

**DIVERSITY, EQUITY AND INCLUSION BEST PRACTICES FOR
MAJOR PROJECTS:
THE NEWFOUNDLAND AND LABRADOR OFFSHORE OIL
INDUSTRY**

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**Submitted by: Women in Resource Development
Corporation (WRDC)**

Report prepared by: Stantec Consulting Ltd.



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WOMEN IN RESOURCE DEVELOPMENT CORPORATION (WRDC) OVERVIEW

Women in Resource Development Corporation (WRDC) is a non-profit organization committed to **increasing women's participation in trades and technology**. With private and public funding, WRDC offers a variety of programs and services to address challenges surrounding the **attraction, recruitment, retention, and advancement of women** in these careers. Our key activities include:

- **career exploration** programs, education, and outreach (STEMforGIRLS)
- **career development and employment assistance services**
- **diversity, equity, and inclusion (DEI) consultation services and training**
- **research and collaboration with key stakeholders** to identify solutions to issues commonly identified by women in trades and technology.

For 25 years, WRDC has positioned itself as a key partner for advancing gender equality in the workplace. Our career practitioners have provided thousands of girls, women, and gender diverse individuals throughout the province with the knowledge, resources and supports they need to make informed career choices, and successfully train and advance in STEM (science, technology, engineering, and math) and skilled trades. Our workplace DEI specialists have assessed and supported hundreds of employers, delivered training to thousands of employees, provided linkages to skilled and qualified women, and worked directly with the operators, contractors, and sub-contractors of our province's natural resource projects. Our experienced research consultants have designed, implemented, and analyzed thousands of surveys, providing insight and evidence-based strategies to improve employee experiences, corporate culture, and inclusion.

WRDC is creating a local diverse skilled workforce and supporting employers, industries, and sectors in their efforts to create and maintain inclusive workplaces.



EXECUTIVE SUMMARY

Over the last 40 years, Newfoundland and Labrador (NL) has had considerable experience in Diversity, Equity and Inclusion (DEI) related to the onshore construction of five mega-projects and the offshore and onshore operation of four of them. The report documents this experience through a study of these projects and other industry-wide DEI activity. Secondary and primary research is used to identify 143 past and ongoing DEI initiatives in the industry, divided into those concerned with employment and those concerned with business access. These initiatives are classified in 12 groups:

- Legislation and Regulation
- Conferences and Forums
- Industry/Community Liaison Groups
- Training and Information Sessions
- Employment, Hiring, Training and Retention Programs
- Relationships with Educational Institutions
- Scholarships and Bursaries
- Internal Diversity Committees
- Career Fairs and School Programs
- Work Environment
- Bidding Processes
- Training and Mentorship of Businesses
- Monitoring and Reporting

The merits and shortcomings of these initiatives have been studied through key informant interviews of those with past and present DEI experience. The interviewees are individuals who work or have worked for operating companies, contractors, industry associations, regulators, and community groups.

Based on these interviews and other research, a total of 27 recommendations on desirable types of initiatives by project proponents, classified with respect to the above 12 groups, are presented. In addition, overarching best practice recommendations for action by proponents, and conclusions regarding DEI efforts, are identified.

The study concludes that legislation and regulation, and monitoring and reporting, are critical to success. It is also concluded that, for example, DEI initiatives are most successful when companies have a dedicated resource or champion who reports to senior management, that managers should “embrace DEI, rather than fight it”, and that collaboration between and within regulators, operators, contractors, industry associations, education institutions, and community groups is key.

The report ends with recommendations to the Impact Assessment Agency of Canada with respect to: providing guidance; requests to, or requirements of, project proponents; and, holding and supporting conferences and workshops.



ACRONYMS / ABBREVIATIONS

CAPP	Canadian Association of Petroleum Producers
CNLOPB	Canada Newfoundland and Labrador Offshore Petroleum Board
DEI	Diversity, Equity, and Inclusion
GBA+	Gender-Based Analysis Plus
GBS	Gravity-Based Structure
FPSO	Floating Production, Storage and Offloading
LGBTQIA2S+	Lesbian, gay, bisexual, transgender and/or gender expansive, queer and/or questioning, intersex, asexual, and two-spirit
NL	Newfoundland and Labrador
NLOWE	Newfoundland and Labrador Organization of Women Entrepreneurs
NOIA	Newfoundland and Labrador Oil Industry Association
OAWA	Office to Advance Women Apprentices
WRDC	Women in Resource Development Corporation
WREP	White Rose Extension Project



Diversity, Equity, and Inclusion Best Practices for Major Project: The Newfoundland and Labrador Offshore Oil

Industry

Introduction

INTRODUCTION

Diversity, Equity, and Inclusion (DEI) in the Newfoundland and Labrador (NL) offshore oil industry has been a topic of public and regulatory concern for almost 40 years, with it being the subject of an initial conference in 1985. This history has seen other conferences, workshops, reports and, since 2002, the development and implementation of offshore field development project diversity plans required by the regulator, the federal/provincial Canada-Newfoundland and Labrador Offshore Petroleum Board (CNLOPB).

To date, these plans have applied to the onshore construction of five mega-projects and the offshore and onshore operation of four of them. They have seen the implementation of numerous initiatives designed to facilitate the employment of a diverse workforce and the contracting of work to businesses owned and operated by diverse groups. These petroleum industry-related requirements also led to similar requirements for entirely onshore projects: since 2007, the Government of NL has required that proponents of resource development projects develop and implement Gender Equity and Diversity Plans, including a Women's Employment Plan, to increase diversity in hiring and retention and enhance positive project benefits.

A 2011 'Scan of Gender Equity Policies and Practices', prepared for the NL Department of Natural Resources, examined the effectiveness of large, oil industry project-based DEI initiatives in NL and in Queensland (Australia), Québec, Manitoba, and South Africa. While the comparison jurisdictions were selected because they were thought to be progressive in dealing with DEI on major natural resource projects, the research concluded that NL was on a par with, and often more advanced than, them. Project interviews and the literature suggest that this is still the case, or that the gap has widened.

Given this, and the increased federal concern with DEI as reflected in the 2019 *Impact Assessment Act's* requirement for Gender-Based Analysis Plus (GBA+), this study examines this history and the effectiveness of NL's oil industry initiatives, identifying proponent best practices and recommendations for future action. The findings will have application to the construction and operation of large projects across Canada and in a wide range of industries.

Objective

The objective of the study is to establish past, present, and recommended future best practices with respect to DEI on development and operation of large projects through a documentation of experience related to NL offshore oilfield development projects.

Methods

The research was undertaken in several phases, which are described below.



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Initiation:

In this phase, the research team:

- Reviewed and finalized the research goals and methods.
- Established primary and secondary information sources on offshore oil industry DEI initiatives, including those in project diversity plans.
- Identified initiatives from these sources.
- Held an initial meeting of the study Advisory Committee comprised of selected representatives of community organizations, industry and government who have knowledge of DEI issues and considerations regarding oil and other industries. WRDC and the study team met with the Advisory Committee periodically to receive input on matters pertaining to the research and its use.

Initial Assessment of Initiatives:

Assessment of the effectiveness of DEI initiatives was based on:

1. Secondary research. This involved a review of oil company, industry association, CNLOPB, academic, WRDC, Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE), and other community group, websites and materials to collect quantitative and qualitative information related to the implementation and success of DEI initiatives. Materials included, for example:
 - The annual operator DEI reports to the CNLOPB, as posted on its website.
 - Reports on Husky Energy’s (now Cenovus’) annual Diversity Forums, which provide DEI information and describe White Rose and West White Rose initiatives undertaken by the company, its main contractors, and other stakeholders.
 - Relevant reports and other materials held by the Energy NL (formerly NL Oil Industry Association (NOIA)) and Canadian Association of Petroleum Producers (CAPP).
 - Reports and papers from community group/academic research projects undertaken using the Harris Centre (Memorial University) West White Rose Diversity Research Fund.
 - Material in the archives of WRDC, NLOWE and other community groups. In the case of WRDC, this includes 25-years of documents and files related to the implementation of DEI initiatives. The documents include proposals, summary project reports, research reports and published literature.
2. Primary research. This took the form of interviews with current and past representatives of the four current and prospective operating companies (ExxonMobil, Suncor, Cenovus, and Equinor), industry associations, community groups, and federal and provincial government agencies, including the CNLOPB. These interviews sought input on the effectiveness of the diversity planning process, individual diversity plans, and their approaches, topics and initiatives, together with



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opinions with respect to current and potential best practices. The interviews also aimed to identify initiatives additional to those identified in the previous phases, gaps in initiatives undertaken to date, and potential future initiatives and approaches.

