Employment and Emploi et Social Development Canada Développement social Canada

PROTECTED WHEN COMPLETED - B

s.19(1) s.24(1) Labour Program Federal Contractors Program

OFFICIAL USE ONL	.Y
Agreement N°:	

Agreement to Implement Employment Equity

7 New Agreement	(All sections r	nust be complet	ed)		
Revised Agreement					
	OPC	ANIZATION	***************************************		
Legal Name of Organization	<u>ONG</u>	ANIZATION	Parent company	is located outsid	e Canada
Direct Energy Marketing Lim	uited				
				✓ Yes	∐ No
Operating Name (if different from Legal Name	of Organization)		Business Numb	er	
Direct Energy Business					
				employees in Ca Time and/or Part	
Organization's North American Industry Class		≥ Number	(remaich rui	-Time and/or Fari	- rime)
To find your organization's four-digit NAICS of http://www.statcan.gc.ca/subjects-sujets/stance		ist-liste-eng.htm	Federally F	Regulated	
2212			Provincial!	y Regulated	
	HFA	D OFFICE	<u> </u>		
Address (building number, street, suite, etc.)	1 1 200.7 1	City		Province	Postal Code
Suite 501, 525 8 Ave SW		Calgary		АВ	T2F 1G1
Telephone Numbe					
		(403) 776-60	100		
	EMPLOYMENT	EQUITY CONTA	ACT		
Name (print) Jonathan Phillips		Title Head of Empl	ovee Relat	ions - Nor	th America
Telephone Number	E-mail Address				age of Carrespondence
(713) 904-7441	Jonathan, Phillips	@directenerg	y.com	✓ English	French
	CERT	IFICATION		***************************************	
The above-named organization;	OLIVI	HICATION	***************************************		
 having a combined workforce of 100 	or more permanent full-tim	e and permanent p	art-time emptoy	ees in Canada	, AND
intending to bid on, or being in receip	of a federal government	goods or services o	contract standin	ia offer or contr	act issued under a
Supply Arrangement, valued at \$1,00	00,000 or more (including a	pplicable taxes)			
hereby certifies its commitment to implen instrument, in keeping with the Federal C	Contractors Program require	ements. For more i	going basis, bey nformation on h	ond the period ow to implemen	of the procurement at employment equity
please refer to: http://www.esdc.gc.ca/en	g/labour/equality/fcp/index,	shtml:			
Important note: If an audit of the Agreer the procurement instrument(s) with the G	nent to Implement Employr lovernment of Canada may	ment Equity uncove be terminated.	er s misrepresent	ation on the pa	rt of the organization,
	SIG	NATORY			
NOTE: The signatory must be the Chief contract on behalf of the organize		uthorized person in	an executive po	osition with lega	l authority to sign a
Name (print) TANIS KOZ	AK	Tille VP PGH	1 DERES	SIDENT	IALCANADA
Telephone Number	E-mail Address			Preferred Lang	uage of Correspondence
7809695III	tanis. Koz		-con	☐ Engl	sh French
Si		Date (YYYY-MM-DC	 	***	
		2014-	- UD - 1		
P	***************************************	······································	•••••	······································	
The (pormation you provide on this form is col Contractors Program (FCP).	lected under the authority of s	ection 42 of the Empl	oyment Equity Ac	l to determine you	ir eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal informatio overnment goods or services o	n will result in the org ontracts of any value	anization's name i	being placed on t	he FCP Limited Eligibility ion of the contract.
The information you provide may be used and disclosures of your personal information will no	/or disclosed for policy analysi ever result in an administrative	s, research and/or ev decision being made	aluation purposes about you.	. However, these	additional uses and/or
Your personal information is administered in a your personal information, which is described government publication entitled Info Source, w accessed online at any Service Canada Centr	in Personal Information Bank E hich is available at the followir	ESDC PPU 721. Instri	uctions for obtainle	no this informatio	n are outlined in the
	RETURN II	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Impleme e-mail at: ee-eme@hrsdc-rhdcc.gc		rm must be sent to	o the Labour P	rogram by	

Workforce Analysis - Summary Report

Date: 2019-03-11

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	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	



Workforce Analysis - Summary Report

Date: 2019-03-11

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	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	



Workforce Analysis - Summary Report

Date: 2019-03-11

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	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	



Workforce Analysis - Summary Report

Date: 2019-03-11

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
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	



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



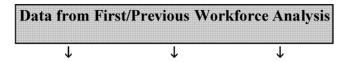
Workforce Analysis - Summary Report

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





Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2019	03	11

Analysis

Data from Subse	equent/Current Wo	rkforce Analysis
YYYY	MM	DD

			Гable 1: Women	l
		First/Pr	evious Workforce A	Analysis
Emple	nyment Equity Occupational Crown (EEOC)	All Employees	Wor	nen
լուրտ	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	2	27.6
02	Middle & Other Managers	57	6	39.4
03	Professionals	44	19	42.9
04	Semi-Professionals & Technicians	1	0	7.5
05	Supervisors	3	1	53.7
06	Supervisors: Crafts & Trades	4	0	4.3
07	Administrative & Senior Clerical Personnel	7	3	82.2
08	Skilled Sales & Service Personnel	3	0	23.4
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	6	3	70.7
11	Intermediate Sales & Service Personnel	8	4	68.5
12	Semi-Skilled Manual Workers	21	0	14.6
13	Other Sales & Service Personnel	1	0	56.5
14	Other Manual Workers	0	0	0.0
Total		162	38	0.0

,	Lable 5: Women	
Subsequen	t/Current Workford	e Analysis
All Employees	Won	nen
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
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0	0	0.0
0	0	0.0
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0	0	0.0
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Part 1: Workforce Analysis

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Data from First/Previous Workforce Analysis

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Data from Fi	rst/Previous Work	force Analysis

Data from Subsequent/Current Workforce Analysis

0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce /	Analysis
Emple	nument Fauity Occupational Chaup (FFOC)	All Employees	Aborigina	l Peoples
բա րռ	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	0	3.2
02	Middle & Other Managers	57	0	2.7
03	Professionals	44	2	1.2
04	Semi-Professionals & Technicians	1	0	4.1
05	Supervisors	3	0	3.6
06	Supervisors: Crafts & Trades	4	0	4.4
07	Administrative & Senior Clerical Personnel	7	0	3.4
08	Skilled Sales & Service Personnel	3	0	2.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	6	1	3.1
11	Intermediate Sales & Service Personnel	8	1	4.0
12	Semi-Skilled Manual Workers	21	0	4.7
13	Other Sales & Service Personnel	1	0	3.1
14	Other Manual Workers	0	0	0.0
Total		162	4	0.0

Table	6: Aboriginal Pe	eoples
Subsequent	t/Current Workfore	e Analysis
All Employees	Aboriginal	l Peoples
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	o	0.0
0	o	0.0
0	0	0.0
0	o	0.0
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Part 1: Workforce Analysis

