns. Accordingly, the White Rose Diversity Plan includes a number of initiatives that facilitate an exchange of information among companies working on White Rose, such that they can learn from each other.

Working with the Community

A range of community groups and government agencies represent the employment and business interests of the four designated groups (women, Aboriginal persons, persons with disabilities and visible minorities). The specialized information and networks of these groups and agencies allow them to advise and assist Husky and its contractors in achieving diversity. They contributed to development of the Plan and to its implementation, and will be critical partners in future diversity initiatives.

The last decade has seen Husky implement a wide range of initiatives under the 2003 White Rose Diversity Plan. They include:

- Hosting Diversity Workshops/Forums, which provide an opportunity for Husky, its major contractors, community groups and government to review the diversity record for the White Rose project and discuss future plans;
- Providing long-term financial and in-kind support of Women in Science and Engineering and the Women in Resource Development Corporation;
- Carrying out a gender-based analysis of workterm students at Husky, including comparison of the participation rates among work term students at Husky with the rates in the workterm program and among Memorial University students generally;
- Developing and implementing a female apprenticeship program in cooperation with Newfoundland Service Alliance, with one candidate spending several hitches offshore on the *SeaRose* floating production, storage and offloading (FPSO) vessel;
- Implementing an Aboriginal training program that allowed four Nunatisiavut beneficiaries to job shadow Marine Mammal Observers and Fisheries Liaison Officers during Husky's 2010 2D seismic survey offshore Labrador;
- Providing an internship for a female beneficiary of Miawpukek First Nation to allow her to get employment experience; this person subsequently became a full-time Husky employee;
- Establishing a diversity advisory group focused on persons with disabilities, to provide Husky with advice on potential initiatives directed at achieving its overall diversity goals, to help Husky reach the right target audience for participants for its outreach programs, and to assist Husky in mobilizing resources from the community organizations on joint initiatives which may result from the work of the advisory group; and
- Helping to initiate and plan, as well as sponsoring, the *Fueling the Future: Women in Oil and Gas* conference. Held in St. John's in March 2011, this international event shared information and experiences among employers, policy-makers, educators and industry participants in order to celebrate the contributions and increase the participation of women in the petroleum industry.

Experience in implementing the White Rose Diversity Plan has demonstrated that there is a limited pool of diversity group members within the industry, the current labour pool and potential new entrants in training institutions and programs. This problem is being exacerbated by the growing labour demand from other industries, given proposed new hydro-electric, mining and other mega-projects in Newfoundland and Labrador and by the C-NLOPB and Government of Newfoundland and Labrador diversity requirements. Accordingly, Husky and its contractors have placed an increased emphasis on collective efforts to increase the size of the pool of diversity group members through support of conferences, career fairs and scholarship programs.

Husky recognizes that a construction project is very different from steady-state operations. Accordingly, it will work with its WREP construction contractors and unions to ensure that diversity concerns are addressed, from the outset and throughout this phase.

1.2 Plan Scope

This Diversity Plan builds on the White Rose Diversity Plan and its principles and initiatives to facilitate the provision of WREP employment and business to women, members of other designated groups and businesses majority owned, managed and controlled by individuals from designated groups. It incorporates input from a review of other plans and initiatives, and from consultation with a range of government agencies and community groups with diversity-related responsibilities.

As is discussed below, the WREP has a relatively short construction phase, followed by an estimated 25-year production life. Given this, this Plan places emphasis on the former when it comes to detailed practices and initiatives. The discussion of operations practices and initiatives presented below is more general, recognizing the fact that the economic, social and policy context, and the WREP requirements and procedures, are certain to evolve over the extended duration of this phase. However, as is described in Section 4.9, both the construction and operations phases will see a regular review of this Plan by Husky and the main contractors, so as to identify good practice and further refine and develop diversity processes, policies, targets and initiatives, with a view to continuous improvement.

1.3 Plan Format

The rest of this WREP Diversity Plan has three main sections:

- Section 2.0 provides an overview of the WREP and its employment and goods and services requirements, based on a description of the WREP components and other materials;
- Section 3.0 establishes ambitious but realistic targets for the employment of women during the construction and the operations phases; and
- Section 4.0 describes the actions that Husky will take to fully satisfy its diversity commitments and to achieve the established targets, drawing on Husky's human resources, contracting and other policies and initiatives. This includes actions related to: managing, recruitment and selection, employee development, work environment and equipment, work/family balance, business access, information and communications, community outreach, and monitoring and reporting.

There is also, throughout this WREP Diversity Plan, a description of the means by which Husky will encourage comparable diversity actions are taken by its WREP contractors and sub-contractors. Appendices provide additional information about WREP requirements and Plan targets.

2.0 The White Rose Extension Project

2.1 Project Overview

Husky, on behalf of the WREP co-venturers, Suncor Energy Inc. and Nalcor Energy - Oil and Gas Inc., is leading the development of the WREP. It will develop the West White Rose pool using either a WHP or a subsea drill centre. The WREP also includes the potential future construction and installation of up to three drill centres elsewhere in the White Rose field.

If the WHP development option is selected, there will be an on-land and nearshore component to the project. The WHP would be constructed on the Argentia Peninsula, which is located in Placentia Bay, on the southern Avalon Peninsula, 130 km south west of St. John's, Newfoundland and Labrador. The activities associated with the WHP option include the excavation and construction of a graving dock, the construction of a concrete gravity structure (CGS), the mating of the topsides to the CGS at a deep-water site in Placentia Bay, and tow-out and installation in the White Rose field. It is estimated that the WHP will be operational for about 25 years.

2.2 Employment Requirements

This section provides a high-level description of the anticipated WREP labour requirements during the construction and operations phases.

2.2.1 Construction Phase

It is estimated that a total of over 4.0 million hours of employment will take place in Newfoundland and Labrador during the construction phase for the WHP option. This includes Front-End Engineering and Design (FEED) and detailed design, graving dock construction, CGS construction, but does not include employment associated with the subsea tie-in and marine works. The location of engineering and project management in the Province will provide employment for engineers, technicians and other office support staff. Table A.1 (Appendix A) provides an estimate of the Newfoundland and Labrador hours (by four-digit National Occupational Classification or NOC code associated with completion of the WREP (excluding FEED) for the WHP option. This estimate of requirements is preliminary, and will be refined over the course of project planning and especially with the completion of FEED.

Project construction will require a wide range of skills. For graving dock construction, this includes the following major types of skills:

- Electrical trades;
- Machinery and transportation equipment mechanics;
- Crane operators, drillers and blasters;
- Motor vehicle and transit drivers;
- Heavy equipment operators; and

- Trades helpers and labourers.

