



Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

s.19(1)

s.24(1)

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Direct Energy Marketing Limited	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Direct Energy Business	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 2212	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated
Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 128	

HEAD OFFICE			
Address (building number, street, suite, etc.) Suite 501, 525 8 Ave SW	City Calgary	Province AB	Postal Code T2P 1G1
Telephone Number (403) 776-6000			

EMPLOYMENT EQUITY CONTACT			
Name (print) Jonathan Phillips	Title Head of Employee Relations - North America		
Telephone Number (713) 904-7441	E-mail Address Jonathan.Phillips@directenergy.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes) hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) TANIS KOZAK	Title VP @ CM DERESIDENTIAL CANADA		
Telephone Number 7809695111	E-mail Address tanis.kozak@directenergy.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]		Date (YYYY-MM-DD) 2017-03-17	

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infoSource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca.



Workplace Equity Information Management System - Direct Energy Marketing Limited

Workforce Analysis - Summary Report

Date: 2019-03-11

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	2	28.6 %	27.6 %	2	0
02 : Middle and Other Managers	57	6	10.5 %	39.4 %	22	-16
03 : Professionals	44	19	43.2 %	42.9 %	19	0
04 : Semi-Professionals and Technicians	1	0	0.0 %	7.5 %	0	0
05 : Supervisors	3	1	33.3 %	53.7 %	2	-1
06 : Supervisors: Crafts and Trades	4	0	0.0 %	4.3 %	0	0
07 : Administrative and Senior Clerical Personnel	7	3	42.9 %	82.2 %	6	-3
08 : Skilled Sales and Service Personnel	3	0	0.0 %	23.4 %	1	-1
10 : Clerical Personnel	6	3	50.0 %	70.7 %	4	-1
11 : Intermediate Sales and Service Personnel	8	4	50.0 %	68.5 %	5	-1
12 : Semi-Skilled Manual Workers	21	0	0.0 %	14.6 %	3	-3
13 : Other Sales and Service Personnel	1	0	0.0 %	56.5 %	1	-1
Total	162	38	23.5 %	40.1 %	65	-27

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Direct Energy Marketing Limited

Workforce Analysis - Summary Report

Date: 2019-03-11

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	57	0	0.0 %	2.7 %	2	-2
03 : Professionals	44	2	4.5 %	1.2 %	1	1
04 : Semi-Professionals and Technicians	1	0	0.0 %	4.1 %	0	0
05 : Supervisors	3	0	0.0 %	3.6 %	0	0
06 : Supervisors: Crafts and Trades	4	0	0.0 %	4.4 %	0	0
07 : Administrative and Senior Clerical Personnel	7	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	2.8 %	0	0
10 : Clerical Personnel	6	1	16.7 %	3.1 %	0	1
11 : Intermediate Sales and Service Personnel	8	1	12.5 %	4.0 %	0	1
12 : Semi-Skilled Manual Workers	21	0	0.0 %	4.7 %	1	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	3.1 %	0	0
Total	162	4	2.5 %	2.8 %	4	0

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Direct Energy Marketing Limited

Workforce Analysis - Summary Report

Date: 2019-03-11

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	57	10	17.5 %	17.6 %	10	0
03 : Professionals	44	13	29.5 %	32.6 %	14	-1
04 : Semi-Professionals and Technicians	1	0	0.0 %	23.0 %	0	0
05 : Supervisors	3	0	0.0 %	36.0 %	1	-1
06 : Supervisors: Crafts and Trades	4	0	0.0 %	4.9 %	0	0
07 : Administrative and Senior Clerical Personnel	7	1	14.3 %	21.8 %	2	-1
08 : Skilled Sales and Service Personnel	3	0	0.0 %	12.9 %	0	0
10 : Clerical Personnel	6	2	33.3 %	30.6 %	2	0
11 : Intermediate Sales and Service Personnel	8	0	0.0 %	35.9 %	3	-3
12 : Semi-Skilled Manual Workers	21	2	9.5 %	34.0 %	7	-5
13 : Other Sales and Service Personnel	1	0	0.0 %	51.2 %	1	-1
Total	162	28	17.3 %	25.3 %	41	-13

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Direct Energy Marketing Limited

Workforce Analysis - Summary Report

Date: 2019-03-11

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	64	2	3.1 %	5.0 %	3	-1
03 : Professionals	44	0	0.0 %	8.9 %	4	-4
04 : Semi-Professionals and Technicians	1	0	0.0 %	7.6 %	0	0
05 : Supervisors	3	0	0.0 %	27.5 %	1	-1
06 : Supervisors: Crafts and Trades	4	0	0.0 %	10.1 %	0	0
07 : Administrative and Senior Clerical Personnel	7	0	0.0 %	10.0 %	1	-1
08 : Skilled Sales and Service Personnel	3	0	0.0 %	8.0 %	0	0
10 : Clerical Personnel	6	0	0.0 %	9.3 %	1	-1
11 : Intermediate Sales and Service Personnel	8	0	0.0 %	10.8 %	1	-1
12 : Semi-Skilled Manual Workers	21	0	0.0 %	10.3 %	2	-2
13 : Other Sales and Service Personnel	1	0	0.0 %	10.7 %	0	0
Total	162	2	1.2 %	8.1 %	13	-11