Review Workshop:

A workshop was held to present and review the draft findings and discuss ways forward regarding DEI in offshore oil and other large projects. Participants in the workshop included representatives of community groups and oil and mining companies, primarily identified based on the interviews.

Reporting:

The findings of the primary and secondary research, as well as input received by the Advisory Committee and through the workshop, were synthesized into a report, documenting the initiatives undertaken to date and their effectiveness, and identifying potential future initiatives and approaches, and best practices. When appropriate, the discussion of best practices was illustrated by short case studies.

Report Structure

This report provides a history of DEI in the NL oil industry. It then describes early activity and initiatives, which extend back to at least 1985. This is followed by a description of DEI initiatives since and including 2002. Based on secondary and primary research, these more recent initiatives are brought together in 12 groups. Each is described, with example initiatives provided, followed by interviewee perspectives on the value of the initiatives grouping. The last section of the report contains report-based recommendations for action by the Impact Assessment Agency of Canada (the Agency).



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Diversity in the Newfoundland and Labrador Oil Industry

DIVERSITY IN THE NEWFOUNDLAND AND LABRADOR OIL INDUSTRY

Early Activity and Diversity Initiatives

Offshore petroleum activity in Newfoundland and Labrador began in 1963, with the first exploration well being drilled in 1966. The industry has experienced fluctuating levels of exploration, development, and production activity over the succeeding decades. In the first case, the pace of exploration has varied in response to varying levels of success, changing oil prices, and the availability of government support (e.g., federal Petroleum Incentive Plan grants in the 1970s). Exploration, including both drilling and seismic activity, peaked in the early-1980s, with minor other peaks in the mid-1990s and late-2000s. This exploration led to the discovery of the Hibernia oilfield in 1979, the Hebron field in 1981, the Terra Nova and White Rose fields in 1984, and discoveries in the Flemish Pass, including Mizzen (2009), Harpoon (2013), and Bay du Nord (2013).

The first development activity, on the Hibernia field, did not start until 1990. Since then, three other Grand Banks oilfields and some of their satellite fields have been brought into production. The construction of a concrete wellhead platform, for accessing other satellite fields, is in progress. In each case, these projects involved onshore construction megaprojects in NL, followed by the offshore installation of, and production from, each of them. Large labour forces, and a wide array of goods and services, have been required. There is the prospect of further such activity and requirements given high levels of interest in the development potential of a fifth field, Bay du Nord.

Hibernia: The approximately \$5.2 billion development of this field, including the construction of a concrete gravity-based structure (GBS) and some topsides components at Bull Arm, in Eastern Newfoundland, started in 1990. The GBS and topsides were mated in early 1997, and the complete platform was towed to the field in time for first oil production later that year. Hibernia produced its one billionth barrel of oil in late 2016.

Terra Nova: In 1998, Petro-Canada (now Suncor) decided to develop the Terra Nova field using a floating production storage and offloading (FPSO) vessel with a South Korean-built hull but with much of the topsides fabrication and installation occurring at Bull Arm. The FPSO arrived at the field in 2001 and produced first oil in early 2002. The total Terra Nova pre-production capital expenditures were approximately \$2.8 billion.

White Rose: Husky Energy's (now Cenovus') work developing this field started in 2002. Like Terra Nova, White Rose uses an FPSO with a hull built in South Korea. Much of the topsides fabrication and installation work for the SeaRose FPSO occurred in Marystown, Newfoundland, while some fabrication work, and the testing of some sub-sea components, took place at Bull Arm. The project had a total capital cost of approximately \$2.35 billion and first oil was produced in November 2005.



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In 2013, Husky announced plans to develop the satellite West White Rose project, using a concrete GBS platform built at Argentia, Newfoundland. After various delays related to fluctuating oil prices and the Covid pandemic, in early 2022 Cenovus and its partners announced they were proceeding with this megaproject. It will feed additional oil to the SeaRose FPSO, adding an expected 14 years of production to production from the field. Further expenditures total approximately \$1.6 billion to \$1.8 billion for the completion of the platform, and \$400 million to \$500 million for subsea drilling and completion work and extending the life of the SeaRose.

Hebron: The CNLOPB approved the Hebron development plan application in 2012. The project was sanctioned by ExxonMobil and its partners in 2013. Construction of the GBS production platform began at Bull Arm in 2012, and four of the six components of the topsides of the GBS were produced at various locations throughout NL, including Bull Arm, Port aux Basques, Marystown, and Mount Pearl. Integration of the topsides’ modules and mating onto the GBS was completed in late 2016, and the platform was towed out and placed on the ocean floor in June 2017. Hook up and commissioning were completed in the fall of 2017 and the project produced first oil in November 2017. The capital cost for the project is estimated at \$14 billion and it is estimated to have a 30-year lifespan (NLDF 2018).

Bay du Nord: This potential project is based on several oil discoveries in the Flemish Pass basin, some 500 km northeast of St. John’s. The first discovery was made by Norwegian-based Equinor in 2013, and there have been several additional discoveries since then. Equinor is considering developing the Bay du Nord field using an FPSO, which also is a suited solution for tie-back of adjacent discoveries and future prospects. It is estimated that the Bay du Nord project would cost \$16 billion to develop and produce 500 to 1,000 million barrels over several decades. Equinor estimates that this project would create the equivalent of 16,000 jobs. In April 2022, the federal government approved the Bay du Nord environmental assessment.

Concern with Diversity

The 1985 Atlantic Accord is a federal/provincial agreement regarding the regulation of NL’s offshore oil industry. A key component, given the state of the province’s economy, was a requirement that it be the main beneficiary of the new industry. This led to a requirement that project proponents prepare for review a Benefits Plan. Section 45(4) of the legislation requires that this plan contain a diversity provision, specifically to ensure that underrepresented individuals or groups have access to training and employment opportunities and to enable those 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.

The CNLOPB’s guidance specifies that ‘Operators’ Benefits Plans for major developments are expected to include a Diversity Plan. ‘In the context of a Diversity Plan, designated individuals or groups are considered to include women, members of Indigenous groups, persons with disabilities and members of visible



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minorities. The Operator is expected to review, assess and apply models such as the federal Employment Equity Act, the Federal Contractors Program, and other models as appropriate in preparing its Diversity Plan. Such plans normally encompass employment equity measures with an explicit objective of facilitating the participation of designated groups’ (CNLOPB No Date).

As discussed above, offshore oil exploration drilling in NL commenced in 1966, leading to the first discovery in 1979. There was some initial interest in the effects of the commuting offshore work schedule of the predominantly male workers on local families, but the first explicit initiative to review the gender implications of the industry was ‘Women and Oil: An international Conference on Women and Offshore Oil’ held in St. John’s in the same year as the signing of the Atlantic Accord, 1985. The conference addressed two issues: the effect of the commute work pattern on the spouses and children of offshore workers; and the challenges faced by women employed by the industry. The research presenters on both topics came from Norway, Scotland, and NL. Those from Norway and Scotland indicated that this was the first international conference on these oil industry topics. Six conference papers were subsequently published in ‘Women, Work and Family in the British, Canadian and Norwegian Offshore Oilfields’ (Macmillan 1988).

A follow-up international conference, ‘Fueling the Future’, was held by Memorial University’s Harris Centre in 2011 and allowed a review and discussion of the progress made regarding women in the offshore oil industry in NL, Scotland and Norway.

Further pursuing this interest, Women in Trades and Technology (WITT) studied the experience of women working on the Hibernia construction project, which employed at peak nearly 7,000 people. ‘Women, Employment Equity and the Hibernia Construction Project’ (WITT 1986) found that:

‘Inappropriate training, unfair hiring practices, inappropriate work practices and equipment, inappropriate accommodation, sexual and gender harassment, family responsibility problems and a wide range of other factors militated against [women’s] participation in the labour force’ (51).