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[Date: 03/11/2019]

Data from First/Previous Workforce Analysis

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Table 3: Members of Visible Minorities

Data from Subsequent/Current Workforce Analysis

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
0	0	0

		First/Pr	evious Workforce A	malysis
F1-	CECC	All Employees	Members of Vis	ible Minorities
етри	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	0	11.5
02	Middle & Other Managers	57	10	17.6
03	Professionals	44	13	32.6
04	Semi-Professionals & Technicians	1	0	23.0
05	Supervisors	3	0	36.0
06	Supervisors: Crafts & Trades	4	0	4.9
07	Administrative & Senior Clerical Personnel	7	1	21.8
08	Skilled Sales & Service Personnel	3	0	12.9
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	6	2	30.6
11	Intermediate Sales & Service Personnel	8	0	35.9
12	Semi-Skilled Manual Workers	21	2	34.0
13	Other Sales & Service Personnel	1	0	51.2
14	Other Manual Workers	0	0	0.0

Total

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workfore	e Analysis
All Employees	Members of Vis	ible Minorities
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
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Data from First	t/Previous Wor	kforce Analysis
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Data from Sul	osequent/Curro Analysis	ent Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
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Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
0	0	0

		Table 4:	Persons with Dis	sabilities
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	64	2	5.0
03	Professionals	44	0	8.9
04	Semi-Professionals & Technicians	1	0	7.6
05	Supervisors	3	0	27.5
06	Supervisors: Crafts & Trades	4	0	10.1
07	Administrative & Senior Clerical Personnel	7	0	10.0
08	Skilled Sales & Service Personnel	3	0	8.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	6	0	9.3
11	Intermediate Sales & Service Personnel	8	0	10.8
12	Semi-Skilled Manual Workers	21	0	10.3
13	Other Sales & Service Personnel	1	0	10.7
14	Other Manual Workers	0	0	0.0
Total		162	2	0.0

	Persons with Dis t/Current Workfore			
All Employees		Persons with Disabilities		
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
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Part 2: Flow Data Analysis

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End I	Date of Flow	Data
YYYY	MM	DD

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

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	Table 1: Women			
	Full-time	e / National Part-time / Nationa		
Employment Equity Occupational Group (EEOG)	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

Table 9: Women				
Full-time	Full-time / National		/ National	
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	
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Part 2: Flow Data Analysis

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[Date: 03/11/2019]

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End I	Date of Flow	Data
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Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	Tab	Table 2: Aboriginal Peoples			
	Full-time	/ National	/ National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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

Table 6: Aboriginal Peoples			
Full-time	Full-time / National		/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
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 10: Aboriginal Peoples				
Full-time		Part-time		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples 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	
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Part 2: Flow Data Analysis

[Direct Energy]

[Date: 03/11/2019]

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YYYY	MM	DD
Start	Date of Flov	v Data

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

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Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	Table	3: Persons	with Disa	bilities	
	Full-time	/ National	Part-time / Nation		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities 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	o	
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

Full-time	/ National	Part-time / National						
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities 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					

Table 11: Persons with Disabilities									
Full-time	/ National	Part-time / National							
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated						
#	#	#							
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	C						
0	0	0	0						
0	0	0	C						
0	0	0	C						
0	0	0	0						

Part 2: Flow Data Analysis

[Direct Energy]

[Date: 03/11/2019]

0	0	0
YYYY	MM	DD
Start	Date of Flow	/ Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

 $\overline{\downarrow}$

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

 $\overline{\downarrow}$

Data from Form 6 - Employees Terminated

 $\overline{\downarrow}$

	•	•	•	•			
	Table 4:	Members o	f Visible N	Minorities			
	Full-time	/ National	Part-time / National				
Employment Equity Occupational Group (EEOG)	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			

Full-time	/ National	Part-time / National						
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted					
#	Ħ	#	#					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
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 12: Members of Visible Minorities								
Full-time	/ National	Part-time / National						
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities 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					

									Data	for First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	_	\	1	1	↓	1	1	↓	\	↓	1	1	\	1	↓	↓	↓	↓	↓
		Table 1: Women																	
		First/Previous Short-term Goals																	
				All En	nployees									W	omen				
	Number Growth (New Positions) Turnover (Replacement of Terminated Number Turnover (Replacement of Turnover (Turnover (Turnover (Turnover (Turnove						r Goals												
Employment Equity	. runnoci	mber Growth (New Positions) Employees) Anticipated Turnover (Replacement of Terminated Employees) Required Replacement of Terminated Employees) Required					n - To	Present		Projected	Present	Projected							
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Pro	ected		YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Gan Representation Represe	Representation in 3
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-03-11	Annually	Over 3 Years	Years	2019	2022					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	-100.0%		(0.0%		0	0	2	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	(39.4%	39.4%	-16	-16	10.5%	10.5%
03 Professionals	44	-100.0%	,	(0.0%		0	0	19	0.0%	0	0	(42.9%	0	0	43.2%	43.2%
04 Semi-Professionals & Tech	1	-100.0%	,	(0.0%		0	0	C	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		50.0%	53.7%	-1	-1	33.3%	33.3%
06 Supervisors: Crafts & Trades	4	-100.0%)	(0.0%		0	0	C	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		50,0%	82.2%	-3	-3	42.9%	42.9%
08 Skilled Sales & Service	3	-100.0%)	(0.0%		0	0	C	0.0%	0	1		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	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	-100.0%)	(0.0%		0	0	3	0.0%	0	1	(70.7%	-1	-1	50.0%	50.0%
11 Intermediate Sales & Service	8	-100.0%)	(0.0%		0	0	4	0.0%	0	1	(68.5%	-1	-1	50.0%	50.0%
12 Semi-Skilled Manual	21	100.070)		0.0%		0	0	1 0	0.0%	0	3	(14.6%	14.6%	-3	-3	0.0%	0.0%
13 Other Sales & Service	1	-100.0%		(0.0%		0	0	1 0	0.0%	0	1	(50.0%	56.5%	-1	-1	0.0%	0.0%
14 Other Manual Workers	0	0.0%		(0.0%		0	0	1 0	0.0%	o 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.