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-03-11

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-03-11

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

[Direct Energy]

[Date: 03/11/2019]

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

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Employment Equity Occupational Group (EEOG)

Table 1: Women				
Full-time / National		Part-time / National		
All Employees Hired	Women Hired	All Employees Hired	Women Hired	
#	#	#	#	
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

[Direct Energy]

[Date: 03/11/2019]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

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Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

Data from Form 5 - Employees Promoted

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Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

Data from Form 6 - Employees Terminated

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Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

[Direct Energy]

[Date: 03/11/2019]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

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Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 5 - Employees Promoted

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Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 6 - Employees Terminated

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Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD			YYYY - YYYY						
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-03-11	Annually	Over 3 Years	Years	2019	2022						
#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	7	-100.0%		0	0.0%		0	0	0.0%	0	0	0	27.6%	0	0	28.6%	28.6%	
02	Middle & Other Managers	57	-100.0%		0	0.0%		0	6	0.0%	0	16	0	39.4%	39.4%	-16	-16	10.5%	10.5%
03	Professionals	44	-100.0%		0	0.0%		0	19	0.0%	0	0	0	42.9%	0	0	43.2%	43.2%	
04	Semi-Professionals & Tech	1	-100.0%		0	0.0%		0	0	0.0%	0	0	0	7.5%	0	0	0.0%	0.0%	
05	Supervisors	3	-100.0%		0	0.0%		0	1	0.0%	0	1	0	50.0%	53.7%	-1	-1	33.3%	33.3%
06	Supervisors: Crafts & Trades	4	-100.0%		0	0.0%		0	0	0.0%	0	0	0	4.3%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	7	-100.0%		0	0.0%		0	3	0.0%	0	3	0	50.0%	82.2%	-3	-3	42.9%	42.9%
08	Skilled Sales & Service	3	-100.0%		0	0.0%		0	0	0.0%	0	1	0	23.4%	23.4%	-1	-1	0.0%	0.0%
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	6	-100.0%		0	0.0%		0	3	0.0%	0	1	0	70.7%	-1	-1	50.0%	50.0%	
11	Intermediate Sales & Service	8	-100.0%		0	0.0%		0	4	0.0%	0	1	0	68.5%	-1	-1	50.0%	50.0%	
12	Semi-Skilled Manual	21	-100.0%		0	0.0%		0	0	0.0%	0	3	0	14.6%	14.6%	-3	-3	0.0%	0.0%
13	Other Sales & Service	1	-100.0%		0	0.0%		0	0	0.0%	0	1	0	50.0%	56.5%	-1	-1	0.0%	0.0%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		162	-100.0%		0	0.0%		0	38	0.0%	0	-38	0	0.0%	38	38	23.5%	23.5%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	39.4	0	39.4
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Tech	0	0.0	0	0.0
05	Supervisors	0	50.0	0	50.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Sr Clerical	0	50.0	0	50.0
08	Skilled Sales & Service	0	23.4	0	23.4
09	Skilled Crafts & Trades	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	14.6	0	14.6
13	Other Sales & Service	0	50.0	0	50.0