This included finding that: ‘... there were several restrictions on women’s access to training in occupations where they were underrepresented’ (47), ‘[There was] a consistent upgrading on men’s qualifications and work history and, conversely, a consistent downgrading (or making invisible) women’s’ (48), and ‘Those who did obtain jobs on the site were often allocated work which was inappropriate for their skill level.’ (47)

It was concluded that: ‘all parties in the Hibernia construction project – unions, management, contractors, HMDC [the Hibernia Management and Development Company], and the federal and provincial governments – share responsibility for the failure to adequately address employment equity issues, including gender and sexual harassment. Employment initiatives were weak and given inadequate levels of support by the project. Moreover, the policies in existence were inadequately monitored and enforced



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Diversity Initiatives and Recommendations

by government.’ (50) (For more on DEI and the Hibernia construction project, see Hart and Shrimpton 2003.)

The WITT study led to the establishment of WRDC and was influential of, and discussed in, WRDC’s 2001 brief and presentation to the White Rose project environmental assessment public hearings. Given the Atlantic Accord diversity provisions, gender issues were clearly within the purview of the White Rose Review Panel, and WRDC’s intervention in the White Rose project review process led to a requirement that it and subsequent projects have and implement a Diversity Plan (later called Gender Equity and Diversity Plan).

DIVERSITY INITIATIVES AND RECOMMENDATIONS

The White Rose public review decision led to increasing numbers of initiatives seeking to increase DEI in the NL offshore oil industry. These included initiatives by operating companies in their project Diversity Plans. Some of these operator initiatives involved community groups, and there were additional initiatives by such groups, as well as by governments, industry associations, and academe.

In total, this research project identified approximately 140 DEI initiatives. An analysis of them established that they can be grouped into 12 categories. Many initiatives were concerned with several underrepresented groups. Of those focused on a specific group, most were directed at increasing the participation of women and the companies they own and/or operate; there were fewer concerned with persons with disabilities, and very few concerned with visible minorities and Indigenous people. In the latter cases, the authors believe it is only recently that NL has become home for substantial numbers of visible minorities, and most of its Indigenous population live in Labrador, far from the centres of offshore petroleum activity.

This section describes each of the 12 categories of initiative, provides some examples, summarizes interviewees’ observations as to their value and cost effectiveness, proposes best practices for project proponents, and provides some general proponent DEI best practices and overall conclusions. In the case of impact assessments, it is recommended to the Agency that proponents include these best practices among their effects mitigation and enhancements, implementing them if the project is approved and moves ahead. In most cases, the proponent should seek to have the proposed best practices adopted by its major contractors.

Legislation and Regulation

As has been previously described, the Atlantic Accord, the subsequent requirement for Diversity Plans, and Government of NL initiatives were key to advancing DEI in the industry. Interviewees spoke to the critical role of such legislation and regulation in this, not only because such requirements drove the concern of such matters, but also because it provided operator DEI staff and others with support in



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implementing initiatives. They could tell managers and contractors that their proposed interventions were not just nice to do, and hence rejectable, but required. This created “pressure down” and was a “regulatory hammer”, greatly assisting the implementation of such initiatives. The hammer was also effective in getting corporate headquarters to facilitate DEI matters, including the collection of data for monitoring and reporting. This process was greatly aided by the creation of such government agencies as the provincial Women’s Policy Office.

Building on the requirements of the Atlantic Accord, as well as recommendations from the Province’s Skills Task Force Report (Government of NL 2007a), the Government of NL broadened the application of the Atlantic Accord requirement, including to non-oil energy projects, with an emphasis on women in the trades. It outlined policy actions to increase diversity in the energy sector in its Energy Plan, *Focusing Our Energy* (Government of 2007b). These actions included:

- Working with the Nunatsiavut Government and Indigenous groups to identify potential employment and training opportunities.
- Working with stakeholders to ensure that underrepresented groups have full access to employment opportunities.
- For large-scale projects fully within NL’s regulatory jurisdiction, requiring proponents to include Women’s Employment Plans, stating corporate objectives to achieve employment equity for women in all project phases.

The 2007 Energy Plan also required energy project proponents to consider special measures to attract and secure women for occupations where they are under-represented and to set initial goals based on the availability of women in these occupational categories, as identified by Statistics Canada’s Employment Equity Data Report, and longer-term goals to increase representation of women in each occupational group where under-representation has been identified (Government of NL 2007b). As a result of these measures, diversity professionals have become part of project teams and community groups such as the Office to Advance Women Apprentices (OAWA) were established to encourage, facilitate, and monitor the entry of women into the trades (WRDC 2019).

Interviewees noted that, in addition to implementing and enforcing DEI requirements, government agencies must be active participants in the DEI process. In the case of the CNLOPB, it was thought that it was largely a recipient and disseminator of required diversity information, with only a limited direct engagement with other organizations. In the words of one interviewee, the Board needs to ‘catch-up’ with the other players in this regard.

Interviewees also felt that the above role is critical for consideration of DEI, it is important that regulators require a better monitoring of commitments and greater accountability from proponents.



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Diversity Initiatives and Recommendations

Conferences and Forums

As was described above, the 1985 Women and Oil: An International Conference on Women and Offshore Oil, which examined the challenges faced by women employed by the industry, served to facilitate interest in this topic and ways in which it might be addressed. While some interviewees were unaware of this very early initiative, others saw it as the starting point in addressing DEI issues in the NL offshore oil industry, which also promoted activity in other resource industries. The 2011 ‘Fueling the Future’ conference reviewed and built upon the earlier event.

These and subsequent conferences, including ones not directly related to diversity, can be culture builders. In the latter case the recent annual conferences of Energy NL (previously NOIA) are seen as particularly valuable, with the organizers seeking to have diversity being reflected in speakers, session chairs and registrants. In addition, driven by other forces, many recent Energy NL conference presentations acknowledge diversity goals and share successes, reflecting and contributing to the development of a DEI culture. Such presentations include ones by senior industry executives, and this is seen as reinforcing their commitment to DEI goals and initiatives.

Energy NL also requests that operators sponsor an extra seat or two at the conference and these tickets are passed along to members of Inclusion NL, NLOWE, and other community groups as well as education institutions such as College of the North Atlantic (CNA). Lastly, Energy NL now presents a diversity award at its annual conference, the first of which went to a representative of Cenovus. Such Energy NL conference initiatives are seen as largely a result of the leadership of the organization’s CEO, Charlene Johnson.

Big conferences were also seen as a valuable tool for initiating relationships between project proponents and community groups, including providing the latter with a clear picture of projects and the limitations to proponents’ actions, and educating proponents to DEI issues and how they can be addressed.

Another initiative, the face-to-face White Rose Diversity Forums, held annually between 2003 and 2019, were seen as very successful because they brought together representatives of Husky Energy (now Cenovus), its partners and contractors, regulators, and community groups. This included having a mix of representatives at each table and having them work together answering questions as a facilitated component of the Forums. Interviewees indicated that such collaboration, and the relationships that resulted (“creating a community”), were very important in promoting DEI. The merits of the Forums included moving beyond criticisms to the sharing of innovative solutions. The more recent virtual Forums, introduced in response to the Covid pandemic and continuing since that time, were considered much less effective. The lack of information related to Cenovus’ DEI initiatives and their success was also seen as a step in the wrong direction.

Transfer of knowledge through conferences is important, and they provide great opportunity for making connections. When companies learn what others are doing to advance DEI, they often establish similar



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initiatives. However, the participants in these events are not usually members of diverse groups/business owners – supplier sessions are more useful in some ways.

Based on the above history and interviewee input, it is recommended that project proponents commit to:

- Supporting and participating in DEI-related conferences, including DEI considerations in its conference presentations.
- Holding regular multi-party and preferably face-to-face diversity forums.

Industry/Community Liaison Groups

As was noted above, interviewees stressed the importance of a regular process of collaboration, especially between community groups and operators and contractors; one operating company interviewee described such collaboration as “really critical”. For another interviewee, “this is where diversity and inclusion needs to happen” and this person applauded the “fantastic” community groups involved, given the information and supports they provide. However, it was also noted that there is a shortage of information from operators and contractors to community groups, informing them about project requirements and processes.

Large numbers of community groups are concerned with different aspects of diversity (e.g., WRDC and NLOWE). Each requires operator and sometimes contractor attention, and many approach these companies for funding of the organization, programs or initiatives. For example, funding from Husky Energy and ExxonMobil was critical for WRDC’s charitable arm and its career exploration programs for girls from its start in 2002 until the price of oil fell. However, while of relatively low cost in the context of overall operator and contractor expenditures, one proponent representative expressed concern about the administrative costs of dealing with so many organizations. It was suggested that the companies instead contribute to a funding pool that would manage its distribution.