Construction of the CGS will mostly require the following:

- Ironworkers;
- Concrete finishers;
- Electrical tradespeople;
- Plumbers, pipefitters and gas fitters;
- Carpenters and cabinetmakers;
- Machinery and transportation equipment mechanics;
- Other mechanics and related repairers;
- Crane operators, drillers and blasters;
- Motor vehicle and transit drivers;
- Heavy equipment operators; and
- Trades helpers and labourers.

Other skills required to support the WREP construction phase include:

- Contract analysts;
- Procurement specialists;
- Accountants;
- Health, Safety and Environment specialists;
- Document control specialists
- Medics;
- Security personnel;
- Project controls specialists;
- Estimators;
- Project planners;
- Administrative assistants;
- Engineers (electrical, chemical, geological, civil, mechanical, petroleum); and

- Architects.

2.2.2 Operations Phase

Production from the WHP will be tied back directly to the *SeaRose FPSO*. New employment associated with WREP operations will relate primarily to additional personnel required for operations on the WHP, as well as subsea inspection and maintenance associated with subsea lines. The WHP will have between 100 and 130 persons onboard at any time, providing new employment for a total of between 200 and 260 persons. It is anticipated that the WHP will use a rotation scheme similar to the three weeks on/three weeks off pattern that is currently used on the *SeaRose FPSO* and mobile drilling units (MODUs). Operations on the WHP are estimated to require over 5 million hours of labour. Logistical support including Husky logistical staff, helicopter services, vessel support (standby and supply), marine base support, weather forecasting, survival suit maintenance and waste management is anticipated to add a further over 2.4 million hours of labour during operations.

In addition, extension of the production plateau on the *SeaRose FPSO* due to the WREP will result in a continuation of operations employment levels at peak for an additional five or more years. There are currently around 1,000 steady-state positions, the majority of them onshore, associated with White Rose operations, including employees of Husky and its contractors and subcontractors. The additional operations phase employment associated with the WREP forms part of, and is largely indistinguishable from, the ongoing *SeaRose FPSO* operations employment.

While the number of operations phase positions will be smaller than that required for construction, they will be of much longer duration and represent career opportunities. Following is a listing of the main anticipated positions on the WHP during operations:

- Offshore installation manager
- Drilling supervisor
- Toolpusher
- Driller
- Assistant driller
- Derrickperson
- Roughneck
- Deck coordinator
- Roustabout
- Maintenance supervisor
- Electrical technician
- Assistant engineer/clerk
- Motorperson
- Materials Manager
- Crane operator
- Radio operator
- Medic
- Quality health safety and environment specialist
- Logistics technician
- Geologist

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- Senior mechanic
 - Rig mechanic
 - Completions engineer
 - Completions equipment supervisor
 - Completions equipment technician
 - Chef
 - Well test supervisor
 - Flare boom technician
 - Electric line logger engineer
 - Operations assistant/clerk
 - Production supervisor
 - Instrument technician
 - Drilling engineer
 - Cement pump operator
 - Well intervention supervisor
 - Datalogger
 - Mudlogger
 - Steward
 - Well test surface technician
 - Well tester
 - Electric line winch operator
 - Wellhead/tree technician
 - Production operator

2.3 Goods and Services Requirements

This section provides a high-level description of the anticipated requirements for goods and services during the construction and operations phases of the WREP.

2.3.1 Construction Phase

A wide range of construction phase goods and services will be provided by Newfoundland and Labrador-based companies, particularly during graving dock construction, CGS construction, and activities related to topsides integration and offshore installation. The opportunities available to local companies include the provision of earth-moving equipment to build the graving dock, fencing and on-site infrastructure and on-site security. For the construction of the CGS, opportunities include the provision of concrete, aggregate and rebar. During topsides mating, support of personnel at the deep-water site, including catering, medical services and fuel for support vessels, will be required.

Detailed goods and services requirements information is provided in Table B.1 (Appendix B). As with the employment information, goods and services requirements will be refined over the course of project planning and especially with the completion of FEED. Accordingly, this information will be subject to periodic revision as plans evolve.

2.3.2 Operations Phase

The goods and services required on the WHP during operations will be similar to those needed on MODUs currently operating in the Jeanne d'Arc Basin. They will be generally additional to those of current operations because it is expected that a MODU will still be required for substantial periods in the field to support the development and maintenance of existing and any future subsea drill centres, as well as for drilling of exploration wells.

The WREP will allow the *SeaRose FPSO* to maintain production for additional years and thereby ensure that the present demand for the goods and services it requires will continue. The WREP will provide continued opportunities for companies that currently provide services as well as for new companies entering the marketplace. The following goods and services are anticipated to be required during WHP operations:

- Drilling contractor;
- Drilling services (coring, tubulars, casing, slickline, solids control and well fluids, well bore cleanout, cementing and drilling tools);
- Engineering, procurement and construction and maintenance campaign support;
- Telecommunications;
- Independent verification services;
- Accommodation services;
- Maintenance services (fire safety equipment, crane, life saving appliances, rotating equipment and turbines);
- Condition monitoring and inspection services;
- Medical services;
- Helicopter services;
- Supply and support vessels;
- Waste management;
- Weather forecasting;
- Ice management;
- Personal protective equipment; and
- Laboratory supplies.

3.0 TARGETS

This section presents the targets Husky has established for women's employment and goods and services procurement, in support the objectives of this Plan. These targets are described for both the construction and operations phases of the WREP.

3.1 Employment

3.1.1 Construction Phase

Construction phase targets for the employment of women have been developed based, by four digit NOC (National Occupational Classification) code, on 2006 Statistics Canada information on women's share of employment in the required occupations. The targets have been updated on the basis of more recent data on the graduation of women from provincial professional and vocational training programs and on input from government agencies and community groups representing women's interests.

The following targets have been established. In some cases an aspirational figure is presented in parentheses; this represents a level we hope to achieve by the end of production, given success in meeting the target:

- Managers and other professional (excluding administrative positions): 30%
- Civil engineers (including work-term students): 20% (30%)
- Other engineers (including work-term students): 15% (20%)
- Technicians and technologists: 20%
- Forepersons: 5%
- Journey-persons and apprentices (plant operators): 15%
- Journey-persons and apprentices (carpenters and joiners): 12%
- Journey-persons and apprentices (plumbers, pipefitters and ironworkers): 5%
- Journey-persons and apprentices (labourers and trades helpers): 20%

Husky will encourage its contractors to make use of support programs such as the Journey-person Mentorship Program to facilitate apprenticeships on the site.

A more detailed list of women's construction phase employment targets by occupation and NOC code, together with supporting Statistics Canada, graduation and other supportive information, is provided in Table C.1 (Appendix C).