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Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			YYYY - YYYY						
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-03-11	Annually	Over 3 Years	Years	2019	2022							
	#	%	%	#	%	%	#	#	%	%	#	#	%	%						
01 Senior Managers	7	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	57	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	2.7%	2.7%	-2	-2	0.0%	0.0%	
03 Professionals	44	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0	1.2%	1	1	4.5%	4.5%		
04 Semi-Professionals & Tech	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.1%	0	0	0.0%	0.0%		
05 Supervisors	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.6%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.4%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	7	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.8%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	6	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	3.1%	1	1	16.7%	16.7%		
11 Intermediate Sales & Service	8	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	4.0%	1	1	12.5%	12.5%		
12 Semi-Skilled Manual	21	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	4.7%	4.7%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.1%	0	0	0.0%	0.0%		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	162	-100.0%		0	0.0%		0	0	4	0.0%	0	-4	0	0.0%	4	4	2.5%	2.5%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.7	0	2.7	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	4.7	0	4.7	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	From - To								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2019	2022	%	#	#	%	%		
		2019-03-11	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%
01/02	Managers	64	-100.0%		0	0.0%		0	0	0	0	0	1	0	5.0%	5.0%	-1	-1	3.1%	3.1%
03	Professionals	44	-100.0%		0	0.0%		0	0	0	0	0	4	0	8.9%	8.9%	-4	-4	0.0%	0.0%
04	Semi-Professionals & Tech	1	-100.0%		0	0.0%		0	0	0	0	0	0	0	7.6%	7.6%	0	0	0.0%	0.0%
05	Supervisors	3	-100.0%		0	0.0%		0	0	0	0	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	4	-100.0%		0	0.0%		0	0	0	0	0	0	0	10.1%	10.1%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	7	-100.0%		0	0.0%		0	0	0	0	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	3	-100.0%		0	0.0%		0	0	0	0	0	0	0	8.0%	8.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	6	-100.0%		0	0.0%		0	0	0	0	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%
11	Intermediate Sales & Service	8	-100.0%		0	0.0%		0	0	0	0	0	1	0	10.8%	10.8%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	21	-100.0%		0	0.0%		0	0	0	0	0	2	0	10.3%	10.3%	-2	-2	0.0%	0.0%
13	Other Sales & Service	1	-100.0%		0	0.0%		0	0	0	0	0	0	0	10.7%	10.7%	0	0	0.0%	0.0%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		162	-100.0%		0	0.0%		0	0	0	0	-2	0	0	0.0%	0.0%	2	2	1.2%	1.2%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01/02	Managers	0	5.0	0	5.0	
03	Professionals	0	8.9	0	8.9	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	27.5	0	27.5	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	10.0	0	10.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	9.3	0	9.3	
11	Intermediate Sales & Service	0	10.8	0	10.8	
12	Semi-Skilled Manual	0	10.3	0	10.3	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees										Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-03-11	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01	Senior Managers	7	-100.0%		0	0.0%		0	0	0.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	57	-100.0%		0	0.0%		0	0	0.0%	0	0	0	17.6%	17.6%	0	0	17.5%	17.5%	
03	Professionals	44	-100.0%		0	0.0%		0	0	0.0%	0	1	0	32.6%	32.6%	-1	-1	29.5%	29.5%	
04	Semi-Professionals & Tech	1	-100.0%		0	0.0%		0	0	0.0%	0	0	0	23.0%	23.0%	0	0	0.0%	0.0%	
05	Supervisors	3	-100.0%		0	0.0%		0	0	0.0%	0	1	0	36.0%	36.0%	-1	-1	0.0%	0.0%	
06	Supervisors: Crafts & Trades	4	-100.0%		0	0.0%		0	0	0.0%	0	0	0	4.9%	4.9%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	7	-100.0%		0	0.0%		0	0	0.0%	0	1	0	21.8%	21.8%	-1	-1	14.3%	14.3%	
08	Skilled Sales & Service	3	-100.0%		0	0.0%		0	0	0.0%	0	0	0	12.9%	12.9%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	6	-100.0%		0	0.0%		0	0	0.0%	0	0	0	30.6%	30.6%	0	0	33.3%	33.3%	
11	Intermediate Sales & Service	8	-100.0%		0	0.0%		0	0	0.0%	0	3	0	35.9%	35.9%	-3	-3	0.0%	0.0%	
12	Semi-Skilled Manual	21	-100.0%		0	0.0%		0	0	0.0%	0	5	0	34.0%	34.0%	-5	-5	9.5%	9.5%	
13	Other Sales & Service	1	-100.0%		0	0.0%		0	0	0.0%	0	1	0	51.2%	51.2%	-1	-1	0.0%	0.0%	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		162	-100.0%		0	0.0%		0	0	0.0%	0	-28	0	0.0%	0.0%	28	28	17.3%	17.3%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01	Senior Managers	0	11.5	0	11.5
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	0	32.6	0	32.6
04	Semi-Professionals & Tech	0	0.0	0	0.0
05	Supervisors	0	36.0	0	36.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Sr Clerical	0	21.8	0	21.8
08	Skilled Sales & Service	0	0.0	0	0.0
09	Skilled Crafts & Trades	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service	0	35.9	0	35.9
12	Semi-Skilled Manual	0	34.0	0	34.0
13	Other Sales & Service	0	51.2	0	51.2