0.0%

162 -100.0%

taclculated by using the following formula: (Terminated full-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
F 1		Wom	ien		
Employment Equity Occupational Group (EEOG)	Short-term Goal				Comments
01 Senior Managers	# ()	% 0.0	#	0.0	
02 Middle & Other Managers	0	39.4		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	001616

23.5%

23.5%

	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

								[Dai	ie. 03/11/20	117]									
									Data f	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
<u> </u>		\	↓	\	\	1	. ↓	1	↓	↓	\	↓	↓	<u> </u>	↓	↓	1	↓	↓
		Table 3: Aboriginal Peoples First/Previous Short-term Goals																	
									First/	Previous St	iort-term G	oals							
				All Ei	mployees			1						-	nal Peoples	1	1		1
	Number	Grov	vth (New Posi	tions)	Turnover (Re	placement o Employees)			Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity			T					Anticipated Hires Over 3		Terminated		Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Pre	jected T	Actual	Pro	jected	Years	YYYY-MM-DD		1	Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Years
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-03-11	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	%	#	H	H	%	#	H	Ħ	%	%	#	#	%	%
01 Senior Managers	7	-100.0%		. (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	2	0	2.7%	2.7%	-2	-2	0.0%	0.0%
03 Professionals	44	-100.0%		(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		4.1%	0	0	0.0%	0.0%
05 Supervisors	3	-100.0%		(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		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		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		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	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	-100.0%		(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	1	0.0%	0	-1	0		4.0%	1	1	12.5%	12.5%
12 Semi-Skilled Manual	21	100.070		(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		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	#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.

0.0%

162 -100.0%

Total

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
F 1		Aboriginal l	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	oals Long-term Goals		Comments
occupational Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0	(0.0	
02 Middle & Other Managers	0	2.7	C	2.7	
03 Professionals	0	0.0	(0.0	
04 Semi-Professionals & Tech	0	0.0	(0.0	
05 Supervisors	0	0.0	(0.0	
06 Supervisors: Crafts & Trades	0	0.0	(0.0	
07 Administrative & Sr Clerical	0	0.0	(0.0	
08 Skilled Sales & Service	0	0.0	(0.0	
09 Skilled Crafts & Trades	0	0.0	(0.0	
10 Clerical Personnel	0	0.0	(0.0	
11 Intermediate Sales & Service	0	0.0	(0.0	
12 Semi-Skilled Manual	0	4.7	C	4.7	
13 Other Sales & Service	l o	0.0	(0.0	001618

2.5%

	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

								[Dat	te: 03/11/20	119]										
									Data	for First/I	revious (Goals								
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	Т	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KXLX3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
		↓				↓			↓ Tabla 5	↓ : Persons	↓ with Dice	bilities	↓					↓	<u> </u>	
										Previous SI										
				All En	nployees				Persons with Disabilities											
	Number Growth (New Positions) Turnover (Replac								Number	т о			3 Year	r Goals						
Employment Equity		<u> </u>				Employees) Anticipated			Terminated Employees)			Hires Required		n - To	Present		Projected	Present	Projected	
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years	
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-03-11	Annually	Over 3 Years	Years	2019	2022						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	64	-100.0%		(0.0%		0	0	2	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	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		7.6%	I .	0	0.0%	0.0%	
05 Supervisors	3	-100.0%		(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		10.1%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	7	-100.0%		(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		8.0%		0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%] (0.0%		0	1 0		0.0%	1 0	0	0	0.20/	0.0%		0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	6	-100.0%			0.0%		0	0		0.0%	0	1	0	9.3%	9.3%	I	-1	0.0%	0.0%	
11 Intermediate Sales & Service	8	-100.0%			0.0%] 0	0		0.0%	0	1	0	10.8%	10.8%	I	-1	0.0%	0.0%	
12 Semi-Skilled Manual	21	-100.0%			0.0%					0.0%		2		10.3%	10.3%	-2	-2	0.0%	0.0%	
13 Other Sales & Service	1	-100.0%			0.0%					0.0%					10.7%			0.0%	0.0%	
14 Other Manual Workers	0	0.0%		(0.0%		1 0	1 0	η (0.0%	1 0	0	0		0.0%	1 0	1 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.

0.0%

162 -100.0%

Total

Calculated by using the following formula: (Terminated full-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.

0.0%

-2

0.0%

					Table 6: Persons with Disabilities
r	F	ersons with	Disabilitie	S	
Employment Equity Occupational Group (EEOG)	Short-te	rm Goals	Long-te	erm Goals	Comments
Occupational Group (EEOG)	#	%	#	9%	
01/02 Managers	(5.0	(5.0	
03 Professionals	(8.9	(8.9	
04 Semi-Professionals & Tech	(0.0	(0.0	
05 Supervisors	(27.5	(27.5	
06 Supervisors: Crafts & Trades	(0.0	(0.0	
07 Administrative & Sr Clerical	(10.0	(10.0	
08 Skilled Sales & Service	(0.0	(0.0	
09 Skilled Crafts & Trades	(0.0	(0.0	
10 Clerical Personnel	(9.3	(9.3	
11 Intermediate Sales & Service	(10.8	(10.8	
12 Semi-Skilled Manual	(10.3	(10.3	
13 Other Sales & Service	(0.0	(0.0	
14 Other Manual Workers	(0.0	(0.0	
Total	(0.0		0.0	001620

1.2%

1.2%

Federal Contractors Program Achievement Report
Part 3: Goals
[Direct Energy]
[Date: 03/11/2019]

								[Dat	c. 05/11/20	17]									
									Data 1	or First/I	Previous (Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
<u> </u>	<u> </u>	\	↓	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	\		↓	\	\	<u> </u>	1	.	<u> </u>
		Table 7: Members of Visible Minorities First/Previous Short-term Goals																	
									First/	Previous SI	iort-term G	oals							
				All En	aployees										isible Minor	ities			,
	Number	Grow	vth (New Posi	tions)	Turnover (Re		f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity					· · · · · · · · · · · · · · · · · · ·			Anticipated		Terminated Employees)				n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Pro	ected	Actual	Actual Projected			YYYY-MM-DD			Required Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-03-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-03-11	Annually	Over 3 Years	Years	2019	2022					
	#	%	9/0	#	9/0	%	u u	и	u	%	##	4	#	%	9/6	ш	11	%	%
01 Senior Managers	7	-100.0%	76		0.0%	70	0	7 0	7 0	0.0%	77 0	1	7 0	11.5%	11.5%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	57	-100.0%		l 0	0.0%		0	0	10	0.0%	0	0	ن ا	11.570	17.6%	0	0	17.5%	17.5%
03 Professionals	44	-100.0%		0	0.0%		0	0	13	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	0		23.0%	0	0	0.0%	0.0%
05 Supervisors	3	-100.0%		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	0		4.9%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	7	-100.0%		0	0.0%		0	0	1	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	0		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	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0		30.6%	0	0	33.3%	33.3%
11 Intermediate Sales & Service	8	-100.0%		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%				2	0.0%	0	5		34.0%	34.0%	-5	-5	9.5%	9.5%
13 Other Sales & Service		-100.0% 0.0%			0.0%		0			0.0%				51.2%	51.2% 0.0%	-1	-1	0.0% #DIV/0!	0.0% #DIV/0!
14 Other Manual Workers	0	0.0%		U	0.0%		U	1 0	0	0.0%	0	0	U		0.0%	ų v	0	#D1V/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.