There is a range of challenges associated with establishing quantitative employment targets for the other designated groups, not least because of limitations in the success of self-reporting procedures. While Human Resources and Skills Development Canada (HRSDC) publishes a 2006 Employment Equity Data Report (HRSDC, n.d.) that provides data for Newfoundland and Labrador, it is based on a range of confidential

sources that are likely to provide a more complete reporting than will be achieved through employee self-identification. Furthermore, the report provides information for a more limited selection of occupations categories and that is dated given the rapidly changing provincial labour market. Accordingly, the percentages presented in Table 1 are provided for information purposes and for use as a basis for judging success in employing members of these groups, not hard targets.

As is demonstrated by its White Rose Diversity Plan initiative (see Section 1.1, above) and the Actions detailed in Section 4.0. below, Husky is committed to developing and implementing programs to support the participation of these groups in its activities. Given success in expanding the pool of suitable candidates, Husky will look to establish representation targets for their participation.

Table 1: Aboriginal Peoples, Visible Minorities and Persons with Disabilities, as Percent of Select Occupational Categories, Newfoundland and Labrador, 2006

Occupation	Aboriginal Peoples	Visible Minorities	Persons with Disabilities
Managers	3.5	1.4	3.5
Professionals	3.0	3.0	2.8
Semi-Professionals and Technicians	5.4	1.0	3.6
Supervisors (Crafts and Trades)	5.1	1.0	0.0
Skilled Crafts and Trades	4.6	0.3	3.2
Total	4.1	1.5	3.1

Source: HRSDC n.d.

3.1.2 Operations Phase

As discussed above, the employment associated with WREP operations mostly forms part of, and is largely indistinguishable from, other White Rose operations employment. Given this, and building on the monitoring of women's employment that has been ongoing since 2003, the main targets for operations employment will be annual increases in women's share of all White Rose (including WREP) employment. These will be measured and reported for both Husky's White Rose operations workforce and for the total Husky and contractor operations workforce, including offshore and onshore workers. These annual increase targets reflect an overall goal of continuous improvement.

There will also be continued annual analysis and reporting of women's share of operations employment in eight occupational categories:

- Management;
- Administrative/clerical;
- Engineers;
- Technicians/technologists;

-
- Professionals (includes accountants, geologists, geophysicists, and information technology and human resources professionals);
 - Marine crew;
 - Other field crew; and
 - Students.

While it is recognized that fluctuations in the scale and types of project activity make it very unlikely that there will be increases in each occupational category in each year, the annual monitoring and reporting of trends for these different occupational groups will help identify those requiring additional efforts.

Offshore workplaces and schedules provide particular challenges for women and some other diversity groups. Given the importance of offshore positions, they are also usually filled by personnel with considerable professional experience, limiting the opportunities for relatively new entrants to the industry. Reflecting this, the number of women working offshore on the White Rose project over the 2008 to 2012 period fluctuated between 15 and 26, but many of them were in catering positions, with the numbers in non-traditional occupations offshore ranging from 12 to 21. This represented 2.1 percent of all offshore workers in 2008, and between 2.7 and 3.0 percent each year over the 2009 to 2012 period. Recognizing that this is an issue of particular importance, Husky has established an initial target of having women represent 5 percent of the offshore workforce (not including housekeeping and catering positions) in the first full year of WHP operation.

It is not practical to set operations phase quantitative employment targets for the other designated groups because of the non-availability of appropriate baseline occupational data and the limitations in the success of self-reporting procedures. However, White Rose (including WREP) operations diversity monitoring will continue to report the available data and describe Husky and contractor initiatives directed at these groups.

3.2 Business

3.2.1 Construction Phase

The awarding of construction phase contracts to businesses majority owned, managed and controlled by diversity group members will be monitored, and the number of such companies receiving contracts reported. However, there is currently very limited identification and registration of such businesses in Newfoundland and Labrador, and there will be a high degree of variability in the size and types of contracts awarded over the course of construction, such that it is impractical to set quantitative targets specific to the construction phase. In order to address this constraint Husky will reach out to such companies and local and national supplier diversity organizations and facilitate an understanding of the industry, WREP and Project opportunities and processes, and encourage registration with WEConnect and similar supplier databases (see Section 4.6).

3.2.2 Operations Phase

The monitoring and reporting of operations phase contracts will, at a minimum, be the same as during the construction phase. However, this will be subject to further review and discussion with the Government of Newfoundland and Labrador shortly prior to the completion of WREP construction, to see if the initiatives referred to above, and similar initiatives by the proponents of other projects, have resulted in registration levels that warrant establishing, monitoring and reporting quantitative targets.

4.0 ACTIONS

The following sections describe actions that Husky will undertake to promote diversity on the WREP and to meet the Diversity Plan targets. These actions build on the 2003 White Rose Diversity Plan and draw on the company's relevant human resources, contracting and other policies and initiatives, while also innovating in addressing diversity issues.

INNOVATION IN DIVERSITY PLANNING

In developing this Plan Husky has sought to identify innovative means of promoting and supporting diversity, relative to earlier diversity planning initiatives. Some of the resultant actions in the relevant sections below are:

- Having a diversity advocate on the construction site at all times, to whom employees will have confidential access and who will be required and empowered to bring forward diversity concerns to both Husky and the contractor;
- Undertaking semi-annual construction workplace 'climate surveys' of female employees, to establish their workplace experiences respecting gender-related issues;
- Undertaking semi-annual construction workplace disability accessibility and accommodation audits;
- Require that the security contractor seek to have an approximately equal mix of female and male personnel on site;
- In collaboration with the provincial Department of Child, Youth and Family Services, identify an appropriate non-profit group and provide it with funding to explore the childcare requirements of women and men working on large construction projects and possible responses;
- Establish an offshore apprentice program for women for work on the WHP or another Husky offshore asset. Based on the *SeaRose FPSO* program conducted in 2007/2008, this initiative will provide women opportunities to acquire offshore work capabilities and experience;
- Providing two research grants of up to \$20,000 each year, for five years, for community-based organizations to conduct research related to building the pool of available qualified workers from underrepresented groups;
- Work with representatives of diversity agencies to develop an information package on career opportunities in the oil and gas industry that is designed to be accessible to youth in the target groups;
- Periodically surveying diverse companies to ensure targeted supplier

development initiatives are providing the types of information they require, and making revisions as needed; and

- Periodically reviewing procurement plans with a view to identifying business opportunities for diverse companies.