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	#	#	%	%	
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 10: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01	Senior Managers		0.0	0.0	
02	Middle & Other Managers		0.0	0.0	
03	Professionals		0.0	0.0	
04	Semi-Professionals & Tech		0.0	0.0	
05	Supervisors		0.0	0.0	
06	Supervisors: Crafts & Trades		0.0	0.0	
07	Administrative & Sr Clerical		0.0	0.0	
08	Skilled Sales & Service		0.0	0.0	
09	Skilled Crafts & Trades		0.0	0.0	
10	Clerical Personnel		0.0	0.0	
11	Intermediate Sales & Service		0.0	0.0	
12	Semi-Skilled Manual		0.0	0.0	
13	Other Sales & Service		0.0	0.0	
14	Other Manual Workers		0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	0		3						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	0	3	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	%	#	%	%	#	#	%	%		
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01	Senior Managers	0.0		0.0	
02	Middle & Other Managers	0.0		0.0	
03	Professionals	0.0		0.0	
04	Semi-Professionals & Tech	0.0		0.0	
05	Supervisors	0.0		0.0	
06	Supervisors: Crafts & Trades	0.0		0.0	
07	Administrative & Sr Clerical	0.0		0.0	
08	Skilled Sales & Service	0.0		0.0	
09	Skilled Crafts & Trades	0.0		0.0	
10	Clerical Personnel	0.0		0.0	
11	Intermediate Sales & Service	0.0		0.0	
12	Semi-Skilled Manual	0.0		0.0	
13	Other Sales & Service	0.0		0.0	
14	Other Manual Workers	0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	0	3										
		#	%	%	#	%	%	#	#	%	#	%	%	#	#	%	#	#	%	%
01/02	Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%		%	
01/02	Managers	0.0	0.0	
03	Professionals	0.0	0.0	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	
07	Administrative & Sr Clerical	0.0	0.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	0.0	0.0	
13	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	0.0	0.0	
Total		0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	0		3						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	0	3	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01	Senior Managers	0.0		0.0	
02	Middle & Other Managers	0.0		0.0	
03	Professionals	0.0		0.0	
04	Semi-Professionals & Tech	0.0		0.0	
05	Supervisors	0.0		0.0	
06	Supervisors: Crafts & Trades	0.0		0.0	
07	Administrative & Sr Clerical	0.0		0.0	
08	Skilled Sales & Service	0.0		0.0	
09	Skilled Crafts & Trades	0.0		0.0	
10	Clerical Personnel	0.0		0.0	
11	Intermediate Sales & Service	0.0		0.0	
12	Semi-Skilled Manual	0.0		0.0	
13	Other Sales & Service	0.0		0.0	
14	Other Manual Workers	0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

[Direct Energy]

[Date: 03/11/2019]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2019	7	2	28.6	27.6	2	0	103.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2019	57	6	10.5	39.4	22	-16	26.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	44	19	43.2	42.9	19	0	100.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	1	0	0.0	7.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	3	1	33.3	53.7	2	-1	62.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	4	0	0.0	4.3	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										
02 Middle & Other Managers	0	0	0	0.0	0	0.0	39.4	0.0	0	0.0	39.4	0.0		
	3	0	0	0.0										
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										
05 Supervisors	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0		
	3	0	0	0.0										
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										

Federal Contractors Program Achievement Report

Part 4: Results - Women

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2019	7	3	42.9	82.2	6	-3	52.1																
		0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2019	3	0	0.0	23.4	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2019	6	3	50.0	70.7	4	-1	70.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2019	8	4	50.0	68.5	5	-1	73.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2019	21	0	0.0	14.6	3	-3	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments											
		Flow Data				Short-term Goals				Long-term Goals															
		All Employees	Women			Women				Women															
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
#	#	%	%	#	%	%	%	#	%	%	%														
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	50.0	0.0																	
		3	0	0.0			0.0	0.0																	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	23.4	0.0																	
		3	0	0.0			0.0	0.0																	
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0.0	0.0																	
		3	0	0.0			0.0	0.0																	
10	Clerical Personnel	0	0	0.0	0	0.0	0.0	0.0																	
		3	0	0.0			0.0	0.0																	
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0.0																	
		3	0	0.0			0.0	0.0																	
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	14.6	0.0																	
		3	0	0.0			0.0	0.0																	

Federal Contractors Program Achievement Report

Part 4: Results - Women

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	1	0	0.0	56.5	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
Total		2019	162	38	23.5	0.0	0	38	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	%	#	#	#			
01 Senior Managers	2019	7	0	0.0	3.2	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2019	57	0	0.0	2.7	2	-2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2019	44	2	4.5	1.2	1	1	378.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2019	1	0	0.0	4.1	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2019	3	0	0.0	3.6	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2019	4	0	0.0	4.4	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.7	0.0	0	0.0	2.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	7	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	3	0	0.0	2.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	6	1	16.7	3.1	0	1	537.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	8	1	12.5	4.0	0	1	312.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	21	0	0.0	4.7	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	4.7	0.0	0	0.0	4.7	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13	Other Sales & Service Personnel	2019	1	0	0.0	3.1	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
Total		2019	162	4	2.5	0.0	0	4	0.0															
		0	0	0	0.0	0.0	0	0	0.0															