Liaison processes are often formally established. For example, Husky Energy worked with representatives of DEI groups to develop an information package on career opportunities in the oil industry designed to be accessible to youth in the target groups, and the Hebron Diversity Plan included conducting a commitment to consultations with local organizations and business networks to identify businesses owned or led by individuals from designated groups.

Understandably, it was the operating companies that were mainly responsible for such initiatives. For example, this included them working with the main construction contractors and the OAWA to identify and implement initiatives to increase the number of female apprentices. On the diverse business development side of things, companies committed to consulting with NLOWE and other local organizations and business networks to identify companies that are majority owned, managed, and controlled by individuals from designated groups and supporting diverse business development.



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Most interview participants agreed that liaison between industry and community groups is generally beneficial to all parties; some interviewees described it as very important. For instance, relationships between operators and community groups exposed the latter to potential job opportunities and educated operator employees regarding DEI matters.

Community groups were once seen as an external threat to companies and projects, but they are often now seen as allies, commonly receiving operator financial support which in many cases was very important to the existence and functioning of the group. The benefits of this company/community group relationship include the latter’s provision of DEI expertise. In the early days companies knew little about the topic and were able to learn from community groups. Overall, the relationships between operators and contractors were seen as having flourished over the years, which is not to say that community groups do not “call out” companies when they consider this necessary. Some community group interviewees reported that they have been approached by operators or contractors in order to tick a box in reporting but had not followed through on commitment to work together.

One community group interviewee indicated that their organization has been able to provide information and education on diversity planning when operators reached out to them for help. Relationships with community groups have helped members of DEI groups get internships with operators.

In conclusion, project proponents should commit to:

- Establishing, promoting, and participating in industry/community liaison groups.
- Funding and supporting DEI-relevant community groups.
- Considering, and have their contractors consider, local DEI businesses owned and led by individuals from underrepresented groups, prior to making procurement decision.

Training and Information Sessions

Training and information sessions have been used by both operating companies and industry associations. In the latter case the focus has been business development, with CAPP holding an Indigenous Safety and Offshore Engagement Training session to discuss community safety issues and strategies, develop awareness about industry safety, and set groundwork for offshore supply chain opportunities, while Energy NL held a supplier development session to help under-represented groups which sometimes have difficulty navigating the oil industry procurement process. Husky Energy also held a White Rose Extension Project (WREP) construction phase business opportunities workshop to introduce diverse company representatives to Husky and main contractor procurement personnel. Training and information sessions aimed at preparing diverse-owned companies to bid on work and career development sessions for women seeking careers in the oil industry have been successful.

Other employment-related training and information initiatives have included:

- Project specific information sessions specifically targeted at designated groups.



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- Corporate and contractor diversity awareness and potential responses training.
- Inclusion NL (organization representing persons with disabilities) training for employment.
- An employment equity event for people with disabilities.
- A Supplier Diversity Program established to connect with and offer services to local, diverse business owners looking to grow as entrepreneurs in the energy supply chain.
- Supplier forums specifically targeted at diverse owned companies.

WRDC offers DEI training (including train-the-trainer) for operators, contractors, and subcontractors such as Creating a Respectful Workplace, Diversity Inclusion & You, Managing a Diverse Workforce, and Inclusive Leadership

Interviewees considered the types of training and information sessions described above as “vital,” but major day-to-day pressures on companies are a constraint to their holding them. It was thought that this can best be addressed through the work of industry associations, which can and do play a key role. It was also thought that company session information that supports diversity in a workplace is sometimes not communicated throughout the company.

Project proponents should commit to:

- Initiating, supporting and/or participating in DEI training and information sessions.
- Including DEI subject matter in all training and information sessions.

Employment, Recruitment, Training and Retention Programs

All operating companies have employment and hiring programs. In one initiative that is now common through all industries, the Hebron Diversity Plan requires that advertised job postings state the company’s commitment to providing equitable treatment and opportunity to all individuals and use gender-inclusive and culturally sensitive language. Other common initiatives seek to develop a strategy to increase women’s representation in management through mentoring, special assignments, management training, the creation of junior management bridging positions, and targeting specific positions for women. Most companies also provide anti-harassment training for managers and supervisors.

In some more inventive initiatives:

- Suncor established a national summer Indigenous Student Program. Starting with eight positions in 2015, it grew to having over 80 positions.
- In another example, as part of its White Rose Extension Project Husky Energy worked with the main construction contractors and the OAWA to identify and implement initiatives to increase the number of women apprentices.



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- Husky, and now Cenovus, undertakes workplace ‘climate surveys’ with employees to assess their workplace experiences, including direct questions on harassment and disrespectful behaviors, as well as analysis by demographic to determine experiences of the equity groups.
- While Husky did not have an internal affirmative action program given the highly skilled and specialist nature of most positions, it encouraged contractors to favour diverse individuals in skilled trades when they had the same qualifications as other potential workers, and associations and special interest groups are notified directly regarding recruitment advertising to ensure it reaches target audiences.
- To address construction challenges Husky had a diversity advocate on site. This person was independent of the contractor, not a member of the union, and reported to Husky, which required the contractor to address problems.
- Some oil companies approach community groups looking for candidates for internship placements, which can lead to permanent employment. Such relationships also educated operating and contracting companies about diversity matters.
- WRDC conducted recruitment events with Major Drilling to hire more women into starting positions on the Hibernia production platform.

As was noted above, one success has been increasing the number of women, and subsequently new Canadians, in engineering in university programs and hence senior positions within companies. However, interviewees noted that young people’s concerns about climate change, and thus the oil industry were reducing the supply of job applicants, with renewables and information technology being favored. This is seen as being less of a constraint in the case of companies also involved in renewables.

It is important to encourage and support junior employees. Employee diversity resource groups, each of which is concerned with a different group or aspect of diversity, are seen as being valuable in this regard. It was also noted that retention is more challenging than recruitment, and for that reason required additional attention. Another interviewee stressed the need to publicize champions and provide support to them.

It was recognized that “getting women offshore is always a challenge, especially when they have children.” This is the case in Norway, “where they have been progressive in so many areas of diversity.” Interviewees also noted that unions can be a challenge to DEI initiatives, and that contractors often want to employ trades people with whom they have had positive experiences on earlier projects. However, there has also been success in engaging with unions and building requirements for DEI into project agreements.

A corporate goal of being the employer of choice, of which DEI initiatives are seen as being important, is important regarding applications and hiring. A unionized workplace was also seen as positive in terms of such things as workplace environment, camaraderie, and making the workforce a ‘family’.

Project proponents should commit to:



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- Having a target of being an employer of choice.
- Establishing targets for hiring members of diverse groups.
- Undertaking workplace climate surveys to assess employee experiences.
- Encouraging, sponsoring and supporting junior employees who belong to diverse groups.
- Encouraging contractors to favour diverse tradespeople when they have the same qualifications as other candidates.
- Requiring the implementation of equity initiatives for recruitment and selection.

Internal Diversity Committees and Processes

It has been acknowledged, particularly in project diversity plans, that the creation of a “diversity culture,” like an organization’s safety culture, is an important step in achieving diversity throughout an organization. A diversity committee is a useful tool to communicate diversity initiatives to employees, to build respect and inclusion, to review the success of initiatives, and to provide a forum to discuss how members of diverse groups can be supported in an organization. However, it should be noted that some internal committees are only concerned with a single designated group, and many contracting companies do not have such committees. One interviewee stressed the importance of including Indigenous representatives early in the life of a project and maintaining their engagement throughout.

Larger operators have described the nature and achievements of their internal diversity committees. For example:

- Suncor currently has six networks, including ones for women, Indigenous People, and members of the LGBTQIA2S+ community, and networks for anyone interested in learning about and supporting inclusion and diversity. These employee inclusion networks help create a sense of belonging and community, support career development, and enhance two-way communication that enables employees to be engaged, feel supported and build understanding for diversity and inclusion.
- Until the project was delayed, there was a WREP Diversity Working Group, chaired by the Manager, Administration and Regulatory Affairs. Comprised of senior Husky Energy human resources, industrial benefits and government and community relations personnel and WREP contractor diversity managers, it met on a quarterly basis to review diversity matters and appropriate responses.
- Husky Energy, as one element of a national initiative, had voluntary regional diversity representatives, including two in NL. They receive employee concerns regarding DEI matters which they can take to the human resources department, if necessary, without identifying the person involved. (The overall need for a close liaison between DEI representatives and human resources personnel was also noted.) These representatives would meet in Calgary on an annual



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basis. Husky also had a national Diversity and Inclusion Council. These initiatives were considered positive not least because they indicated that DEI was a corporate concern.