4.1 Managing

Husky recognizes that success in building diversity requires corporate leadership and commitment. The Manager, Administration and Regulatory Affairs, reporting directly to the Senior Vice-President, Atlantic Region, and supported by senior Husky personnel in the areas of human resources, industrial benefits and government and community relations, is responsible for the overall management of benefits, including diversity. This internal Husky team will continue to work to:

- Provide leadership in diversity matters, and promulgate and promote this Diversity Plan;
- Maintain and support internal diversity communications and information procedures, information systems, and compliance, auditing and reporting standards;
- Ensure WREP contractors and sub-contractors comply with their diversity responsibilities as outlined in this Plan;
- Ensure WREP collective agreements facilitate the achievement of diversity goals such as encouraging contractors/sub-contractors to specifically reference the Diversity Plan in any collective agreements and to use such tools as name hire provisions to achieve diversity objectives;
- Provide an effective liaison on diversity matters with external stakeholders, including the C-NLOPB, provincial and municipal governments, training institutions, industry and professional associations, interest and advocacy groups, and the general public; and
- Meet all corporate and regulatory diversity requirements and targets.

Husky will continue to implement management initiatives that will facilitate diversity throughout the WREP, including:

- Conducting management diversity training to create awareness of the elements of diversity and its impact on conducting business;
- Ensuring that all Requests for Proposals state that contractors and sub-contractors must operate in a manner consistent with Husky's employment and contracting diversity principles and policies;
- Requiring that the main WREP construction phase contractors acknowledge the existence and importance of the Diversity Plan, appoint a manager responsible and accountable for diversity, and monitor and report their compliance with the Plan's requirements;

- Establishing a WREP Diversity Working Group, chaired by the Manager, Administration and Regulatory Affairs, and comprised of senior Husky human resources, industrial benefits and government and community relations personnel and WREP contractor diversity managers, to meet on a quarterly basis to review diversity matters and appropriate responses;
- Continuing to require that the main operations phase contractors submit annual Diversity Plans describing their diversity performance over the previous year and plans for the year to come;
- Continuing to hold annual workshops with the main project contractors, to provide information about diversity matters and exchange experiences and lessons; and
- Continuing to require diversity awareness training for its operations employees, to instill a foundational understanding of diversity and to support growing a diversity culture.
- Husky will assess its performance review program to ensure that there is no inherent bias towards designated groups in the assessment of performance. During exit interviews employees will have the opportunity to bring forward any diversity related issues.

Husky will require its contractors to identify processes and procedures to comply with the requirements outlined in this Diversity Plan, including targets for employment of underrepresented groups, respectful workplace training for all employees as part of construction site orientation, enforcement of a zero tolerance policy regarding harassment on site, the presence of on-site personnel to deal with diversity-related issues who have the authority to ensure that issues are dealt with effectively, and semi-annual construction workplace climate surveys and workplace disability accessibility and accommodation audits. (For example, see the relevant text in Invitations to Bid, Figure 1.) Husky will monitor these activities through ongoing communications with contractors, regular meetings, reports and audits.

Text from White Rose Extension Project Invitations to Bid

“Husky is required to have a Diversity Plan for the White Rose Extension Project. As a result, Husky will require its contractors to comply with the requirements in the approved White Rose Extension Project Diversity Plan (included in the ITB package). It is Husky’s expectation that the contractor will appoint a manager responsible and accountable for diversity including monitoring and reporting on compliance with the Plan’s requirements. As a Bidder, please provide your experience with and identify how you will comply with the following diversity requirements:

- a) targets for employment of women on site. (See Appendix C of the Diversity Plan for identification of targets);*
- b) participation in Husky-sponsored supplier forums including identification of all subcontracting opportunities;*
- c) respectful workplace training for all employees as part of site orientation;*

- d) *enforcement of a zero tolerance policy regarding harassment on-site;*
- e) *presence of on-site personnel to deal with diversity-related issues who have the authority to ensure that issues are dealt with in a timely and effective manner;*
- f) *implementation of a voluntary self-identification survey at time of hiring to collect information on employment of underrepresented groups, specifically women, visible minorities, persons with disabilities and Aboriginal persons);*
- g) *monthly reporting on employment metrics including person hours worked by NOC Code and gender (as well as any other self-identified group including visible minorities, persons with disabilities and Aboriginal persons where that information is available);*
- h) *semi-annual construction workplace climate surveys with a report issued to Husky within 21 days of the survey;*
- i) *semi-annual workplace disability, accessibility and accommodation audits with a report to be issued to Husky within 21 days of the audit; and*
- j) *site security contractor seek to have an approximately equal mix of female and male personnel on site.*

For each of the requirements listed above, please explain the role of a union(s) in complying with the requirements and identify which requirements would need to be addressed through a collective agreement(s) and how.”

4.2 Recruitment and Selection

WREP employment diversity will be supported through the recruitment and selection of job candidates and the employment of women apprentices. In particular, Husky and its main contractors will:

- Include an equal opportunities statement in all advertisements for WREP positions;
- Work with community organizations and industry groups to provide information on opportunities within the oil and gas sector in order to encourage members of designated groups to apply for WREP positions;
- Implement promotional efforts targeted at candidates belonging to designated groups;
- Implement voluntary diversity self-identification as part of their recruitment processes for all WREP positions;

-
- Work with the main construction contractors and the Office to Advance Women Apprentices to identify and implement initiatives to increase the number of women apprentices;
 - Establish an offshore apprentice program for women for work on the WHP or another Husky offshore asset. Based on the *SeaRose FPSO* program conducted in 2007/2008, this initiative will provide women opportunities to acquire offshore work capabilities and experience;
 - Identify relevant associations/organizations and special interest groups and notify them directly regarding WREP recruitment requirements; and
 - Provide WREP co-op, internships and summer employment assignments to qualified diversity group members.

4.3 Employee Development

Husky and its main contractors will continue to provide employees who are members of designated groups with opportunities to advance their careers through employee development initiatives. Access to skills development and training will be supported by eliminating barriers for diversity group members and by promoting their involvement in such initiatives. Positive actions to enhance the participation of these groups in employee development opportunities will include:

- Ensuring they have equality of access to leadership training and career development programs; and
- Encouraging and supporting networking groups that provide career development and mentoring.

4.4 Work Environment and Equipment

Husky recognizes that providing a respectful work environment and appropriate work equipment is important to hiring and retaining members of designated groups. Husky also has a zero-tolerance policy with respect to discrimination, harassment and violence on any of its property, including the construction worksite. Accordingly, Husky and its main contractors will:

- Endeavour to provide women, Aboriginal people and people with disabilities with an inclusive and culturally-sensitive work environment;
- Ensure that personal protective and other equipment is appropriate for all workers;
- Ensure office buildings and any construction camp make appropriate provision for disability access;
- Ensure gender-related issues are addressed in the design and operations of any construction camp and the offshore accommodations and related facilities;
- Promote the inclusion of diversity group members on employee committees; and

-
- Adopt, publicize and strictly enforce anti-harassment policies at all offshore and onshore workplaces and any construction camp.