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2019	64	2	3.1	5.0	3	-1	62.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2019	44	0	0.0	8.9	4	-4	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2019	1	0	0.0	7.6	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2019	3	0	0.0	27.5	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2019	4	0	0.0	10.1	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	2019	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	8.9	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	0	0	0	0.0	0	0.0	27.5	0.0	0	0.0	27.5	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
07	Administrative & Senior Clerical	2019	7	0	0.0	10.0	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	3	0	0.0	8.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	6	0	0.0	9.3	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	8	0	0.0	10.8	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	21	0	0.0	10.3	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	10.0	0.0	0	0.0	10.0	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	9.3	0.0	0	0.0	9.3	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	10.8	0.0	0	0.0	10.8	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	10.3	0.0	0	0.0	10.3	0.0	
		3	0	0	0.0		0.0	0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	1	0	0.0	10.7	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total		2019	162	2	1.2	0.0	0	2	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
01 Senior Managers	2019	7	0	0.0	11.5	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2019	57	10	17.5	17.6	10	0	99.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2019	44	13	29.5	32.6	14	-1	90.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2019	1	0	0.0	23.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2019	3	0	0.0	36.0	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2019	4	0	0.0	4.9	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	11.5	0.0	0	0.0	11.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	32.6	0.0	0	0.0	32.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	36.0	0.0	0	0.0	36.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	7	1	14.3	21.8	2	-1	65.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2019	3	0	0.0	12.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2019	6	2	33.3	30.6	2	0	108.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2019	8	0	0.0	35.9	3	-3	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2019	21	2	9.5	34.0	7	-5	28.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	21.8	0.0	0	0.0	21.8	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	35.9	0.0	0	0.0	35.9	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	34.0	0.0	0	0.0	34.0	0.0	
		3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Direct Energy]

[Date: 03/11/2019]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13	Other Sales & Service Personnel	2019	1	0	0.0	51.2	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0																
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0																
Total		2019	162	28	17.3	0.0	0	28	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0																

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	51.2	0.0	0	0.0	51.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
[Direct Energy]
[Date: 03/11/2019]

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Contractors Program.

Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

Additional Details

Please provide any additional information (optional):

Self-identification Questionnaire

Instructions

Direct Energy believes that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program ensures that our hiring and promotion practices are based on qualifications and ability.

As part of our employment equity program, we are collecting information about our workforce through this questionnaire. Identifying as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections B to E will help create an accurate picture of our workforce. We assure you that our workplace is a safe environment in which to self-identify. You can ask for the accommodation you need in order to fulfil your work-related duties to the best of your ability.

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, sign in Section I, and return the questionnaire to human resources, even if you choose not to fill out any additional information.

The responses that you provide on this form will be retained for statistical purposes only; your confidentiality is protected. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.

Self-identification Questionnaire

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes by ESDC. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered by ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address:

<http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire is available in Braille, large print or audio format upon request.

Please complete this form electronically.

- A. Name: Click or tap here to enter text.
- Section/Branch: Click or tap here to enter text.
- Position: Click or tap here to enter text.
- Employment status: Full-time employee
- Part-time employee
- Temporary employee

Self-identification Questionnaire

B. Gender

Female Male

After reading the descriptions in each of the next three sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

C. Aboriginal Peoples

According to the *Employment Equity Act*, an Aboriginal person is a person who is Indian, Inuit or Métis.

Are you an Aboriginal person?

Yes No

D. Visible Minorities

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Examples of visible minorities include, but are not limited to:

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent member of a visible minority group).

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

- **Coordination or dexterity impairment**
(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- **Mobility impairment**
(e.g., difficulty moving from one office to another, walking long distances or using stairs)
- **Blindness or visual impairment**
(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- **Speech impairment**
(e.g., unable to speak or difficulty speaking and being understood)
- **Deafness or hearing impairment**
(e.g., unable to hear or difficulty hearing)
- **Other disabilities**
(e.g., learning, developmental and other types of disabilities)

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

Please specify how we can accommodate you to help you participate fully in the workplace. Note that if we implement these accommodation measures, they will not have a negative impact on your hiring, training, promotion and retention in our organization.

Insert Here

Self-identification Questionnaire

G. Voluntary Employee Participation

- 1) Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.

Yes No

- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check “Yes” below.

Yes No

H. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contact by phone or email employeerelations@directenergy.com.

- I. **Employee Signature (Please sign electronically by typing your name in the signature space below).**

Signature: Click or tap here to enter text.

Date: Click or tap here to enter text.

Thank you for your participation!

Please return this form via clicking the Submit Form button below which will automatically attach this document to an email. Please send to the following email address (copy and paste) employeerelations@directenergy.com

Submit Form

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Direct Energy Marketing Limited

Primary Location: Calgary, Alberta

Number of Employees: 162

Alberta	145
Ontario	17

Organization Overview:

NAICS # 2212 (Natural Gas Distribution)

Direct Energy Marketing Limited supplies and retails electricity and natural gas, and provides energy management services in North America. It is also engaged in the gas-fired power generation, natural gas production, wind power purchase agreements, storage and transportation of gas, open market energy procurement, trading, energy auction, carbon credit, and renewable energy credit businesses. It serves small, medium, and large-sized businesses; government, public institutions, and national accounts; and residential and industrial customers.