Project proponents should commit to:

- Establishing and supporting internal DEI committees.

Work Environment

Work environment initiatives have sought to facilitate DEI during the construction and operation phases and at both onshore and offshore workplaces. One interviewee believes that the work environment is “key” to DEI success, and that “strong processes” are necessary. Such processes also provide companies with “an opportunity to shine,” enhancing their ability to attract high quality candidates for hiring.

In an example initiative, the White Rose Diversity Plan seeks to optimize remote working arrangements for employees, upon their request. This is a component of the company’s Global Flexible Working Guidelines, which promote and support the diverse needs of employees and to balance work and personal life. For the subsequent WREP, Husky worked with the provincial Department of Children, Seniors and Social Development (formerly Department of Child, Youth and Family Services) and WRDC, to explore the childcare requirements of women and men working on large construction projects, and possible responses. Other work environment initiatives seek to ensure that personal protective and other equipment is appropriate for all workers and provide workforce anti-harassment and cultural awareness training. In the more recent diversity plans there has also been a requirement to assess and monitor the culture of the worksites and workplaces. This requirement was developed in consultation with WRDC. WRDC supported this through the design and implementation of workplace culture & inclusion surveys (previously climate surveys).

Company offices commonly provide a generally positive work environment, although there are contactors that “only do what they have to do”, and such companies sometimes experience employee push back regarding DEI initiatives. The challenges are greatest at construction sites and offshore on rigs, platforms, and support vessels. This work commonly involves rotational work schedules, although digitalization is resulting in some remote work moving to urban locations, and thus to conventional schedules. This facilitates the employment of women and persons with disabilities. (However, in other industries remote workplaces may provide more employment opportunities for Indigenous people.)

Interviewees believe that, while corporate respectful workplace policies are common, they are not always implemented, especially when complaints are about a person with important skills or position.

Interviewees generally believe that all work environments need to consider the needs of its employees but that more work needs to be done; one interviewee spoke of a community group that still gets many calls from women who do not have what they need onsite from clothing to equipment and that the site



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managers have not been informed that they need to provide these items. Communication about diversity requirements must flow from the head of the company down to the site manager. Schedules (weeks on/off) should be reconsidered so that more women can work in construction and offshore. Climate surveys are extremely important for providing feedback and continuous improvement.

Project proponents should commit to:

- Ensuring that their and their contractor’s work environment supports DEI. This includes exploring the childcare requirements of women and men, and possible responses; ensuring that personal protective and other equipment is appropriate for all workers; providing workforce anti-harassment and cultural awareness training; and undertaking workplace climate surveys.

Relationships with Educational Institutions

Educational institutions such as Memorial University, the College of the North Atlantic (CNA), and the Marine Institute provide companies with valuable partners in delivering DEI initiatives. These include the White Rose Diversity Plan initiatives which saw Husky Energy establish relationships with such institutions and work with them to include designated group candidates in regular and co-op student positions and partnering with the CNA on a program to engage and mentor its students to become future employees, with a priority on recruiting members of designated groups.

The White Rose Extension Project Diversity Fund is an innovative research initiative. Funded by Husky Energy, Memorial University’s Harris Centre of Regional Policy and Development created an Employment Diversity Research Fund for joint academic and community DEI studies. Interviewees thought this is a great idea, funding as it did studies jointly undertaken by academic and community partnerships. However, there was a failure of implementation because of such things as academic research interests dominating, community groups being the junior partners, the complications of working through university research administration requirements, and operating company inexperience in managing such a program.

There was concern that there is often insufficient liaison between educational institutions and industry in planning programs and other initiatives, leading to their being designed with limited respect to industry needs. It is critical that operators communicate their skill needs. There have been examples of colleges educating numbers of students for a specialty that exceeds industry demand; colleges need more information from industry to better serve industry needs. And it was indicated that engineering students, who are now often members of designated groups, become overly specialized too soon. The industry wants to hire generalists and then have them specialize in-house. From that perspective co-op programs are highly valued, introducing students to the company and vice versa, thereby “feeding the industry from a human resources perspective”.



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Influencing young women to become engineers is seen as very valuable because operators and contractors employ large numbers of engineers, and they are commonly promoted into highly influential management positions. One interviewee described this success as being “transformative”.

Industry interviewees indicated that industry/institution relationships were very useful in helping the latter plan courses related to the oil industry. However, educational institutions are commonly thought to be passive, not proactive, when it comes to relationships with the industry, and educational institutions and especially professional schools and faculties may have to be educated regarding DEI matters.

Funding university Chairs is seen as having value, but only in the long-term. It takes time to initiate such positions and for them to take effect in promoting DEI.

Project proponents should commit to:

- Establishing relationships with educational institutions, educating them regarding the project and its DEI requirements, discussing course and course content, and supporting proponent/institution relations.
- Providing co-op placements to students who are members of designated groups.

Scholarships and Bursaries

In another example of industry/academic collaboration, Suncor provided female undergraduate students of Memorial University’s Faculty of Engineering and Applied Science with scholarships. They were awarded annually in terms five through eight to students interested in the oil sector and have graduated high school in NL. In 2012 Mobil, subsequently ExxonMobil, made a million-dollar investment in two CNA initiatives that aim to expand access to training opportunities for women, individuals with Indigenous status, persons with disabilities, and members of visible minorities. The first initiative, the Hibernia Project Diversity Endowment Fund, established the Hibernia Project Diversity Bursary and Hibernia Project Women in Industrial Trades and Engineering Technology Bursary programs. Additional monies established the Hibernia Project Assistive Technologies Fund to support people who have disabilities.

Similarly, Husky has a scholarship program which favors diverse candidates when they apply. While initiated under the West White Rose Project, it has subsequently continued independent of it from the company’s diversity budget.

It was noted that scholarships and bursaries can only achieve broad diversity success if applicants self-identify, and one interviewee noted that scholarships and bursaries are not as available to women in trades. These opportunities are generally given to women, diverse members enrolled in an education institution and not to women who would like to work in a trade but may not be in school yet.

From a business perspective, scholarships and bursaries are seen as relatively inexpensive and of considerable reputational benefit, not least because of the geographic distribution of recipients. The



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programs' greatest value is seen as being when, in the case of more mature students, the award is allied to a work placement. However, there is more commonly little ongoing industry contact with the recipients, which could allow a better understanding of the effectiveness of such awards.

One interviewee saw the Offshore Development Fund Offshore Career Development Awards, established under the Atlantic Accord, as a highly effective initiative from a NL economic development perspective, in that at an early stage of the industry's development it supported young professionals, including women, in getting experience through placements in other jurisdictions. Many subsequently took on senior roles, and were valuable role models, locally.

Overall, it was thought that while scholarships and bursaries are helpful, they have shortcomings, including not always reaching the people who need it, the criteria for them limiting applicants, and women who want to work in trades may not be enrolled in education program offering scholarships.

Project proponents should commit to:

- Funding DEI scholarships and bursaries.
- Ensuring scholarships and bursaries are accessible to members of underrepresented groups.

Career Fairs and School Programs

Husky Energy's website contained information and separate portals for schoolchildren, parents and educators on the oil industry, the Petroleum Industry Human Resource Committee's (PIHRC's) Career Quiz encourages students to answer questions about their interests to determine which areas of the oil sector might be suited to them. Representatives of PIHRC visit high schools to take teachers and students through the website. Its launch included Industry Career Days at the Marine Institute for grade 11 students, with industry speakers, tours of laboratories and simulators, and opportunities to meet one-on-one with industry professionals to find out about their careers.

Husky Energy and now Cenovus participate in school programs, career fairs, scholarship programs and other initiatives to promote careers in technical, engineering and trade/operational roles. This includes providing materials that reflect their commitment to diversity. They have also long participated in the Junior Achievement program. This is not specifically DEI oriented, but diverse employees are commonly involved.