In addition, during the construction phase, Husky or its site contractor will:

- Ensure that, prior to commencing work on the site, all employees receive gender and cultural sensitivity training, including informing them of the zero-tolerance policy regarding discrimination, harassment and violence, including sexual harassment, verbal abuse and bullying;
- Have a diversity advocate on site at all times, to whom employees will have confidential access and who will be required and empowered to bring forward diversity concerns to both Husky and the contractor;
- Require that the security contractor seek to have an approximately equal mix of female and male personnel on site;
- Undertaking semi-annual workplace 'climate surveys' of female employees, to establish their workplace experiences respecting gender-related issues; and
- Undertaking semi-annual workplace disability accessibility and accommodation audits.

4.5 Work/Family Balance

While work/life balance is important for both female and male employees, it is more important for attracting and retaining women, given the employment cycle and traditional care responsibilities of women. Husky recognizes that supporting women employees in balancing the responsibilities of their career and their family life is important to hiring and retaining them. Accordingly, Husky and its main contactors will:

- Provide Husky employees and all WREP operations employees with assistance in balancing work and personal life, for example through vacation flexibility, paid and unpaid time off, childcare and eldercare information support, a flexible work schedule (where possible), and an employee assistance or equivalent program; and
- Offer training opportunities and invitations to meetings to Husky employees and all WREP operations employees who are on maternity leave, so they can maintain a connection to the work place; and
- In collaboration with the provincial Department of Child, Youth and Family Services, identify an appropriate non-profit group and provide it with funding to explore the childcare requirements of women and men working on large construction projects and possible responses.

4.6 Business Access

Husky recognizes that it can be more difficult for businesses majority owned, managed and controlled by individuals from designated groups to connect with the proponents of large resource development projects. Accordingly, Husky will undertake a number of actions to facilitate procurement process access for such companies and require that the

main construction and operations phase contractors undertake comparable initiatives. They include:

- Including in procurement-related materials (e.g. advertisements, calls for Expressions of Interest, and Requests for Proposals) text that indicates that proposals from diverse companies are especially welcomed;
- Reviewing internal process and practices to ensure that they are not inherently biased against the participation of diverse businesses, including looking for opportunities in the supply chain where participation is possible and ensuring that potential barriers related to the opportunities are removed;
- Consulting with the Newfoundland and Labrador Association of Women Entrepreneurs (NLOWE) and other local organizations and business networks to identify businesses majority owned, managed and controlled by individuals from designated groups;
- Holding a construction phase business opportunities workshop to provide diverse companies with a full understanding of the industry and the WREP, industry procurement processes and requirements, and the full spectrum of business opportunities, and to introduce diverse company representatives to Husky and main contractor procurement personnel;
- Supporting diverse business development initiatives of NLOWE and other relevant business networks and community organizations. This may include initiatives designed to: encourage businesses majority owned, managed and controlled by women to register with WEConnect; deliver supplier forums specifically targetted at such companies; and study possible means of increasing the numbers of such companies.
- Participating in conferences, trade shows, information sessions and business networking events to provide direct and focused information related to the WREP, its procurement process and diversity business access policies and practices;
- Ensuring diverse companies are aware of any specific standards, practices, qualifications or certifications required by Husky and provide them with information on how to meet these requirements;
- Periodically surveying diverse companies to ensure the above supplier development initiatives are providing the types of information they require, and making revisions as needed;
- Providing an opportunity for diverse companies to identify themselves as such in bid documentation, and verifying their validity. Contractors and subcontractors will include the following question in such documentation: 'Is the business (defined as 51% ownership) owned by a: woman, person with a disability, Aboriginal person or member of a visible minority?';
- Periodically reviewing procurement plans with a view to identifying business opportunities for diverse companies; and

-
- When requested, providing diverse companies with feedback on tenders and bids to help them identify areas for improvement and encourage capacity development.

4.7 Information and Communications

Husky believes that effective internal and external information and communications are important to building diversity. In particular, Husky will:

- Communicate WREP employment and business requirements, initiatives and targets to all contractors; and
- Ensure that inclusive language and a representation of diversity in images are used in all WREP-related public information; and
- Work with representatives of diversity agencies to develop an information package on career opportunities in the oil and gas industry that is designed to be accessible to youth in the target groups.

In addition, Husky and its main contractors will:

- Include discussion of diversity in employee orientations, to ensure that they understand policies and know how inclusion is practiced throughout the WREP.

4.8 Community Outreach

Community outreach includes the actions that Husky and its main contractors take to further the goals of the Diversity Plan through engagement with community groups, programs and education institutions. They include:

- Communicating projected WREP human resources requirements and Husky diversity policies to post-secondary institutions, industry groups and other interested parties;
- Participating in schools programs, career fairs, scholarship programs and other initiatives to promote careers in technical, engineering and trade/operational roles, including materials that reflect Husky's commitment to diversity;
- Promoting careers in the oil industry to students who are members of designated groups, highlighting education requirements and providing real life examples of what it is like to work in the industry, so as to encourage the students to acquire further education to meet skills requirements, and thereby increase the pool of designated group members qualified to work in the industry;
- Partnering with organizations or support programs for persons with disabilities so as to ensure those who are interested in pursuing oil industry careers are aware of oil industry career options;
- Partnering with organizations or support programs that expose girls and women to engineering, technology, mathematics and science to support non-traditional career choices;

-
- Providing four \$2,500 scholarships each year, for five years, targeted at diversity group members interested in pursuing careers in operational aspects of the industry, with a view to increasing the pool of such workers; and
 - Providing two research grants of up to \$20,000 each year, for five years, for community-based organizations to conduct research related to building the pool of available qualified workers from underrepresented groups.

4.9 Monitoring and Reporting

Husky will continue to closely monitor and to report its diversity performance and that of its contractors, including its success in meeting the diversity targets set out in Section 3.0.

In the case of the WREP construction phase, monitoring results will be provided to the Government of Newfoundland and Labrador on a quarterly basis. This reporting will document the latest and trend data for each of the quantitative target measures, provide summary results from the semi-annual workplace 'climate survey' of female employees, and describe significant developments in implementing this Plan. This information will also be reviewed by Husky and the main construction contractors to identify good practice and further refine and develop diversity processes, policies, targets and initiatives, with a view to continuous improvement.