Key Dates – First Year Assessment

Initiated: 2018-10-31 ; extension granted – 2019-03-11
 Received: 2019-04-25
 Workforce Analysis: 2019-03-11

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	168	100
Number of questionnaires returned:	117	70
Number of completed questionnaires returned:	103	60

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.

- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

- Received explanation concerning the return and the response rate, which is 70.0% and 60.0% respectively, which is below the required 80.0%. The survey was sent out 4 times to all employees including those who had not returned. In addition, multiple reminders were sent to all the employees who had not responded. At the same time, they also reached out to the managers and HR business partners requesting for support and encouragement to the employees to complete the survey. Unfortunately, despite their best efforts, they still have a gap in the response rate. They made it very clear to all employees that their participation was extremely important and that it would not affect their employment in anyway.

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

- All short and long-term goals are set as per the market availability. Goals were set for each and every gap respectively.
- All goals are set in numerical and percentage format. For the purposes of this assessment, percentage format will be used.

SUMMARY OF GOALS

Women

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-16	39.4	39.4	10.5	39.4
05	Supervisors	-1	50.0	50.0	33.3	53.7
07	Admin. & Senior Clerical Personnel	-3	50.0	50.0	42.9	82.2
08	Skilled Sales & Service Personnel	-1	23.4	23.4	0.0	23.4
10	Clerical	-1	NR	NR	50.0	70.7
11	Intermediate Sales & Service	-1	NR	NR	50.0	68.5
12	Semi-Skilled Manual Workers	-3	14.6	14.6	0.0	14.6
13	Other Sales & Service Personnel	-1	50.0	50.0	0.0	56.5

Observations:

- EEOG 05, EEOG 07 and EEOG 13 – Although the market availability is higher, the short and long-term goals is set appropriately at 50.0% in order to avoid segregation.
- EEOG 10 and EEOG 11 – Although a gap exists, no goal is required to be set in these two EEOG's since the present representation is 50.0%
- All other short and long-term goals are set at market availability.

Aboriginal Peoples

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-2	2.7	2.7	0.0	2.7
12	Semi-Skilled Manual Workers	-1	4.7	4.7	0.0	4.7

Observations:

- Short and long-term goals are set at market availability.

Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-1	5.0	5.0	3.1	5.0
03	Professionals	-4	8.9	8.9	0.0	8.9
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Admin. & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3
11	Inter. Sales & Service Personnel	-1	10.8	10.8	0.0	10.8
12	Semi-Skilled Manual Workers	-2	10.3	10.3	0.0	10.3

Observations:

- All other short and long-term goals are set at market availability.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
03	Professionals	-1	32.6	32.6	29.5	32.6
05	Supervisors	-1	36.0	36.0	0.0	36.0
07	Admin. & Senior Clerical Personnel	-1	21.8	21.8	14.3	21.8
11	Inter. Sales & Service Personnel	-3	35.9	35.9	0.0	35.9
12	Semi-Skilled Manual Workers	-5	34.0	34.0	9.5	34.0
13	Other Sales & Service Personnel	-1	51.2	51.2	0.0	51.2

Observations:

- All other short and long-term goals are set at market availability.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances; I recommend that the closing letter include the following:

We noted that the self-identification survey response rate was below the expected rate of 80%. To improve the survey's response rate, you may wish to design a follow-up strategy aimed at:

- Explaining the purpose of the survey, informing employees the purpose of self-identification and answering questions that employees may have on employment equity
- Communicate with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification
- Direct Energy Marketing Limited may also want to consider creating an employment equity committee that could include members of senior management and employee representatives to develop and implement an action plan with measures to attract and retain designated group members in your workforce
- Given that Direct Energy Marketing Limited has few gaps in all designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Name of Analyst: Neena Sharan

Date: May 7, 2019

From: Sharan, Neena N [NC] **On Behalf Of** EE-EME

Sent: May 24, 2019 3:23 PM

To: 'tanis.kozak@directenergy.com' <tanis.kozak@directenergy.com>; 'Phillips, Jonathan' <Jonathan.Phillips@directenergy.com>; 'Garza, Priscilla' <Priscilla.Garza@directenergy.com>

Subject: Government of Canada Agreement Number: 10000651 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Mr. Tanis Kozak:

I am writing to inform you that the compliance assessment initiated on October 31, 2018, has been completed. As a result of the assessment, Direct Energy Marketing Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of the Direct Energy Marketing Limited employment equity program.