0.0%

162 -100.0%

Total

-28

0.0%

28

28

Workforce Finallysis)					Table 8: Members of Visible Minorities
E 1 /E '		Members of Vi	sible Minor	ities	
Employment Equity Occupational Group (EEO	G) Shor	t-term Goals	Long-te	rm Goals	Comments
01 Senior Managers	#	0 11.5	# 0	%) 11.5	
02 Middle & Other Mana	gers	0 0.0		0.0	
03 Professionals	5013	0 32.6		32.6	
04 Semi-Professionals &	Tech	0.0) 0	0.0	
05 Supervisors		0 36.0) 0	36.0	
06 Supervisors: Crafts &		0.0		0.0	
07 Administrative & Sr C		0 21.8		21.8	
08 Skilled Sales & Servic		0.0		0.0	
09 Skilled Crafts & Trade	es	0.0		0.0	
10 Clerical Personnel		0 0.0		0.0	
11 Intermediate Sales & S 12 Semi-Skilled Manual	service	0 35.9		35.9	
13 Other Sales & Service		0 51.2		51.2	001622

17.3%

17.3%

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.

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14 Other Manual Workers Total	0 0.0 0 0.0

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	К	L	M	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		↓		↓			↓	<u>\</u>		↓	↓	↓		↓	↓	↓		↓	
										Table 9:		- ·							
									Subsequ	ent/Current	t Short-tern	n Goals		**					
				All En	aployees			1							omen	1	1		
	Number	Grow	rth (New Posi	tions)	Turnover (Re	placement o Employees)	fTerminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity					· · · · · · · · · · · · · · · · · · ·		iected	Anticipated Hires Over 3		Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	rre	ected	Actual	Pro.	, 1	Years	YYYY-MM-DD		T -	Over 3	1111	- 1 1 1 1	Availability	Jap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	9/6	#	#	%	%
01 Senior Managers	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		C	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%		C	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	C		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%		C	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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%			0.0%			' 0		0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!
13 Other Sales & Service		-100.0%			0.0%			0		0.0%	0	0			0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		1 0	0.0%		1 0	1 0	1 0	0.0%	0	0	(0.0%		0	#DIV/0!	#DIV/0!
Total	0	-100.0%			0.0%		1 0	0	1 0	0.0%	1 0	0		'	0.0%	<u> 1</u>	1 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 (EEOG)	Short-ter	Women m Goals Long-t	erm Goals	Comments
Occupational Group (EEOG)		%	%	
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	001624
14 Other Manual Workers		0.0	0.0	

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Total	0.0

								[24,		1										
								Data for Subsequent/Current Goals												
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	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	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)	
		↓	↓	↓				↓	<u> </u>	↓		↓	↓	↓	↓			↓		
		Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals																		
				10.5					Subseque	ent/Current	t Short-teri	n Goals								
				All En	iployees			ı							nal Peoples				1	
	Number	Grow	vth (New Posi	tions)	Turnover (Re	placement o Employees)	fTerminated		Number	Turnover (R	urnover (Replacement of			r Goals						
Employment Equity	ļ		T		ļ			Anticipated Hires Over 3		Terminated		Hires Required		n - To	Present	h	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual				YYYY-MM-DD			Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Years	
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3						
	#	%	9/6	#	%	%	#	#	#	%	H H	н	#	%	%	#	н	%	%	
01 Senior Managers	0	-100.0%	/0	0	0.0%	70	0	0	0	0.0%	7 0	0	, , , , , , , , , , , , , , , , , , ,	70	0.0%	0	7 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	#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	C		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	#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) ÷ ((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)	Short-ter	Aboriginal Peoples m Goals Long-	term Goals	Comments
Occupational Group (EEOG)		%	%	
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	001626
14 Other Manual Workers		0.0	0.0	

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Total	0.0

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[Date: 03/11/2019]	

								[Даі	e: U3/11/20	119]									
									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	↓	↓		↓	↓	↓	↓	V	V	↓ ↓	<u> </u>	↓	↓	↓	↓	↓	↓	↓
											with Dis: t Short-terr								
				All En	nployees				Subseque	eno Curren	1 30011-1011	ii Guais		Persons wi	th Disabilitie	·«			
		I		Anton	, .	1	of Terminated			<u> </u>		<u> </u>	3 Vea	r Goals	in Disabilitie		<u> </u>		1
	Number	Grov	vth (New Posi	tions)		Employees)		Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present	Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years		_	Over 3	Years	0	_	Ауанарицу		Gap	Representation	Years
	1	Annually	Annually	Years	Annually	Annually	Vears			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		C	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%		C	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	#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%		1 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	2 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0	0	0	0.0%	1 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	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		1 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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		[0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		1 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	1 0	-100.0%		1 0	0.0%		0	<u> </u>	1 0	0.0%	1 0	1 0	L 0		0.0%	<u> </u>	1 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) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Workforce Analysis) · 2) x 10				Table 14: Persons with Disabilities
	Pe	rsons with Disabilitie	es	
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals Long-t	erm Goals	Comments
		%	%	
1/02 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	001628

								12		1									
									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(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)
		↓	↓			↓			<u> </u>			↓		↓	↓			1	
									Table 15: N				es						
				100.00					Subseque	ent/Current	t Short-teri	n Goals							
				All En	ployees										isible Minor	ities	1		
	Number	Grow	vth (New Posi	tions)	Turnover (Re	placement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity	ļ		T		ļ			Anticipated Hires Over 3		Terminated		Required		n - To	Present	h	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected T	Years	YYYY-MM-DD		1	Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	t ears	%	%	u	и	и	9/6	1 ears		и	%	%	4	и	9/6	%
01 Senior Managers	0	-100.0%	/6		0.0%	70	0	7 0	0	0.0%	# 0	0	"	76	0.0%	, " 0	7 0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	ا ٥	-100.0%		0	0.0%		ا ٥	0	0	0.0%	0	0			0.0%		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	l c		0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	l o		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	l c		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	C		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	C		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%	6 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C		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!	
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	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	C		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.

