



Saratoga, a service offering of
PricewaterhouseCoopers
Human Resource Services

Saratoga's Utilities Consortium

PwC Saratoga and the participating members of the Utilities Consortium would like to formally invite you to join the 2009 'Utilities Consortium'. The mission of this consortium is to bring peer organizations within the utilities sector together and provide a forum through which key workforce and HR topics can be discussed and best practices can be shared. Membership into the Utilities Consortium includes participation in a custom survey exclusively designed for utility sector organizations, access to the Saratoga's Annual Human Capital Benchmarking Report, and attendance in our annual results symposium.

Benefits of joining the Utilities Consortium include:

- Participation in the annual Utilities HR/Workforce Benchmarking Survey
- Participation in PwC's Benefits and Wellness Benchmarking Survey (covering health benefits, pharma costs, and wellness programs)
- Participation in PwC's Equity Compensation Survey (covering best practices related to the design, accounting, and process/administration aspects of equity compensation)
- Access to PwC thought leadership on both HR and non HR topics
- Opportunity to poll and informally network with peers via the Utilities Group e-mail
- Access to Saratoga's Human Capital Effectiveness Report with over 300 metrics represented by over 300 companies across 12 industry sectors
- Access to the three Utilities Symposium Webcasts—these will be scheduled for March, June and September 2009. Topics to be presented include benefits/health wellness, employee engagement and metric results.

You will also be able to:

- Gain a better understanding of your HR function's areas of strength and identify opportunities for improvement
- Develop a comprehensive perspective on human capital asset management
- Benchmark directly against other industry peers
- Establish consistent reporting on human capital metrics that enable an "apples to apples" comparison
- Network with a peer group of organizations to share knowledge

A number of reputable organizations within the industry are already participating and your organization would be a key addition to this group. The current members include:

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| ■ AGL Resources | ■ El Paso Corporation | ■ PNM Resources |
| ■ American Electric Power | ■ Entergy Corporation | ■ Progress Energy Group |
| ■ Atmos Energy | ■ Exelon Corporation | ■ PSEG Services Corporation |
| ■ Centerpoint | ■ Florida Power and Light | ■ Sempra Energy |
| ■ Citizens Gas | ■ Laclede Gas | ■ Southern Company |
| ■ Dominion Resources Services, Inc | ■ MidAmerican Energy Company | ■ Westar Energy |
| ■ Duke Energy Corporation | ■ PG&E | ■ Xcel Energy |

To further ensure that the consortium is made up of the most relevant set of organizations within the industry, we are extending this invitation to the following organizations, including:

- AES Corporation
- Allegheny Energy
- Alliant Energy
- Ameren
- CMS Energy
- Consolidated Edison
- DTE Energy Company
- Edison International
- Energy East
- Energy Future Holdings Corp
- FirstEnergy Corp
- Great Plains Energy
- Hawaiian Electric Industries
- National Fuel Gas
- Nicor
- NiSource
- Northeast Utilities
- NSTAR
- Pepco Holdings
- Piedmont Natural Gas
- Pinnacle West Capital
- Portland General Electric
- PPL
- Puget Energy
- Scana
- Sierra Pacific Resources
- Southern Union
- Southwest Gas
- TECO Energy
- Vectren
- WGL Holdings
- Wisconsin Energy

A sample of the metrics that will be collected include:

- Human Capital ROI
- Management Span of Control
- HR Headcount Ratio
- Voluntary Separation Rate
- Compensation per FTE
- Time to Accept
- Compensation Revenue Percent
- And many more

The fees for joining this year's consortium are \$8,000 and include both participation in the benchmarking study and the attendance in a results symposium.

We really look forward to you joining our 2009 Saratoga Consortium. Please do not hesitate to contact us should you have any questions or are interested in becoming a member.

Thank you,

Timeline for Saratoga's Utilities Consortium

Activity	Date
Data Collection Begins	January 2009
Data Collection Process Closes	April 2009
Data Analysis/Results Prepared	April-May 2009
Results Released to Participants	June 2009
Utilities Consortium Symposium	August 2009

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