Monitoring results for Husky's White Rose (including WREP) operations activity will continue to be provided to the C-NLOPB in an annual Diversity Report. This information will again be reviewed by Husky and its contractors to identify good practice and further refine and develop White Rose diversity processes, policies, targets and initiatives, with a view to continuous improvement.

5.0 IMPLEMENTATION

As was noted in Section 1.0, this WREP Diversity Plan builds upon the 2003 White Rose Diversity Plan and its implementation over the last decade. Accordingly, the implementation of this Plan is in large part a continuation of these past efforts and initiatives. This has included the application of these efforts and initiatives by Husky during WREP planning, prior to the finalization and approval of this Plan.

Upon Plan approval:

- Copies of the Plan will be distributed to senior managers and relevant human resources, procurement, benefits and government and community relations personnel within Husky and its main WREP contractors, and to diversity stakeholder groups; and
- The Manager, Administration and Regulatory Affairs, working with senior Husky personnel in the areas of human resources, industrial benefits and government and community relations, will review all Plan commitments to ensure that they have been, are, or will be implemented in a timely manner.

A detailed implementation schedule for the WREP Diversity Plan is provided in Appendix D.

6.0 REFERENCE

Human Resources and Skills Development Canada, n.d., 2006 Employment Equity Data Report
- Table 4. Available at:

http://www.hrsdc.gc.ca/eng/labour/equality/employment_equity/tools/eedr/2006/data_reports/tables/table04_01.shtml#nfd

APPENDIX A

Table A.1 Construction Phase Labour Requirements

Table A.1 Construction Phase Person-Hours (Full-Time Equivalents) Required

NOC Code	Role	Qtr 3, 2012	Qtr 4, 2012	Qtr 1, 2013	Qtr 2, 2013	Qtr 3, 2013	Qtr 4, 2013	Qtr 1, 2014	Qtr 2, 2014	Qtr 3, 2014	Qtr 4, 2014	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016
Graving Dock Construction																		
0113	Purchasing Managers	0 (0)	0 (0)	0 (0)	97 (1)	971 (2)	873 (2)	788 (2)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
0211	Engineering Managers	20 (1)	85 (1)	1229 (3)	773 (2)	4261 (9)	3836 (8)	3466 (7)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
1221	Administrative Officers	0 (0)	0 (0)	0 (0)	97 (1)	971 (2)	873 (2)	788 (2)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
1241	Administrative Assistance	0 (0)	0 (0)	0 (0)	291 (1)	2914 (6)	2619 (6)	2365 (5)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2131	Civil Engineers	130 (1)	426 (1)	426 (1)	1261 (3)	10833 (21)	9747 (19)	8802 (17)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2133	Electrical and Electronics Engineers	7 (1)	22 (1)	22 (1)	10 (1)	7 (1)	7 (1)	7 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2134	Chemical Engineers	0 (0)	0 (0)	0 (0)	291 (1)	2914 (6)	2619 (6)	2365 (5)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2144	Geological Engineers	36 (1)	117 (1)	117 (1)	53 (1)	1864 (4)	1814 (4)	939 (2)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2151	Architects	18 (1)	59 (1)	59 (1)	27 (1)	20 (1)	20 (1)	18 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2231	Civil Engineering Technologists and Technicians	9 (1)	29 (1)	29 (1)	13 (1)	10 (1)	10 (1)	9 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
2234	Construction Estimators	4 (1)	15 (1)	15 (1)	6 (1)	5 (1)	5 (1)	5 (1)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
7205	General Foreperson and Foreperson for the following categories: Bricklayers and Allied Crafts - Concrete Finisher, Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	0 (0)	0 (0)	0 (0)	0 (0)	1559 (3)	1516 (3)	539 (2)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
7302	General Foreperson and Foreperson for the following categories: Plant Operators (Crane Operator, Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	0 (0)	0 (0)	0 (0)	0 (0)	4157 (8)	4044 (8)	1436 (3)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
7521	Journey Person and Apprentices for the following categories: Plant Operators (Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	0 (0)	0 (0)	0 (0)	0 (0)	34821 (67)	33873 (66)	12024 (24)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
7611	Journey Person for the following categories: Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	0 (0)	0 (0)	0 (0)	192 (1)	13357 (26)	12852 (25)	5509 (11)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
CGS Construction																		
0211	Engineering Managers	0 (0)	0 (0)	9192 (18)	11873 (23)	12256 (24)	7277 (14)	7088 (14)	8220 (16)	8319 (16)	7462 (15)	7807 (16)	8220 (16)	8319 (16)	7371 (15)	7999 (16)	7336 (15)	4456 (9)
1221	Administrative Officers	0 (0)	0 (0)	1838 (4)	2375 (5)	2451 (5)	1455 (3)	2123 (5)	2427 (5)	2455 (5)	2198 (5)	2301 (5)	2427 (5)	2455 (5)	2172 (5)	2357 (5)	2250 (5)	1485 (3)
1225	Purchasing Agents and Officers	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	2351 (5)	2612 (6)	2641 (6)	2354 (5)	2468 (5)	2612 (6)	2641 (6)	2325 (5)	2526 (5)	2612 (6)	1980 (4)
1241	Administrative Assistance	0 (0)	0 (0)	2758 (6)	3562 (7)	3677 (8)	2183 (5)	12292 (24)	13761 (27)	13916 (27)	12418 (24)	13018 (26)	13761 (27)	13916 (27)	12266 (24)	13323 (26)	13497 (26)	9902 (20)
2131	Civil Engineers	0 (0)	0 (0)	18178 (35)	24088 (47)	25538 (50)	14688 (29)	29266 (57)	32577 (63)	32944 (64)	29471 (57)	30841 (60)	32577 (63)	32944 (64)	29118 (56)	31561 (61)	31808 (62)	23151 (45)
2132	Mechanical Engineers	0 (0)	0 (0)	8259 (16)	11843 (23)	13522 (26)	7114 (14)	11046 (22)	12381 (24)	12534 (25)	11310 (22)	11783 (23)	12381 (24)	12534 (25)	11180 (22)	12067 (24)	10897 (21)	6403 (13)
2133	Electrical and Electronics Engineers	0 (0)	0 (0)	5933 (12)	8708 (17)	10141 (20)	5207 (11)	3063 (6)	3498 (7)	3552 (7)	3282 (7)	3377 (7)	3498 (7)	3552 (7)	3248 (7)	3464 (7)	2180 (5)	0 (0)
2134	Chemical Engineers	0 (0)	0 (0)	989 (2)	1451 (3)	1690 (4)	868 (2)	511 (1)	583 (2)	592 (2)	547 (2)	563 (2)	583 (2)	592 (2)	541 (2)	578 (2)	363 (1)	0 (0)
2141	Industrial and Manufacturing Engineers	0 (0)	0 (0)	4913 (10)	6564 (13)	7016 (14)	3996 (8)	1358 (3)	1666 (4)	1692 (4)	1550 (3)	1606 (4)	1666 (4)	1692 (4)	1533 (3)	1649 (4)	1038 (2)	0 (0)
2144	Geological Engineers	0 (0)	0 (0)	1902 (4)	2457 (5)	2536 (5)	1506 (3)	595 (2)	662 (2)	669 (2)	606 (2)	629 (2)	662 (2)	669 (2)	599 (2)	643 (2)	662 (2)	501 (1)