Laculated by using the following formula: (Terminated full-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	Mem	bers of Visible Minor	ities	
Occupational Group (EEOG)	Short-ter	m Goals Long-te	rm Goals	Comments
		%	%	
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	001629
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

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											[Dir	rect En	ergy]												
											[Date	e: 03/11	/2019]												
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	Т	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		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	
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Em	ployment Equity					orce An Vorkforce	•					Hires			Т		Data A				Teri	minatio	ns		
Occ	cupational Group	Year	All			Wo				All			omen		All			omen		All			omen		
(Ef	COG)	#	Employees #	Represer	ntation %	Avails	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Actus	d %	Expected #	Difference #	
01	Senior Managers	2019	7		28.6	27.6		0	103.5	0	0		0			0		0	0	0	0	0.0	0	0	
02	Middle & Other	2019	57	6	10.5	39.4	22	-16	26.7	0									0	0			0		
02	Managers	2019	44		43.2			0	0.0 100.7	0	0	0.0	0	(0 (0	0.0	0	0	0	0	0.0	0	0	
03	Professionals	0 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	
04	Semi-Professionals & Technicians	0	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		33.3			-1 0	62.1	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	4.3		0	0.0	0	0	0.0		(0.0		0	0		0.0	0	0	
	Traces	0		V.	0.0	0.0	U	<u> </u>	0.0		<u> </u>	0.0			<u> </u>	0	0.0	0	0	1 0	0	0.0	U	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÷Kx 100	Part 3: Goals	F ÷ M x 100												
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	ployment Equity cupational Group	Year	All	Won	nen			men			Won							C	Commen	ts					
(EF	OG)		Employees	Acti	ial	Goal	Percent of Goal Met		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	Γ	#	# 0	# 0	% 0.0	#	%	0.0	%	#	% 0.0	%	% 0.0												
01	Senior Managers	3	0	1	0.0	constituens transcriptors	0.0	0.0	0.0	U	0.0	0.0													
02	Middle & Other Managers	0 3	0	0	0.0	CONTROL CONTRO	0.0	39.4 0.0	0.0	0	0.0	39.4 0.0	-	0.0											
03	Professionals	0 3	0	+	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
04	Semi-Professionals &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
05	Technicians	0	0	0	0.0	S0300000000000000000000000000000000000	0.0	50.0	0.0	0	0.0	50.0													
	Supervisors Supervisors: Crafts &	3	0	0	0.0	11000011000011000110000	0.0	0.0	0.0	0	0.0	0.0													
06	Trades	3	0		0.0		0.0	0.0	0.0	U	0.0	0.0		1											

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Data	sources:		Part 1: Workforce	Part 1: Workforce E ÷ I Analysis x 100	' i Wo	art 1: orkforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	J x F ÷ 100	V - X	
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Em	ployment Equity	Year		*****		kforce	113313					Hires					romotio				Teri	nination	ıs		
Oc	cupational Group	rear	All			Wome				All			omen		All			omen		All		Wei			
(El	EOG)		Employees	Representation		Availab		Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Actua			Difference	
	Administrative &	2019	7	# % 3 4/		82.2	# 6	# -3	52.1	#	#	%	Ħ	#	#	#	%	#	#	#	#	%	#	Ħ	
07	Senior Clerical	0	0		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	23.4	1	-1	0.0	0	0	0.0				0	0.0			0	0	0.0			
	Skilled Crafts &	2019	0		0.0	0.0	0	0	0.0	0	0	0.0	0	(, (1	0.0	0	0	0	0	0.0	0	- 0	
09	Trades Workers	0	0	0 (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	70.7	4	-1	70.7	0	0	0.0	0	(0	0.0	0	0	0	0	0.0	0	0	
11	Intermediate Sales &	2019	8		0.0	68.5	5	-1	73.0	0		0.0	-		, ,	1	0.0			0	0	0.0			
11	Service Personnel	0	0		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	14.6 0.0	3	-3 0	0.0	0	0	0.0	0	(0	0.0	0	0	0	0	0.0	0	0	
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Data	sources:		Part 2: Flow	Part 2: E ÷ D			E÷Gx	Part 3:	F ÷ I x 100	Part 3: Goals	E ÷ K x	Part 3:	F ÷ M x 100												
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		#	#	# %		#	%	%	%	#	%	%	%												
07	Administrative & Senior Clerical	3	0		0.0	0	0.0	50.0 0.0	0.0	0	0.0	50.0 0.0	0.0												
08	Skilled Sales &	0	0).0	0	0.0	23.4	0.0	0	0.0	23.4													
08	Service Personnel	3	0	 	0.0			0.0	0.0			0.0		0.0											
09	Skilled Crafts & Trades Workers	3	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													
L		3	0		0.0		0.0	0.0	0.0	٥	0.0	0.0													
11	Intermediate Sales & Service Personnel	3	0	 	0.0	V	0.0	0.0	0.0	U	0.0	0.0	0.0												
12	Semi-Skilled Manual	0	0	0 (0.0	0	0.0	14.6	0.0	0	0.0	14.6	0.0												
	Workers	3	0	0 0).0			0.0	0.0			0.0	0.0												

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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
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			V	Vorkfo	orce An	alysis									Flow I	Data A	nalysis						
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3 Other Sales & Service 2019 1 0 0.0 56.5 1 -1 0.0																							
Personnel Other Manual	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
Workers	0	0	i	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	1 3	23.5		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	0
Data sources:		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											
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Occupational Group (EEOG)		All Employees	Actu		Goal	Percent of Goal Met		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					Ĺ	'ommen	IS				
	#	#	#	%	#	%	9/6	%	#	%	%	%											
Other Sales & Service		0		0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0											
Personnel Other Manual	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers Wandan	3	0	0	0.0		0	0.0	0.0	·		0.0	0.0	ł										
Total	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	1										

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000000000000000000000000000000000000000	upational Group	Year	All	,	Aboriginal P	eoples			All			nal Peoples		All			nal Peoples		All	161		nal Peoples		
(EE	(OG)		Employees	Representation	Availabil	ity	Gap E	E Result	Employees	Act	tual	Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Actu	al	Expected	Difference	
		#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
01	Senior Managers	2019	7	0 0.0	1 :	0	0	0.0	0	0	0.0	0	()	0	0.0	0	0	0	0	0.0	0	0	
02	Middle & Other	2019	57			2	-2	0.0		,	****			1										
02	Managers	0	0			0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0	
03	Professionals	2019	44	.		0	0	378.8	0	0	0.0	0	0 0 0 0 0.0 0 0 0 0 0											
04	Semi-Professionals &	2019	1	0 0.0		0	0	0.0																
	Technicians	0 2019	3	0 0.0	+	0	0	0.0	0	0	0.0	0	C	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	C	0	0	0.0	0	0	0	0	0.0	0	0	
06	Supervisors: Crafts &	2019	4			0	0	0.0																
	Trades	0	0	0 0.0	0.0	0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0	
			Part 2: Flow	Part 2: E ÷ D x	Part 3: E	÷Gx	Part 3:			E÷Kx	Part 3:													
Data	sources:		Data Analysis			100	Goals	÷ I x 100	Part 3: Goals	100	Goals	F ÷ M x 100												
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			Nev	Entrants				G	oals															
	ployment Equity	Year	F	low Data			m Goals			Long-teri														
000000000000000000000000000000000000000	upational Group OG)		All	Aboriginal Peoples	Po	Aboriginal rcent of	р	ercent of		Aboriginal Percent of		Percent of					(Commen	ts					
(1.21	.00)		Employees	Actual		oal Met	Goal	Joal Met	Goal	Goal Met	Goal	Goal Met												
		# 0	# 0	0 0.0) # 0	0.0	0.0	% 0.0	# 0	0.0	% 0.0	0.0												
	Senior Managers	3	0	0 0.0			0.0	0.0	Ÿ		0.0	0.0												
02	Middle & Other Managers	0 3	0	0 0.0		0.0	2.7	0.0	0	0.0	2.7 0.0													
	-	0	0	 	0.11000.11000.11000.1100	0.0	0.0	0.0	0	0.0	0.0													
03	Professionals	3	0	0 0.0)		0.0	0.0			0.0	0.0	0.0											
04	Semi-Professionals & Technicians	3	0	0 0.0		0.0	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												
	Supervisors: Crafts &	0	0	V V V V V V V V V V V V V V V V V V V		0.0	0.0	0.0	0	0.0	0.0													
06	Trades	3	0	0 0.0			0.0	0.0			0.0													