- Explaining the purpose of the survey, informing employees the purpose of self-identification and answering questions that employees may have on employment equity
- Communicate with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification
- Direct Energy Marketing Limited may also want to consider creating an employment equity committee that could include members of senior management and employee representatives to develop and implement an action plan with measures to attract and retain designated group members in your workforce
- Given that Direct Energy Marketing Limited has few gaps in all designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on October 31, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Direct Energy Marketing Limited is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form1 to 6) at the national level.
2. A current workforce analysis; and

3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Direct Energy Marketing Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

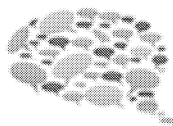
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Neena Sharan at neena.sharan@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Direct Energy Marketing Limited continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc-rhdcc.gc.ca



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!
Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

From: Gibbings, Emily <Emily.Gibbings@directenergy.com>

Sent: December 12, 2017 8:48 PM

To: Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>

Subject: RE: Government of Canada Contract – Acknowledge the Receipt of the Agreement to Implement Employment Equity

Hi Sylvie,

My apologies for the delay. I have an updated number of employees as 111 in Canada as of last week. Here is a screen shot of our procurement business number which appears to have a few extra characters as below. Please let me know if you need anything else at all.

Thank you,


Emily

Emily Gibbings

Senior Business Development Manager
Direct Energy Business

 **Email:** Emily.Gibbings@directenergy.com

 **Cell:** (780) 233-4233

 **Fax:** (780) 969-5102

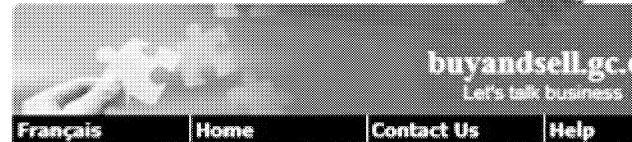
Suite 1850 10303 Jasper Avenue/ Edmonton, Alberta/ T5J 3N6

www.directenergybusiness.com



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For Customer Service please call: 1 866 867 8167 or email at BusinessCanada@directenergy.com



Supplier Registration Information
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Comments
Notifications
Change My Password
Glossary
Logoff
Proactive Disclosure

Company Information

Current data for this record

[Edit this entry](#) | [Deactivate this entry](#) | [Change](#)

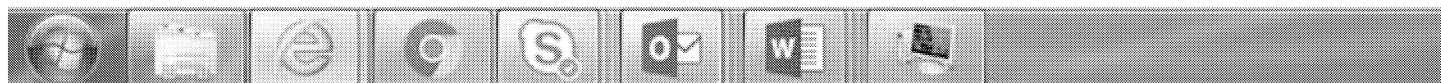
Registrant Name: Emily
Registrant Telephone: 780-1
Registrant Email: [Emily](#)
Procurement Business Number: 8886
Legal Name: Direc
Type of Ownership: Corp
Operating Name: Direc
Business Size: 100 t
Business Sector: Min
Country of Ownership: CANA
Official Language: Engli
Supplier Website: [http](#)
Telephone: 1866
Aboriginal Supplier: No
Address Information: [View](#)
(1 ad
Contact Information: [View](#)
(2 co
Commodity Information [View](#)
(Goods/Services): (1 co
Comments: [Creat](#)

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Date modified: 2011-04-16

[Top of Page](#)



From: sylvie.g.fortin@labour-travail.gc.ca [<mailto:sylvie.g.fortin@labour-travail.gc.ca>]
Sent: Tuesday, December 05, 2017 7:00 AM
To: Gibbings, Emily <Emily.Gibbings@directenergy.com>

Subject: RE: Government of Canada Contract – Acknowledge the Receipt of the Agreement to Implement Employment Equity

[External Email]

Good morning Ms. Gibbings,

Can you please confirmed if the number of employees on your AIEE (total 128) includes all Permanent Full time and / or Permanent Part time employees across Canada who are under the business number [REDACTED]

Thanks for your cooperation.

Sylvie Fortin

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
ee-eme@hrsdcc-rhdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc-rhdcc.gc.ca

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME

Sent: October-31-17 3:52 PM

To: 'Gibbings, Emily'; EE-EME

Cc: Holst, Darin

Subject: Government of Canada Contract – Acknowledge the Receipt of the Agreement to Implement Employment Equity

Mr. Kozak,

This is to acknowledge receipt of the Agreement to Implement Employment Equity (AIEE) for Direct Energy Marketing Limited signed on March 17, 2017. Should your business be successful in receiving a Government of Canada goods and services contract, a standing offer or a supply arrangement, we will contact you regarding obligations of the Federal Contractors Program (FCP) under the Employment Equity Act (EEA).

For your information, the FCP ensures that contractors who do business with the federal government seek to achieve and maintain a workforce that is representative of the Canadian workforce, including members of the four designated groups under the EEA: women, Aboriginal peoples, persons with disabilities and members of visible minorities.