NOC Code	Role	Qtr 3, 2012	Qtr 4, 2012	Qtr 1, 2013	Qtr 2, 2013	Qtr 3, 2013	Qtr 4, 2013	Qtr 1, 2014	Qtr 2, 2014	Qtr 3, 2014	Qtr 4, 2014	Qtr 1, 2015	Qtr 2, 2015	Qtr 3, 2015	Qtr 4, 2015	Qtr 1, 2016	Qtr 2, 2016	Qtr 3, 2016
2145	Petroleum Engineers	0 (0)	0 (0)	2225 (5)	3266 (7)	3803 (8)	1953 (4)	1148 (3)	1312 (3)	1333 (3)	1231 (3)	1266 (3)	1312 (3)	1333 (3)	1219 (3)	1299 (3)	817 (2)	0 (0)
2147	Computer Engineers (except Software Engineers and Designers)	0 (0)	0 (0)	494 (1)	726 (2)	845 (2)	434 (1)	255 (1)	291 (1)	296 (1)	273 (1)	282 (1)	291 (1)	296 (1)	271 (1)	288 (1)	182 (1)	0 (0)
2151	Architects	0 (0)	0 (0)	2802 (6)	3750 (8)	4015 (8)	2282 (5)	1027 (2)	1155 (3)	1170 (3)	1067 (3)	1104 (3)	1155 (3)	1170 (3)	1056 (3)	1129 (3)	989 (2)	544 (2)
2231	Civil Engineering Technologists and Technicians	0 (0)	0 (0)	4532 (9)	6289 (13)	6973 (14)	3801 (8)	12659 (25)	14107 (28)	14269 (28)	12776 (25)	13366 (26)	14107 (28)	14269 (28)	12624 (25)	13678 (27)	13557 (27)	9592 (19)
2234	Construction Estimators	0 (0)	0 (0)	1236 (3)	1596 (4)	1649 (4)	979 (2)	2631 (6)	2956 (6)	2990 (6)	2672 (6)	2798 (6)	2956 (6)	2990 (6)	2639 (6)	2864 (6)	2868 (6)	2064 (4)
2251	Architectural Technologists and Technicians	0 (0)	0 (0)	494 (1)	726 (2)	845 (2)	434 (1)	255 (1)	291 (1)	296 (1)	273 (1)	282 (1)	291 (1)	296 (1)	271 (1)	288 (1)	182 (1)	0 (0)
7201	Ironworkers - Rodman General Foreperson and Foreperson, Structural General Foreperson and Foreperson	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	522 (1)	9774 (19)	14371 (28)	9254 (18)	11320 (22)	13578 (27)	11742 (23)	4787 (10)	0 (0)	0 (0)	0 (0)
7203	Plumbers and Pipefitters - Pipefitters General Foreperson and Apprentices	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	21 (1)	179 (1)	225 (1)	54 (1)	539 (2)	1503 (3)	1100 (3)	0 (0)	0 (0)	0 (0)	0 (0)
7204	General Foreperson and Foreperson for the following categories: Carpenters and Joiners - Scaffolder, Carpenter (Formwork, Stopends, Accessway)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	57 (1)	1125 (3)	1966 (4)	1371 (3)	1659 (4)	1801 (4)	1406 (3)	508 (1)	0 (0)	0 (0)	0 (0)
7205	General Foreperson and Foreperson for the following categories: Bricklayers and Allied Crafts - Concrete Finisher, Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1016 (2)	8428 (17)	11855 (23)	8480 (17)	11538 (23)	12715 (25)	12355 (24)	5353 (11)	763 (2)	789 (2)	598 (2)
7236	Ironworkers - Rodman Journey Person and Apprentices, Structural Journey Person and Apprentices and Journey Person (shop)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	4896 (10)	186697 (360)	174400 (336)	86754 (167)	106120 (205)	127278 (245)	110093 (212)	44878 (87)	0 (0)	0 (0)	0 (0)
7252	Plumbers and Pipefitters - Pipefitters Journey Person and Apprentices	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	201 (1)	1677 (4)	2104 (5)	504 (1)	5048 (10)	14084 (28)	10313 (20)	0 (0)	0 (0)	0 (0)	0 (0)
7271	Journey Person and Apprentices for the following categories: Carpenters and Joiners - Scaffolder, Carpenter (Formwork, Stopends, Accessway)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	665 (2)	13131 (26)	22953 (45)	16005 (31)	19360 (38)	21020 (41)	16413 (32)	5924 (12)	0 (0)	0 (0)	0 (0)
7302	General Foreperson and Foreperson for the following categories: Plant Operators (Crane Operator, Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1801 (4)	2002 (4)	2024 (4)	1804 (4)	2172 (5)	2348 (5)	2374 (5)	1962 (4)	1936 (4)	2002 (4)	1518 (3)
7521	Journey Person and Apprentices for the following categories: Plant Operators (Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	15381 (30)	17090 (33)	17277 (34)	15399 (30)	18777 (37)	20333 (40)	20556 (40)	16899 (33)	16526 (32)	17090 (33)	12958 (25)
7611	Journey Person for the following categories: Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	13674 (27)	54120 (105)	72499 (140)	53490 (103)	70204 (136)	76985 (149)	75171 (145)	36714 (71)	12942 (25)	13383 (26)	10147 (20)

APPENDIX B

Construction Phase Procurement Opportunities

Table B.1 Construction Phase Procurement Opportunities

Major Equipment Packages	Potential Supplier Locations		
	NL	Other Canada	Foreign
Graving Dock Construction			
Road upgrading	X	X	
Water supply connection	X	X	
Power supply connection	X	X	
Concrete batch plant		X	X
Supporting buildings (offices/mess/medical clinic/temporary sheds)	X	X	
Site excavation	X	X	
Berm construction	X	X	
Spoils disposal	X	X	
Pumps (site dewatering)		X	X
Settling pond	X	X	
Fencing	X	X	
Site security	X	X	
Diesel fuel	X	X	
Waste disposal	X	X	
CGS Construction			
Cement	X		
Aggregate and add mixtures	X		
Rebar	X		
Construction of structural steel	X		
Dewatering pumps		X	X
Tower crane		X	X
Hoists	X	X	
Slipforms	X	X	
Magnetite ballast	X	X	
Conductor frames	X	X	
Guide frames	X	X	
Stair tower	X	X	
Ladder tower	X	X	
Vertical pipe guides	X	X	
Caisson roof false work	X	X	