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										[Dir	ect En	ergy]											
										[Date	e: 03/11	/2019]											
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Data	sources:		Part 1: Workforce	Part 1: Workforce E ÷ D	Part 1: Workforce	DxG	E-H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L - N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Data			Analysis	Analysis x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100			Data Analysis	Analysis	100	1 41 - 100		Data Analysis	Analysis	100		
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Fm	ployment Equity				force A						Hires			Т	Flow I		•		ı	T			
	upational Group	Year	All		Workford Aborigi	nal Peoples			All			nal Peoples		All	r	romotio Aberigi	nal Peoples		All	1 er	minatio Aborigi	nal Peoples	
(EE	(OG)		Employees	Representation		ilability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Actu	_	Expected	Difference
		#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2019	7	0 0.		•	0	0.0	0	0	0.0	0	(0	0.0	0	0		0	0.0	0	0
08	Skilled Sales &	2019	3			-	0	0.0			0.0	-		1		0.0	0	Ů	0		0.0		
L 08	Service Personnel	0	0	0.00			0	0.0	0	0	0.0	0	C	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
10	Clerical Personnel	2019	6	 			1	537.6			0.0												
		0	0	0 0.			0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	8	1 12. 0 0			0	312.5 0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual	2019	21	0 0.	.0 4.7	7 1	-1	0.0															
	Workers	0	0	0 0.	0.0	0 0	0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow	Part 2: Flow Data E ÷ D x		E÷Gx	Part 3:	F÷1x 100	Part 3: Goals	E÷Kx	Part 3:	F ÷ M x 100											
			Data Analysis	Analysis 100	Goals	100	Goals			100	Goals												
			<u> </u>		→				<u>↓</u>														
				Entrants		Chart to	um Caal		oals	Long to	m Caal-												
	ployment Equity upational Group	Year		low Data Aboriginal Peoples			rm Goals at Peoples	•		Long-ter Aborigina							-	Commen	fs				
	OG)		All Employees	Actual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Johnnen	1.5				
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07	Administrative &	0	0	0 0.	.0 (0.0	0.0	0.0	0	0.0	0.0	0.0											
	Senior Clerical	3	0	0 0.	000000000000000000000000000000000000000	1 00	0.0	0.0	٠	0.0	0.0	0.0											
08	Skilled Sales & Service Personnel	3	0	0 0		0.0	0.0	0.0	0	0.0	0.0												
09	Skilled Crafts &	0	0	0 0.	.0 (0.0	0.0	0.0	0	0.0	0.0	0.0	0.0										
É	Trades Workers	3	0	0 0.	0.10000.10000.10000.1	0.0	0.0	0.0	0	0.0	0.0 0.0												
10	Clerical Personnel	3	0	0 0	0.0000000000000000000000000000000000000	0.0	0.0	0.0	U	0.0	0.0												
11	Intermediate Sales & Service Personnel	0	0	"	a	0.0	0.0	0.0	0	0.0	0.0	0.0											
12	Semi-Skilled Manual	0	0	0 0.	.0 (0.0	4.7	0.0	0	0.0	4.7	0.0											
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Part 5: Results - Aboriginal Peoples																									
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A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	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	Е-Н	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	
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			Workforce Analysis											Flow Data Analysis											
	yment Equity ational Group	Year			W	/orkforce				Hires				Promotions						Terminations					
(EEOC			All Employees	Representation		Aboriginal Peoples Availability		Gap	EE Result	All Employees	Abo Actual		nal Peoples Expected	Difference	All Employees	Acti		Expected Difference		All Employees	Actu		al Peoples Expected	Difference	
		#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
	her Sales & Service	2019	1	0	0.0	3.1		0	0.0																
\vdash	rsonnel her Manual	0 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	
	orkers	0	0	0	0.0	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		2.5			4	0.0																
	1000		0	0	0.0	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												
			1	↓	Ţ	1	1	\	1	\	\	\	\												
			New	Entran	ts				G	oals															
	yment Equity	Year	Flow Data Aboriginal Peoples			Short-term Goals Aboriginal Peoples				Long-term Goals															
	Occupational Group (EEOG)		All Employees	Actual		Parant of		Domont of			Aboriginal Peoples Percent of		Percent of		Comments										
(LLOO)						Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Otl	her Sales & Service	#	# 0	# 0	0.0	# 0	0.0	0.0	0.0	# ()	0.0	0.0	0.0												
	rsonnel	3	0	0	0.0			0.0	0.0			0.0	0.0												
	her Manual orkers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	JIKCIS	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Total	Total		0	0	0.0	-	,	0.0	0.0			0.0	0.0												