Husky/Cenovus, Hibernia, Hebron, and contractors such as Pennecon have long been supporters of WRDC's career exploration programs for girls, such as STEMforGIRLS, providing critical funding as well as providing role models, activities, facility/worksite tours, resources, etc.

One benefit of such fairs and programs is that they educate students to the realities of, and opportunities in the oil industry, rather than the common image, of the industry. Reciprocally, they expose the industry representatives to student attitudes, interests, and perspectives, allowing the industry to fine tune



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diversity and other education and hiring programs. And like scholarships and bursaries, career fairs and school programs primarily have longer term benefits, but they are relatively low cost and contribute to corporate reputation.

It was noted that in recent years, the number of career fairs and school programs have been quite limited as a result of the Covid pandemic. Most participants thought these initiatives are great for creating awareness and that interviewees regard programs like STEMforGIRLS a youth exploration program, to be very important for exposing young women to careers in oil.

Project proponents should commit to:

- Funding and participating in career fairs and school programs.

Bidding Process Initiatives

Bidding process initiatives seek to facilitate the involvement of companies owned and operated by members of diverse groups. Examples seek to:

- Describe diversity requirements for supply of goods and services, in contracting documents (e.g., pre-qualification questionnaires, requests for expressions of interest, requests for proposals, and contracts).
- Educate diverse companies to such things as accounting requirements through a presentation by company accounting personnel.
- Encourage contracting companies to liaise with community groups and government agencies regarding bidding opportunities.
- Advise bidders that diversity will be a criterion considered in scoring bids.
- Adjust the scope of bid packages to remove barriers that might hinder the participation of diverse businesses.
- Ensure that procurement-related materials include text that indicates that proposals from diverse companies are especially welcomed.
- Provide an opportunity for diverse companies to identify themselves as such in bid documentation and verifying their validity.
- Provide diverse companies with feedback on tenders and bids to help them identify areas for improvement and to encourage capacity development.

Most operators and contractors are, given the nature of the industry, large and commonly international companies. Most diverse group owned and/or operated companies have thus far been quite small. This difference makes relationships challenging; “operators never see the companies that provide the sandwiches” and dealing with operators and contractors can be daunting for diverse companies. In the latter case, they may have great difficulty in understanding industry supplies and services needs and



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meeting the health and safety plan, accounting, insurance, and other standard requirements. Operators and contractors will also always find it easier to use current and larger sub-contractors. Increasing success in involving diverse companies is often frustrating because procurement decisions are almost always driven by best value, with little scope for DEI initiatives.

Furthermore, NLOWE had the experience where an operator requested that a woman-owned business bid on a piece of work so that they have at least one bid from a diverse company (which may be a requirement) but they had no intention of using that company or have already decided to award the contract to another company. Some interviewees would like operators to report how they are using the diverse business to ensure that they are not just seeking bids.

Interviewees also indicated that some international operators already had contracts in place before they arrived in NL and contracts were not available for local or diverse companies. In addition, many operators were in the practice of “bundling” contracts which could only be fulfilled by a large company. The provincial government and community organizations, such as NLOWE and WRDC, worked with operators to carve off pieces of work that could be bid on by small local diverse companies. As a result, operators began to see the benefits of working with diverse companies and looked for additional opportunities to involve them in projects. Some companies, including Hebron, provided targeted supplier diversity sessions to discuss opportunities for such business to participate in their project. Operators of the Hebron project created a database of diverse businesses to make it easier to contact them to bid on contracts and even paid for women-owned businesses to become certified so that they may participate in project opportunities.

Supplier diversity sessions held by NLOWE and NOIA (now Energy NL) were very good because they allowed for networking and establishing connections between project proponents and diverse owned businesses. Some participants noted that quantitative measurement of outcomes is required to fully understand the impact of these initiatives.

Project proponents should commit to:

- Supporting and undertaking bidding process initiatives.
- Using quantitative measures to determine the impact of initiatives.

Training and Mentorship of Businesses

Industry associations are again important players when it comes to training and mentoring diverse businesses. For example, Energy NL held a supplier development session to help under-represented groups navigate the oil industry procurement process, and CAPP held Indigenous Safety and Offshore Engagement Training to discuss community safety issues and strategies, develop awareness about industry safety, and set groundwork for offshore supply chain opportunities.



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A representative of CAPP indicated that the Indigenous Safety and Offshore Engagement Training sessions for suppliers have been successful in that they provided opportunities to share valuable information. However, the interviewee would like to understand if the information provided was useful to suppliers and if it was shared throughout the individual companies. Monitoring of how the sessions translated into outcomes would be very useful.

Husky Energy, and now Cenovus, have had several initiatives in this area. They include a Supplier Diversity Program established to connect with and offer services to local, diverse business owners looking to grow as entrepreneurs in the energy supply chain, and ensuring diverse companies are aware of specific standards, practices, qualifications or certifications requirements and provide them with information on how to meet them. These initiatives were seen as “lubricating the process” of advancing diversity, including within contractors. Husky has also held a construction phase business opportunities workshop to introduce diverse company representatives to its main contractors, procurement personnel. Technip is seen as a company that was impressive in its taking on DEI in the supply chain.

Project proponents should commit to:

- Supporting and undertaking the education and mentorship of DEI businesses.

Monitoring and Reporting

Just as there was a strong consensus that legislation and regulation are critical to delivering DEI progress, most interviewees consider monitoring and reporting essential for achieving the same ends. Several interviewees indicated that monitoring and reporting should be a standard requirement so that operators, contractors, and regulatory authorities can measure the effectiveness of diversity initiatives. It was thought that this would require that many companies have a different attitude towards monitoring and reporting, which they should see as “an opportunity to shine,” not a burden.

Diversity monitoring and reporting by offshore operators, by themselves and their contractors, is a requirement of the CNLOPB. However, a perceived shortcoming of the current system is that different companies use different data collection and reporting metrics, making it difficult or impossible to compare success and establish sector-wide measures of it. One interviewee argued strongly that the CNLOPB should standardize diversity reporting content and formats. This would address the above problem, plus simplify matters for the reporting companies: “it would be like doing one’s personal taxes; it may not be fun, but you know exactly what information is required. The regulator should just tell us what they need.”

As well as the “on the ground” benefits from monitoring and reporting progress in achieving DEI goals, doing so is important from an investment standpoint. Increasingly, globally and in NL, the investment community is requiring that companies provide quantitative data as evidence of their commitment to increasing DEI in projects.



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Several interviewees believe that it is important that monitoring and reporting be undertaken throughout the project value-chain. Initiatives undertaken by operators include requiring contractors to acknowledge the existence and importance of a diversity plan, appoint a manager responsible and accountable for DEI and monitoring, and reporting their compliance with the plan’s requirements.

Targets are generally seen as very important in undertaking monitoring and reporting. They are sometimes regulated, as is the case of the CNLOPB’s requirements, but they are sometimes voluntary. For example, the WREP Diversity Plan set specific targets for women’s employment and goods and services procurement during construction and operations phases, while the White Rose Diversity Plan commits to closely monitoring and reporting its DEI performance and that of its contractors, including its success in meeting the diversity targets. One interviewee noted that while the targets that are established in the diversity plans are admirable, they are not communicated well enough to contractors and subcontractors to ensure that they are carried through.

Several respondents believed that monitoring and reporting would be more effective if there were consequences for not achieving regulated or voluntary targets. For example, some interviewees believe operators need to be accountable for following through on diversity commitments and targets and face penalties if these are not reached.

Self-identification by members of disadvantaged groups was seen as important for monitoring, reporting and hence evaluation. It was also indicated that it is important take note of baseline levels before setting targets. Interviewees also indicated that it is important that targets are quantifiable and appropriate and recognize that operators have different capabilities; “one size does not fit all”, with larger companies having more resources and hence able to achieve higher targets.

From a corporate perspective, measurements of an operator’s and its contractors’ progress was seen as having internal value in an industry that places an emphasis on data points. Such measures also provide management with a picture of diversity which often differs from that in corporate main offices, which commonly have greater numbers of employees from diverse groups. But company champions are required to move commitments forward, and the communication of targets must happen from the top to the bottom. For example, managers on construction and other remote sites need to know how to respond to needs of a diverse workforce.

As described above, there was considerable support of the use of targets. However, one interviewee did not think setting targets was effective or “realistic” and argued that establishing general goals was more appropriate, while another was not sure that targets “are the way to go”.

