

Community Investment, Corporate Culture and Change Management:

Leveraging a combined challenge and measuring success

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Direct Energy: corporate profile

Company Profile

- Direct Energy is one of North America's largest integrated energy companies with over 5 million residential and commercial customer relationships. Direct Energy provides customers with choice and support in managing their energy costs through a portfolio of innovative products and services. Direct Energy is a subsidiary of Centrica plc, one of the world's leading integrated energy companies.

Where We Operate

- 10 Provinces in Canada and 20 states plus DC in the United States

Lines of Business

- **Direct Energy Business** – commercial and industrial gas, electricity and energy efficiency services
- **Mass Markets Energy** – residential gas and electricity
- **Home and Business Services** – HVAC, plumbing, water heaters, appliance services, protection, building automation, facility maintenance, energy audits, energy management consulting services
- **Wholesale Energy** – Power generation, gas production, wind assets, storage, transportation, energy procurement, trading, carbon and renewable energy certificate trading

When it comes to energy we:

source it
generate it
store it
trade it
supply it
service it
save it



Building an Approach: identifying challenges

Geography



- Located in 10 provinces and 20 states, plus DC

Decentralized



- Four lines of business
- Functional units

Age



- Nine years old

Change



- Regulatory
- Employee turnover
- Acquisition

Resources



- Team of two
- Operating budget less than \$100M



Building an Approach: objectives

Agreeing to a fundamental philosophy was key:

Philanthropic:

- ensure our charitable partners achieve their mandate and their community objectives

Strategic:

- ensure an aligned and consistent approach that helps build lasting community partnerships

Commercial:

- ensure that the investments we make build the capacity of our business, our employees and of those we support



Building an Approach: goals

Committed to:

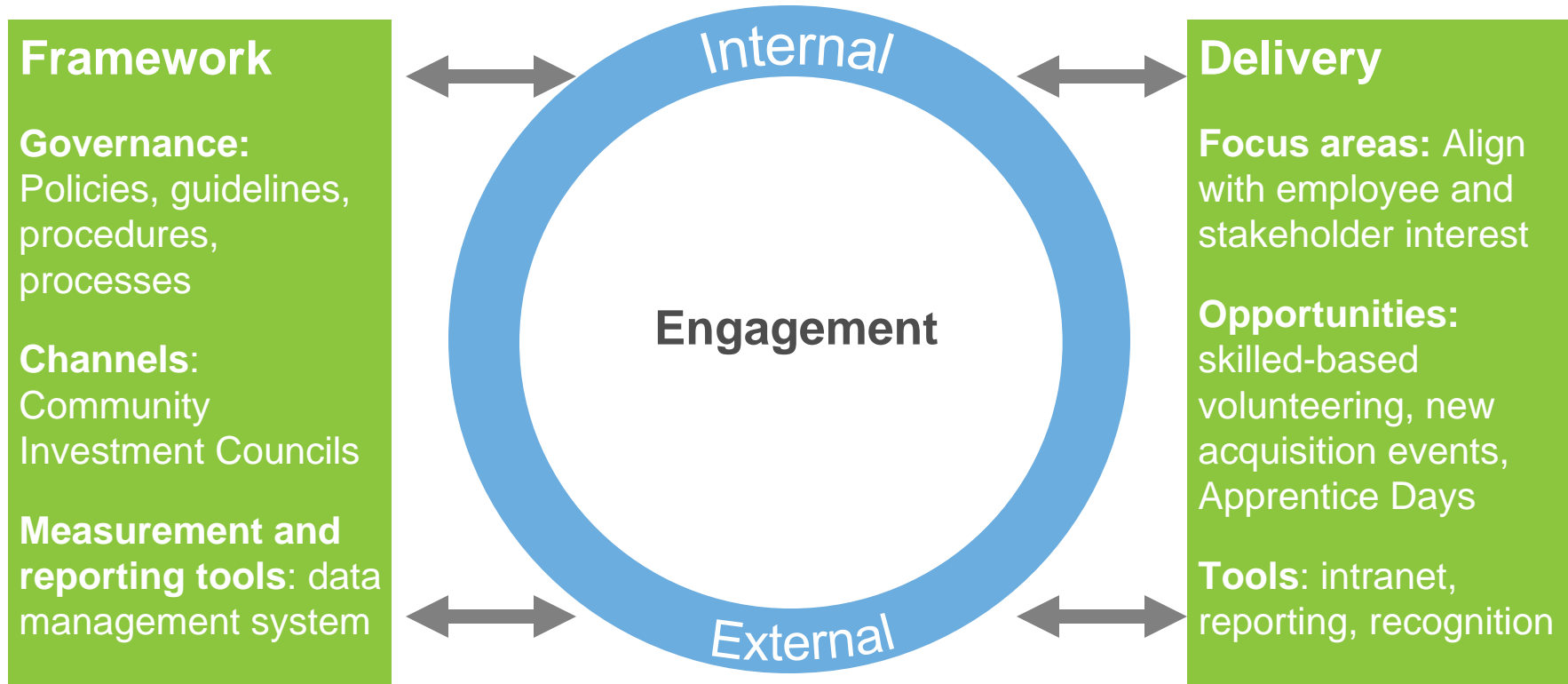
helping build the capacity of the non-profit sector through corporate, in-kind and employee volunteer support to charitable organizations across North America

engaging our employees and stakeholders in a conversation around how we and they can best support their local community interests

encouraging meaningful and measureable social impacts through our philanthropic activities



Executing the approach: process and key



Our Impacts

Philanthropic

- Participation increase:
 - Doubled our employer supported volunteer hours
 - Average one hour per employee
 - Increased employee engagement in company events by 500%
- Equates to an additional \$400,000 to charitable partners

Strategic

- Over 80% of our employees now agree or strongly agree that the community investment program is directly related to their intrinsic pride at working for Direct Energy

Commercial

- Increased media coverage for Direct Energy and charitable partners by over 500%.
- Charitable partner capacity deepened
 - Recognition
 - Additional volunteers
 - New corporate partners
 - Social impact ability

In the first year...



Thank you: Questions and comments



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