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A	В	С	D	Е	Г	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U		W	X	Y
Data soui	ces:		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
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L						orce An											Data A	•						
•	yment Equity ational Group	Year				orkforce Persons with					1	Hires	ith Disabilitie			P	romotio	n S ith Disabilitie	10		Te	rminatio	ns th Disabilities	
(EEO			All Employees	Represer		Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac		Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	%	%	#	ij	%	#	#	%	#	#	Ħ	Ħ	%	#	#	#	#	%	#	#
$\begin{bmatrix} 01\&\\02 \end{bmatrix}$ M	anagers	2019	64	2 0	3.1 0.0		•	-1 0	62.5 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 Pr	ofessionals	2019	44		0.0			-4 0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
04 Se	mi-Professionals &	2019	1	0	0.0			0	0.0			0.0	0		,		0.0	0	0		0	0.0	0	0
Te	chnicians	0	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 Su	pervisors	2019	3	- 1	0.0			-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
1 00 1	pervisors: Crafts & ades	2019	4	i	0.0		0	0	0.0				0				0.0				0	0.0	0	
111	aucs	0	0	<u> </u>	0.0	0.0	0	0	0.0	0	0	0.0	0	0	<u>, </u>	0	0.0		1 0	0	0	0.0	0	0
Data soui	ces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
L			↓	.	\	<u> </u>	<u> </u>	<u> </u>	1	\	<u> </u>	<u> </u>	<u> </u>											
			Nev	v Entran	its				G	oals														
Emple	yment Equity	Year		low Data Persons	with			rm Goals			Long-ter													
Occup (EEO	ational Group G)	1 Cai	All Employees	Disabi	lities	Goal	Percent of	h Disabilities Goal	Percent of	Goal	Persons with Percent of	Disabilities Goal	Percent of					(Commen	ts				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01& 02 M	anagers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0												
02		3	0	0	0.0	0	0.0	0.0 8.9	0.0	0	0.0	0.0 8.9	0.0											
	ofessionals	3	0	0	0.0			0.0	0.0			0.0												
	mi-Professionals & chnicians	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
05 Su	pervisors	0 3	0	0	0.0	0	0.0	27.5 0.0	0.0	0	0.0	27.5 0.0	0.0											
1 06 1	pervisors: Crafts &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
L Tr	ades	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] В C F G P T U V W D E Н K L M N 0 0 R S X Y Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Ε÷D $D \times G$ $\mathbf{E} \div \mathbf{H}$ Part 2: Flow L ÷ K Part 2: Flow Part 2: Flow $V \div U x$ Workforce Workforce E - H Flow Data K x G ÷ 100 L-N Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources Data Analysis Data Analysis x 100 x 100 Data Analysis x 100 $\div 100$ Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions** Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Representation Availability EE Result Employees Employees Difference Employees Gap Actual Expected Difference Actual Expected Actual Expected Difference % # % % % % # # % # # # Administrative & 2019 0 0.0 10.0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 2019 0.0 0.0 Skilled Sales & 0 8.0 0 Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 0 0.0 0.0 0 0.0 Skilled Crafts & Trades Workers 0 0 0.0 0.0 0.0 0.0 0 0.0 0.0 2019 0 0.0 9.3 -1 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 10.8 0.0 Intermediate Sales & 2019 0 -1 Service Personnel 0 0 0.0 0.0 0 ٥ 0.0 0 0.0 0 0.0 ٥ 0 0.0 2019 21 0 0.0 10.3 0.0 Semi-Skilled Manual Workers 0 0.0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \div G \; x$ Part 3: $E \div K x$ Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals Goals 100 Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities (EEOG) Employees Percent of Percent of Percent of Percent of Actual Coal Me Goal Met Goal Met Goal Met % % % % % % % 10.0 10.0 0 0.0 0.0 0.0 0.0 0.0 Administrative & Senior Clerical 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0.0 0.0 Service Personnel 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0.0 0.0 09 Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 9.3 0.0 9.3 0.0 0 0 0.0 0.0 0.0 Clerical Personnel 3 0.0 0.0 0.0 0.0 0.0 0 10.8 0.0 10.8 0.0 0 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0.0 0.0 0.0 0.0 0.0 0 10.3 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 10.3 0.0 Workers 0.0 0.0 0 0.0 0.0 0.0

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Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U	V	W	X	Y
Data soı	irces:		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
L																								
	Workforce Analysis Employment Equity Variable Workforce Workforce Hires Promotions Terminations																							
	recupational Group All Persons with Disabilities All Persons with Disabilities All Persons with Disabilities All Persons with Disabilities																							
(EEC			All Employees	Repres	entation	Avail		Gap	EE Result	An Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	
		#	#	#	%	%	#	#	%	#	#	%	#	Ħ	#	Ħ	%	#	#	#	#	%	#	#
	Other Sales & Service ersonnel	2019 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 (
1 14 1	ther Manual	2019	0	0		0.0	0	0	0.0															
N V	Vorkers	0	0 162	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 0	0	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 sou	irces:		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											
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				Entra						oals														
	oyment Equity	Year	FI	ow Data	ns with			rm Goals			Long-ter													
Occu (EEC	pational Group PG)		All Employees	Disat Ac		Goal	Percent of	n Disabilities Goal	Percent of	Goal	Persons with Percent of	Disabilities Goal	Percent of					(Commen	ts				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met %											
1 131	other Sales & Service	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
P	ersonnel Other Manual	3	0	0		0	0.0	0.0		0	0.0	0.0	0.0											
1 14 1	Vorkers	3	0	0		U	0.0	0.0	0.0	V	0.0	0.0	0.0											
Total		0 3	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											

								Feder	al Contr	actors l	Progra	n Achie	vement	Report									
								Par	t 7: Resu	ılts - Me	embers	of Visit	le Mino	rities									
										[Dir	ect En	ergy]											
										[Date	: 03/11	/2019]											
Α	В	С	D	E F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U	V	W	X	Y
Data so	ources:		Part 1: Workforce	Part 1: Workforce E ÷ D	Part 1: Workforce	DxG	E - H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q÷Px	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
<u> </u>			Analysis	Analysis x 100	Analysis	÷ 100			Data Analysis	Analysis	x 100			Data Analysis	Analysis	100			Data Analysis	Analysis	100		<u> </u>
			<u>↓</u>	↓ ↓ World	↓ orce Ana	↓ Nveie			J						↓ Flow I	↓ Note A	↓ nolveic		↓				
Emp	loyment Equity				Vorkforce	117515					Hires					romotio				Ter	minatio	ins	
Occi	ipational Group	Year	All	,	Visible Mi	norities			All			Minorities		All			Minorities		All	761		Minorities	
(EE	OG)		Employees	Representation	Availal		Gap	EE Result	Employees	Act	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Actu		Expected	Difference
		# 2019	# 7	0 0,0	% 11.5	# 1	# 1	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	0	0	0 0.0	1 :	0	0	0.0	o	0	0.0	0	(0 0	0	0.0	0	0	0	0	0.0	0	0
1 () / 1	Middle & Other	2019	57	10 17.5	17.6	10	0	99.7	-														
\]	Managers	2019	44			0 14	0	90.6	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
03]	Professionals	0	0	1 1		0	0	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
	Semi-Professionals &	2019	1	0 0.0		0	0	0.0															
	Γechnicians	2019	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
05	Supervisors	0	0	0 0.0		0	0	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
1 00 1	Supervisors: Crafts &	2019	4			0	0	0.0															
	Frades	0] 0	0 0.0	0.0	0	0	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0] 0
Data so	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis E ÷ D x	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		ı	<u> </u>	↓ ↓	<u> </u>	1	↓	1		↓	1	↓											
				Entrants					oals														
	loyment Equity	Year	F	low Data Visible Minorities	S	hort-tei Visible M	rm Goals			Long-ter Visible M							,	·	4a				
(EE	ipational Group OG)		All Employees	Actual		Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Commen	LS				
		#	#	# 9%	#	Goal Met %	%	Goal Met	#	Goal Met	%	Goal Met											
01	Sanjor Managara	0	0			0.0	11.5	0.0	0	0.0	11.5	0.0											
	Senior Managers	3	0	0 0.0	200000000000000000000000000000000000000	_	0.0	0.0		_	0.0	0.0											
	Middle & Other Managers	3	0	0 0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
\vdash	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	0.0	0.0											
	Semi-Professionals & Fechnicians	3	0	0 0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
05	Supervisors	0 3	0	0 0.0	0	0.0	36.0 0.0	0.0	0	0.0	36.0 0.0	0.0											
	Supervisors: Crafts &	0	0	0 0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Γrades	3	0	0 0.0)		0.0	0.0			0.0	0.0											