Project proponents should commit to:

- Complying with all DEI monitoring and reporting requirements.
- Using externally required and internal monitoring and reporting to review and as necessary revise its DEI initiatives.



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- Working with stakeholders to develop a thorough working definition of what constitutes a diverse business, and subsequently establish a best practices model for identifying indicators to be used for reporting purposes.



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Overall Recommendations and Conclusions

OVERALL RECOMMENDATIONS AND CONCLUSIONS

In addition to the above discussion of, and recommendations to proponents regarding, each group of initiatives, there were some overarching best practice recommendations for action by project proponents, and conclusions regarding DEI efforts:

- Senior company management should “embrace DEI, rather than fight it”.
- Companies should have a dedicated resource or champion, reporting to senior management and not just to or through human resources.
- The diversity resource or champion should communicate initiatives, advance these initiatives, companies should work with community groups and other appropriate organizations and create links between them and their employees.
- Companies should have a dedicated resource on remote, including construction, worksites to ensure that diverse group members have what they need to work effectively and safely, identify issues, and help find solutions.
- Companies should require that contractors acknowledge the existence and importance of a proponent’s diversity plan, appoint a manager responsible and accountable for diversity, and monitor and report their compliance with the plan’s requirements.
- Companies should make accessibility an early consideration in their DEI planning.
- Companies should foster company/community relationships, which are seen as “critical”.
- Because projects have long construction and operation duration and a lot can happen in that time, companies should regularly reassess and adjust their DEI activities and resources based on lessons learned and new information.

Other broad conclusions and interviewee observations with respect to DEI are:

- Good progress has been made regarding DEI in the NL offshore oil industry; “Great strides made”. However, there was consensus that there is still a long way to go and considerable room for improvement.
- There is a need to recognize that exogenous trends have affected diversity. For example, all industries have seen increased company and shareholder concern with corporate social responsibility and environment, society, and governance. Such trends will have resulted in some increase in diversity, notwithstanding the initiatives discussed in this report.
- The Agency’s interest reflected in the funding of this study indicates that the NL oil industry’s DEI experience is distinctive and relatively advanced. This is also reflected in the fact that at least one operating company has used this experience to ‘inform and educate’ national practice.
- Collaboration between and within regulators, operators, contractors, industry associations, education institutions, and community groups is key.



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- There are particular challenges regarding construction activity because successes with the hiring, employment and training of members of diverse groups are to a degree lost when the project finishes. Opportunities on subsequent construction projects may require that the individual employee ‘start again.’
- Operating company representatives with formal diversity roles generally find support, and indicators of progress, in feedback from others within the organization. Those with those roles used to feel isolated within the organizations, whereas now they have allies who are seeking to ‘push the boulder uphill’.
- The industry is made up of companies with a wide range of sizes and roles, and there is not “one size fits all” regarding the success of different initiatives.
- DEI initiatives were and are primarily concerned with gender; relatively few initiatives are concerned with Indigenous people, persons with disabilities and members of visible minorities.
- Some employees complain of reverse discrimination, but companies should educate employees on DEI initiatives and the benefits of diversity in the workplace.
- Early inclusion of DEI into the project is important so that it becomes part of the culture at the beginning, and that expectations to comply are built into projects and are a part of decision-making processes.



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Recommendations For The Agency

RECOMMENDATIONS FOR THE AGENCY

Based on the findings of the research, the following are recommendations for action by the Agency in its efforts to support DEI and implement the GBA+ required under the *Impact Assessment Act*.

Guidance

The Agency already provides a wide range of guidance to project proponents. New guidance on options for addressing DEI and thus GBA+ requirements would assist them and enhance their submissions. This guidance could be based upon the material in this report, but it would be beneficial to enhance it through the consideration of experience in other jurisdictions and industries; for example, the research did identify some successful DEI initiatives in other resource development industries such as energy and mining. This additional information on DEI initiatives, successes and failures in other industries could be gathered through further study and/or a workshop and findings should be applied to the oil industry as well.

Requests or Requirements

The Agency should request or require that submissions address DEI and thus GBA+ requirements. For example, the Agency could seek to have them addressed as part of proposed project impact mitigation and enhancements. To limit the regulatory burden on proponents, this might take the form of a short outline DEI plan, perhaps based on the CNLOPB diversity plan model.

Events

The Agency Workshop or Conference

The Agency could hold a workshop or conference on its DEI guidance, requests, or requirements, aimed at project proponents, industry associations (for example, the Mining Association of Canada, the Canadian Association of Petroleum Producers, and the Canadian Construction Association), and impact assessment practitioners. Industry associations and practitioners are seen as good avenues for disseminating information to a wide variety of potential proponents and the companies and practitioners that support them. Many of those involved in this study, whether as interviewees, workshop participants or members of the Advisory Committee would make excellent speakers at such an event.

Other Workshops or Conferences

Further to the previous recommendation, the Agency could support sessions on DEI guidance, requests, or requirements at workshops and conferences held by industry and practitioner associations. In the former case, this would serve to disseminate DEI information to a wide range of potential project proponents. In the latter case, the International Association for Impact Assessment is the obvious channel.



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Appendix A

APPENDIX A

Advisory Committee Members

Participant	Relevant Diversity Roles
Beatrix Abdul-Azeez*	Former Socio-economic Specialist, Stantec
Margie Allen	Former Manager, Administration and Regulatory Affairs, Cenovus (formerly Husky Energy)
Cheri Butt	CEO, WRDC
Erin Doherty	Regulatory Affairs Advisor, CNLOPB
Demi Gibson	Manager, Research and Evaluation, WRDC
Joann Greeley	Diversity Consultant, Office to Advance Women Apprentices
Caron Hawco	Diversity Consultant, Caron Hawco Group Inc.
Gail Hickey	Diversity Consultant and Skills Development Trainer, Vale
Hilary Janes	Socio-Cultural and Economic National Technical Lead, Stantec
Ashley Turner	Director of Diversity and Inclusion, Coca Cola; Former Human Resources Manager, Nalcor
Rob McGrath	Director of Industrial Benefits, CNLOPB
Tanya Noseworthy	Assistant Deputy Minister, Post-Secondary Education, NL Department of Education; Former Executive Director, Policy and Planning, NL Department of Natural Resources
Tracy Rideout-Fitzpatrick	Director, Research & Evaluation, WRDC
Paula Sheppard	President and CEO, Provincial Advisory Council on the Status of Women, Former CEO, NLOWE
Mark Shrimpton	Emeritus Consultant, Stantec
Karen Walsh	Executive Director, Office to Advance Women Apprentices



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Appendix B

APPENDIX B

List of Project Participants

	Name	Relevant Diversity Roles
Interview Participants	Aimee Sheppard	Senior Industrial Benefits and Diversity Advisor, Cenovus
	Carolyn Emerson	Consultant and Former President, WISE
	Charlene Johnson	CEO, Energy NL
	Cheri Butt	CEO, WRDC
	Karen Walsh	Executive Director, Office to Advance Women Apprentices
	Kathy Knox	Former Senior Regulatory and Industrial Benefits Advisor, Husky Energy
	Lorne Bennett	Executive Vice President, Human Resources and Corporate Support, Pennecon
	Margie Allan	Former Manager, Administration and Regulatory Affairs, Husky Energy
	Paul Barnes	Director, CAPP, Atlantic Canada and Arctic
	Paula Sheppard	President and CEO, Provincial Advisory Council on the Status of Women, Former CEO, NLOWE
	Sheri Abbott	AXIS Career Services, Association for New Canadians
Tanya Noseworthy	Assistant Deputy Minister, Post-Secondary Education, NL Department of Education; Former Executive Director, Policy and Planning, NL Department of Natural Resources	
Workshop Participants	Ashley Turner	Director of Diversity and Inclusion, Coca Cola; Former Human Resources Manager, Nalcor
	Carol Ann Molloy	Labour Relations Advisor, Vale, Former Labour Relations Advisor, Cahill (Contractor)
	Gail Hickey	Diversity Consultant and Skills Development Trainer, Vale
	Janine Dicks	Communications Advisor, ExxonMobil Canada
	Kathy Hawkins	Executive Director, Empower the Disability Resource Centre, Former Manager, Inclusion NL