Major Equipment Packages	Potential Supplier Locations		
	NL	Other Canada	Foreign
Cap slab false work	X	X	
Tubulars			X
Seawater inlet and ballast manifolds	X	X	
Dill cutting shoots	X	X	
Pipework clamps and guides	X	X	
Topsides			
Living quarters	X	X	X
Integrated deck		X	X
Drilling equipment set		X	X
Flare boom assembly	X	X	X
Helideck	X	X	X
Lifeboat stations	X	X	X
CGS Tow Out and Topsides Integration			
Tow out channel dredging			X
Berm removal			X
Tow out tugs	X	X	
Accommodation vessel		X	X
Assistant tug	X	X	
Supply vessel	X	X	
Diesel fuel	X	X	
WHP Tow Out, Hook up and Commissioning			
Tow out route survey	X	X	
Tow out tugs			X
Flowlines, risers, umbilicals			X
Dive support vessel			X
Construction vessel			X
Custom brokerage	X	X	
Diesel fuel	X	X	

APPENDIX C

Table C.1 Diversity Targets

Table C.1 Diversity Targets

Category	NOC Code	Occupations	NL Female Labour Force, 2006 (%)	NL Female Graduates 2006-2011 (%)	WREP Req. (Peak)	Target (% and peak #)	Rationale
Managers and other Professionals	0113	Purchasing Managers	11.1	-	2	30 (4)	Based on federal participation statistics
	1225	Purchasing Agents and Officers	36.9	-	6		No target provided for administrative positions because women dominated
	2234	Construction Estimators	0.0	0.0	6		
Engineers	2131	Civil Engineers	14.6	30.1	71	20 (14)	~ 40% of graduates from MUN Civil Eng. Program are women; this is far above the level of women graduates in other engineering programs so a separate target has been established
	0211	Engineering Managers	4.8	-	21	15 (17)	Based on federal participation statistics
	2133	Electrical and Electronics Engineers	6.8	18.7	21		Locally, % of women graduates from these programs ranges between ~0% (Computer Engineering) to 25% (Architects)
	2132	Mechanical Engineers	6.8	17.3	25		2012 WR Project participation rate - 17%
	2134	Chemical Engineers	25.0	-	10		There are no local programs for industrial, geological, or petroleum engineering, which may hamper recruitment
	2141	Industrial and Manufacturing Engineers	10.7	-	8		Specific efforts are recommended in fields with particularly low participation (Computer and Electrical Engineering)
	2144	Geological Engineers	0.0	0.0	9		
	2145	Petroleum Engineers	21.1	-	8		
	2147	Computer Engineers (Except Software Engineers and Designers)	8.7	8.9	2		
2151	Architects	0.0	21.8	9			
Technicians and Technologists	2231	Civil Engineering Technologists and Technicians	6.8	23.1	28	20 (9)	Based on % of graduates locally. Local graduate rates far exceed federal participation statistics
	2251	Architectural Technologists and Technicians	16.7	35	2		2012 WR Project participation rate = 8% Assumes availability of workers previously employed on the Vale Long Harbour project

Category	NOC Code	Occupations	NL Female Labour Force, 2006 (%)	NL Female Graduates 2006-2011 (%)	WREP Req. (Peak)	Target (% and peak #)	Rationale
Foreperson	7205	General Foreperson and Foreperson for the following categories: Bricklayers and Allied Crafts - Concrete Finisher, Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	6.7	-	25	5 (3)	Based on federal participation statistics Assumes availability of workers previously employed on the Vale Long Harbour project
	7302	General Foreperson and Foreperson for the following categories: Plant Operators (Crane Operator, Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	0.0	-	8		
	7201	Ironworkers - Rodperson General Foreperson and Foreperson, Structural General Foreperson and Foreperson	0.0	-	28		
	7204	General Foreperson and Foreperson for the following categories: Carpenters and Joiners - Scaffolder, Carpenter (Formwork, Stopends, Accessway)	0.0	-	4		

Category	NOC Code	Occupations	NL Female Labour Force, 2006 (%)	NL Female Graduates 2006-2011 (%)	WREP Req. (Peak)	Target (% and peak #)	Rationale
Trades (Apprentice and Journey Person)	7521	Journey Person and Apprentices for the following categories: Plant Operators (Heavy Equipment Operator, Construction Equipment Operators [Stressing, Slip])	2.0	13.7	67	15 (10)	Based on % of graduates locally. Local graduate rates far exceed federal participation statistics Assumes availability of workers previously employed on the Vale Long Harbour project
	7271	Journey Person and Apprentices for the following categories: Carpenters and Joiners - Scaffolder, Carpenter (Formwork, Stopends, Accessway)	1.1	10.2	41	12 (5)	
	7252	Plumbers and Pipefitters - Pipefitters Journey Person and Apprentices	2.5	7.5	5	5 (18)	
	7236	Ironworkers - Rodperson Journey Person and Apprentices, Structural Journey Person and Apprentices and Journey person (shop)	1.3	-	360		
	7611	Journey Person for the following categories: Laborers - Trades Helpers (Formwork, Concrete, Slip, Accessway)	11.7	-	150	20 (30)	Based on federal participation statistics Assumes availability of workers previously employed on the Vale Long Harbour project

Appendix D

Table D.1 Activity Schedule

Table D.1 Activity Schedule

Diversity Plan Activities	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Onward
	Graving Dock						Concrete Gravity Structure Construction						Installation				Operations						
Workforce Management																							
Diversity Advocate on Site																							
Climate Surveys every 6 months					♦		♦		♦		♦		♦		♦								
Accommodation Audits every 6 months					♦		♦		♦		♦		♦		♦								
Fund Childcare Study																							
Select Group / Terms of Reference																							
Study Period																							
Research Grants																							
Develop Terms of Reference																							
Annual Grants to Organizations						♦				♦				♦				♦				♦	
Career Opportunities Information Package																							
Establish WREP Diversity Working Group																							
Quarterly Meetings				♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦					
Offshore Apprentice Program																							
Evaluate / Scope																							
Develop Program																							
Implement Program																							
Scholarships																							
Develop Terms of Reference																							
Select Institution						♦				♦				♦				♦				♦	
Quarterly Reporting to the Province			♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦					
Annual Contractor Meeting				♦				♦				♦				♦				♦			
Annual Reporting to the CNLOPB																			♦				♦