							Feder	al Contr	actors	Progra	m Achie	vement	Report									
							Par	t 7: Resu	ilts - Mo	embers	of Visit	le Mino	rities									
									[Dir	ect En	ergy]											
									[Date	e: 03/11	/2019]											
Α	В	C	D	E F	G H	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce E ÷ D Analysis x 100	Part 1: Workforce D x Analysis ÷ 10		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
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				Workf	orce Analys									Flow I	Data A	nalysis	-					
	ployment Equity	Year		V	Vorkforce					Hires				P	romotio				Ter	minatio		
	cupational Group COG)		All Employees	Representation	Visible Minoriti Availability	es Gap	EE Result	All Employees	Ac	Visible tual	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Actu		Minorities Expected	Difference
		#	#	# %	% #		%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2019 0	7	1 14.3 0 0.0	1 :	2 -1	65.5		0	0.0				0	0.0				0	0.0		0
08	Skilled Sales &	2019	3	0 0.0	12.9	0 (0.0						, 0			0	U	0			0	U
	Service Personnel Skilled Crafts &	2019	0	0.0	 	0 (0.0		0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
09	Trades Workers	0	0	0 0.0	0.0	0 (0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	6	2 33.3 0 0.0		2 (108.9		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	35.9	3 -3	0.0															
12	Semi-Skilled Manual	2019	21	0 0.0		7 -5	0.0		0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
12	Workers	0	0	0 0.0	0.0	0 (0.0	0	0	0.0	0	C	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	Part 3: E ÷ 0 Goals 10		F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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	ployment Equity apational Group	Year		Visible Minorities		ble Minorities	1.5		Visible M							(Commen	ts				
	cog)		All Employees	Actual	Goal Percei		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	[#	#	# %	# %		%	#	%	%	%											
07	Administrative & Senior Clerical	3	0	0 0.0	0	0.0 21.8			0.0	21.8 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												
09	Skilled Crafts &	0	0	J 0: 0.0	0.10000.10000.11000.1100	0.0	+	1990 111990 111990 111990 111990	0.0	0.0												
H	Trades Workers	3	0	0 0.0	K. 11990; 11990; 11990; 1199	0.0	_		0.0	0.0												
10	Clerical Personnel	3	0	0 0.0)	0.0	0.0			0.0	0.0											
11	Intermediate Sales & Service Personnel	3	0		C	0.0 35.9			0.0	35.9 0.0												
12	Semi-Skilled Manual Workers	0 3	0		0	0.0 34.0	0.0	0	0.0	34.0 0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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	Workforce Analysis Flow Data Analysis Promotions Terminations																						
Occupational Group	Year			W	orkforce/ Visible N				All			Minorities		All	P		Minorities		All	Te		Minorities	
(EEOG)		All Employees	Represe	entation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	Employees	Ac		Expected	Difference	Employees	Act		Expected	Difference
	#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
Other Sales & Service Personnel	2019	1	0		51.2	:	-1	0.0			0.0		0			0.0					0.0	0	
Other Manual	0 2019	0	0		0.0		0	0.0	U	0	0.0	0	0) 0	0	0.0	0	0	0	0	0.0	0	0
Workers	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				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	1 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											
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		New	Entra	nts				G	oals														
Employment Equity	Year	F	ow Data			Short-te				Long-ter													
Occupational Group	itai	All	Visible N	linorities		Visible N Percent of	linorities	D		Visible M Percent of		Percent of					C	ommen	ts				
(EEOG)		Employees	Act		Goal	Goal Met	Goal	Percent of Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	# 0	#	# ()	% 0.0	#	% 0.0	% 51.2	0.0	#	0.0	51.2	0.0											
13 Other Sales & Service Personnel	3	0	0		0	0.0	0.0	0.0	U	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												
Total	0	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
1 Otal	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

Ple C

	check the appropriate boxes next to the efforts that your organization made to implement the Federal ctors Program.
Requi	ired 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

	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	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.
Addit	tional Details
Please p	provide any additional information (optional):

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.

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:

<u>http://www.infosource.gc.ca</u>. *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 ento	er text.
	Section/Branch:	Click or tap here to en	ter tex1
	Position:	Click or tap here to ente	er text.
	Employment status:	Full-time employee	
		Part-time employee	
		Temporary employee	

September 2018

В.	Gender
	Female □ Male □
	reading the descriptions in each of the next three sections, answer "Yes" if any following apply to you. Please note that you may self-identify in more than oup.
C.	Aboriginal Peoples
	ing to the <i>Employment Equity Act</i> , an Aboriginal person is a person who is Indian, Métis.
	Are you an Aboriginal person?
	Yes □ No □
D.	Visible Minorities
Canada	ting to the <i>Employment Equity Act</i> , members of a visible minority are people in a (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in gardless of their place of birth or citizenship.
Exam	oles 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 □

September 2018

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

		opmental			

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

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
Н.	Employee Comments
to hear	have any comments/feedback on our employment equity program, we would like r from you. Rest assured, all comments will be kept confidential. Please contact the yment equity contact by phone or email employeerelations@directenergy.com .
I.	Employee Signature (Please sign electronically by typing your name in the signature space below).
Signat	rure: Click or tap here to enter text. Date: Click or tap here to enter text.
	Thank you for your participation!
Ple auton	ase return this form via clicking the Submit Form button below which will natically 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:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
168	100
117	70
103	60

- 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 guestionnaire 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 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.
- 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				
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
			years)	years)		
#	Description	#	# or %	# 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				
Emp	ployment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
,	(EEOG)		(1 to 3	(3+		
(=====)		Gap	years)	years)		
#	Description	#	# or %	# 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				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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:

 \boxtimes in compliance \square 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 selfidentification 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 Sharar	Name	of Anal	vst: Ne	ena Sharan
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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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity</u> 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 <u>Workplace Equity Information Management System</u> (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@hrsdc-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





Date modified: 2011-04-16





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

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@hrsdc-rhdcc.gc.ca

Workplace Equity Division, Labour Program Employment and Social Development Canada / Government of Canada ee-eme@hrsdc-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.qc.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.qc.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 < <u>Priscilla.Garza@directenergy.com</u>> **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 < 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

<u>Blank</u>: 14 <u>Partially</u>: 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

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Line Managers- Click here to raise an ER issue through the new Self-Service Portal

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