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APPENDIX C

Initiatives and Recommendations to Proponents

Initiative Category	Examples	Proponents Should Commit to...
Legislation and Regulation	<ul style="list-style-type: none"> • Atlantic Accord requirements for Diversity Plans • Energy Plan 2006 	Not applicable
Conferences and Forums	<ul style="list-style-type: none"> • International conference on Women and Oil (1985) • Annual White Rose Diversity Forums • Energy NL annual conference • Fueling the Future Conference (2011) 	<ol style="list-style-type: none"> 1. Supporting and participating in DEI-related conferences, including DEI considerations in its conference presentations. 2. Holding regular multi-party and preferably face-to-face diversity forums.
Industry/Community Liaison Groups	<ul style="list-style-type: none"> • WRDC intervened in the White Rose Project approval process in 2001 to address the issue of women’s underrepresentation in the province’s petroleum industry. In its Gender Equity Plan submission to public hearings for the White Rose Project, WRDC outlined numerous policy recommendations for the Cenovus Energy (then Husky Energy) personnel management team. • Establish relationships with community groups and work with them to identify and encourage designated group candidates. • Partner with organizations or support programs that expose women and other designated groups to math, science, technology, or engineering, to further support the option of non-traditional career choices. • Post job opportunities with designated groups (e.g., AXIS Career Services, Office to Advance Women Apprentices, WRDC). • Office to Advance Women’s Apprentices provided input to provincial government on their diversity and benefits agreements as it pertains to women in trades and presented at public engagement sessions. 	<ol style="list-style-type: none"> 1. Consideration of local companies, and especially DEI companies, prior to making procurement decisions. 2. Supporting and participating in industry/community liaison groups. 3. Funding DEI-relevant community groups.



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Initiative Category	Examples	Proponents Should Commit to...
Training and Information Sessions	<ul style="list-style-type: none"> • Project-specific information sessions specifically targeted at members of designated groups. • Corporate and contractor diversity awareness and potential responses training. • Training sessions provided by Inclusion NL to aid members in acquiring employment. • Employment equity event for people with disabilities. • Supplier Diversity Program established to connect proponents with and offer services to local, diverse business owners looking to grow as entrepreneurs in the energy supply chain. 	<ol style="list-style-type: none"> 1. Initiating, supporting and/or participating in DEI training and information sessions. 2. Including DEI subject matter in all training and information sessions.
Employment, Hiring, Training and Retention Programs	<ul style="list-style-type: none"> • Proponents notify community groups about available positions/job advertisements to ensure they reach targeted audience. • Indigenous Student Program established by proponent to create employment on oil project. • Deliver climate surveys to employees to gain feedback on employees work experiences. • Cenovus established an offshore apprentice program for women for work on the WHP or another Cenovus offshore asset to provide women opportunities to acquire offshore work capabilities and experience. 	<ol style="list-style-type: none"> 1. Having a target of being an employer of choice. 2. Establishing targets for hiring members of diverse groups. 3. Undertaking workplace ‘climate surveys’ with employees, to establish their workplace experiences. 4. Encouraging and supporting junior employees who belong to diverse groups. 5. Encouraging contractors to favour diverse individuals in skilled trades when they have the same qualifications as other potential workers. 6. Requiring the implementation of equity initiatives for recruitment and selection.
Relationships with Educational Institutions	<ul style="list-style-type: none"> • Proponents establish relationships with training institutions and work with them to include designated group candidates in regular and co-op student positions. • Proponents communicate projected human resources requirements to post-secondary institutions, education groups and other interested parties in a timely manner to encourage further dissemination of skills demand information and to increase awareness of opportunities. • Cenovus 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. 	<ol style="list-style-type: none"> 1. Establishing relationships with educational institutions, educating them regarding the project and its DEI requirements, discussing course and course content, and supporting proponent/institution relations. 2. Providing co-op placements to designated group students.



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Initiative Category	Examples	Proponents Should Commit to...
Scholarships and Bursaries	<ul style="list-style-type: none"> • West White Rose Diversity Fund established by the Harris Centre and Cenovus. • In collaboration with Memorial University’s Faculty of Engineering and Applied Science, Suncor committed to provide undergraduate female engineering students a term-funded scholarship valued at \$2,500 to be awarded annually to students who express interest in the oil sector. 	1. Funding DEI scholarships and bursaries.
Internal Diversity Committees	<ul style="list-style-type: none"> • Oil companies establish internal inclusion networks to create a sense of belonging and community, support career development, and enhance two-way communication that enables employees to be engaged, feel supported, and build understanding for diversity and inclusion. • White Rose Extension Project Diversity Working Group, chaired by the Manager of Administration and Regulatory Affairs and comprised of senior Husky human resources personnel, industrial benefits and government and community relations personnel, and project contractor diversity managers, met on a quarterly basis to review diversity matters and prepare appropriate responses. • Companies should provide encouragement and support to employee diversity networks. 	1. Establishing internal diversity committees.
Career Fairs and School Programs	<ul style="list-style-type: none"> • WRDC’s youth exploration programs including STEMforGIRLS and the Techsploration NL program. • PIHRC website designed to help students explore careers in the oil industry, including a quiz to determine which area of the oil sector might be suited to them. • PIHRC Career Days held at the Marine Institute for Grade 11 students offered tours of laboratories and simulators, talks by members of industry and opportunities to meet one-on-one with industry professionals. 	1. Funding and participating in career fairs and school programs.



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Initiative Category	Examples	Proponents Should Commit to...
Work Environment	<ul style="list-style-type: none"> • Establishment of corporate respectful workplace policies. • Designing work environments so they are comfortable and accessible for all employees, including members of diverse groups. • Designed office space that could be used by everyone. Features include special wayfinding signs the visually impaired, sinks designed so that people in wheelchairs can access them, and adjustable workstations. • Design platform living quarters to provide women a safe, secure, comfortable, and respectful residential environment. For example, during front end engineering, particular consideration has been given to the design of a private ward within the sick bay and gender dedicated locker and sauna facilities as part of the fitness/wellness area. 	<ol style="list-style-type: none"> 1. Ensuring that the work environment supports DEI. This includes: exploring the childcare requirements of women and men, and possible responses; ensuring that personal protective and other equipment is appropriate for all workers; and providing workforce anti-harassment and cultural awareness training.
Bidding Process	<ul style="list-style-type: none"> • Proponents describe project diversity requirements for supply of goods and services, in contracting documents (e.g., pre-qualification questionnaires, requests for expressions of interest, requests for proposals, and contracts). • Encouraged contracting companies to liaise with community-based groups and government agencies regarding bidding opportunities. • Ensured that procurement-related materials include text that indicates that proposals from diverse companies are especially welcomed. • Provided an opportunity for diverse companies to identify themselves as such in bid documentation and verifying their validity. 	<ol style="list-style-type: none"> 1. Supporting and undertaking bidding process initiatives. 2. Using quantitative measures to determine the impact of initiatives.
Training and Mentorship of Businesses	<ul style="list-style-type: none"> • Cenovus established a Supplier Diversity Program to guide diverse business owners toward securing contracts with oil projects. • Cenovus held construction phase business opportunities workshop to introduce diverse company representatives to its and its main contractor procurement personnel. • CAPP held Indigenous Safety and Offshore Engagement Training for Indigenous suppliers. • Cenovus ensured diverse companies were aware of any specific standards, practices, qualifications, or certifications required by the company and provided them with information on how to meet these requirements. 	<ol style="list-style-type: none"> 1. Supporting and undertaking the education and mentorship of DEI businesses.



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Initiative Category	Examples	Proponents Should Commit to...
Monitoring and Reporting	<ul style="list-style-type: none"> • CNLOPB requirement that offshore oil proponents monitor and report on diversity. • Establish and achieve targets for employment of members of diverse groups. • WRDC developed diversity tracker to help employees, including operators of oil projects, gather metrics about the diversity of their workforces. • Periodically survey diverse companies to ensure targeted supplier development initiatives are providing the types of information they require, and make revisions as needed. • Periodically reviewing procurement plans with a view to identifying business opportunities for diverse companies. • Cenovus required 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. 	<ol style="list-style-type: none"> 1. Complying with all DEI monitoring and reporting requirements. 2. Using externally required and internal monitoring and reporting to review and as necessary revise its DEI initiatives. 3. Working with stakeholders to develop a thorough working definition of what constitutes a diverse business, and subsequently establish a best practices model for identifying indicators to be used for reporting purposes.