The FCP applies to contractors that:

- are provincially regulated;
- have a combined workforce in Canada of 100 or more permanent full-time and/or permanent part-time employees; and

- have received an initial federal government goods and services contract, a standing offer or a supply arrangement valued at \$1 million or more (including all applicable taxes).

Please note that you can find additional information about the FCP [here](#).

Should you have any questions, please contact us at ee-eme@hrsdc-rhdcc.gc.ca.

Équipe de l'équité en emploi / Workplace Equity Team




Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
ee-eme@hrsdc-rhdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca

From: Gibbings, Emily [<mailto:Emily.Gibbings@directenergy.com>]
Sent: October-30-17 5:15 PM
To: EE-EME
Cc: Holst, Darin
Subject: Direct Energy Business Agreement to Implement Employment Equity

Hi There,
Please find our Agreement to Implement Employment Equity. Please let us know if you require anything further.
Thank you,
Emily

Emily Gibbings
Senior Business Development Manager
Direct Energy Business

 **Email:** Emily.Gibbings@directenergy.com
 **Cell:** (780) 233-4233
 **Fax:** (780) 969-5102

Suite 1850 10303 Jasper Avenue/ Edmonton, Alberta/ T5J 3N6
www.directenergybusiness.com



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From: Garza, Priscilla <Priscilla.Garza@directenergy.com>
Sent: April 25, 2019 12:08 PM
To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>
Subject: RE: Government of Canada Agreement 10000651

Hi Neena,

Yes, we have sent the survey out 4 times and multiple reminders were sent in-between to all employees and those that have failed to return it. We have also reached out to their managers and HR business partners for support in encouraging employees to complete the survey. Unfortunately, despite our best efforts, we still have a gap in the response rate. We made it very clear to all employees that their participation was extremely important and that it would not affect their employment in anyway. From the first day we were notified that this needed to be done we have had a team devoted to getting these surveys out and tracking their progress, but there were still employees who did not respond for unknown reasons.

Thank you,

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>
Sent: Thursday, April 25, 2019 10:47 AM
To: Garza, Priscilla <Priscilla.Garza@directenergy.com>
Subject: RE: Government of Canada Agreement 10000651

[External Email]
Hi Priscilla,

Thank you for sending the WFA – summary report dated March 11, 2019.

Also, Please respond concerning the survey results.

Regards,
Neena Sharan.

From: Garza, Priscilla <Priscilla.Garza@directenergy.com>
Sent: April-25-19 11:31 AM
To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>
Subject: RE: Government of Canada Agreement 10000651

Hi Neena,

Please see the attached form.

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>
Sent: Thursday, April 25, 2019 10:25 AM
To: Garza, Priscilla <Priscilla.Garza@directenergy.com>
Subject: RE: Government of Canada Agreement 10000651

[External Email]

Hi Priscilla,

Thank you for sending the survey results. The acceptable response rate is 80.0%. Therefore 70.0% return rate and 60.0% response rate is too low. When you have a low response rate than the diversity of the workforce is not accurate. Probably you should re-send the survey to all the employees who did not return and request them to complete it. Also, you should reassure the employees that responding to the survey will not jeopardise their employment in any way. This might encourage them to complete the survey. Also emphasize the importance of the survey. As per the Federal Contractors Program (FCP) only full-time permanent employees and part-time permanent employees are to be counted. The count for temporary employees is not to be included in the total.

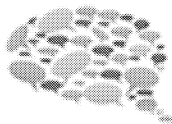
Also please send me the WFA – Summary report is dated for Oct. 23, 2018 which is too old. Please send me of something current that is dated end of March or April 2019. The extension that was provided was dated March 11, 2019.

If you have any question then please do not hesitate to contact me.

Regards,
Neena Sharan

Assessment Officer, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
neena.sharan@labour-travail.gc.ca / Tél. : 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada
neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!
Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

From: Garza, Priscilla <Priscilla.Garza@directenergy.com>
Sent: April-25-19 11:13 AM
To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>
Subject: Government of Canada Agreement 10000651

Hi Neena,

Please see attached.

The number of employees that were surveyed; **168**
The combined number of self-identification questionnaires that were returned blank, partially and fully completed; and

Blank: 14
Partially: 3
Fully completed: 100
Total combined returned: 117

The number of fully completed and returned self-identification questionnaires.: 117

Please let me know if you need anything else.

Thank you,



Priscilla Garza
Sr. Employee Relations Manager
12 Greenway Plaza, #250 | Houston, TX 77046
Office: 713.904.7428
Email: priscilla.garza@directenergy.com

care | delivery | collaboration | **agility** | courage

[Line Managers- Click here to raise an ER issue through the new Self-Service Portal](#)

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