





We'd like to help you explore your other 15,999,999 options.

There's nothing inherently wrong with 286 Blue. It's just a blue—one more than 285, one less than 287. But it's a powerful color, and it's a successful color. And since it's the current color of your logo, at least for awhile, it will be an important accent to the colors you choose.

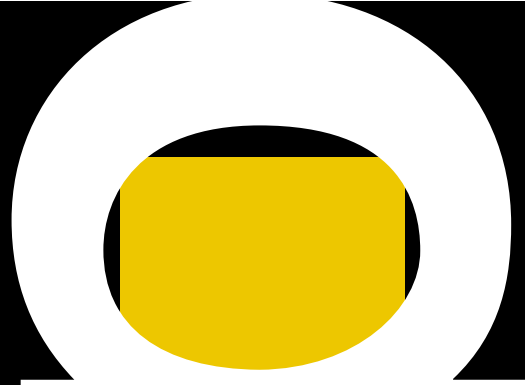
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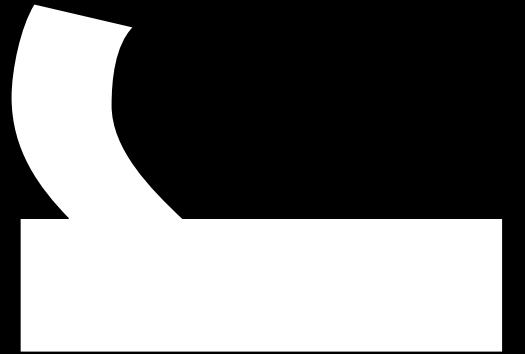
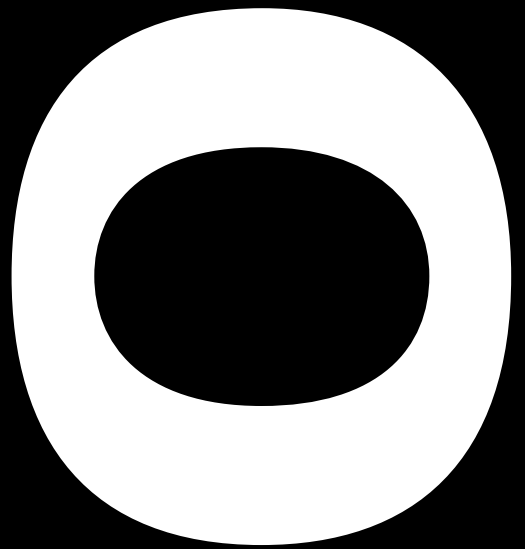
But, it is the color of your past.

So while we're not saying you should reject this color completely—at least not yet—we are saying we'd like to help you look around to find the colors of your future.

And now, for something completely different...



We Propose...



...that you have an amazing opportunity.

You get **to** build a high-profile organization with a proven successful business model from the ground up. How you

communicate with

your employees—about benefits, about everything—will

significantly **impact** what ExpressJet will become.

...partnering with you to make your communication do more than transfer information.

...making a difference in ExpressJet's success.



Let's Be Realistic

Culture doesn't magically appear from an envelope or a web page. Who you are—what it means to say, "I work for ExpressJet"—comes from what you decide to be. It comes from how your leaders lead, how your managers manage, how your pilots fly, how your mechanics torque. It comes from everything you do for and say to employees and customers. So, the way you communicate benefits is not going to single-handedly drive the culture of ExpressJet.

But...

The benefits communication you deliver this fall may very well be the first opportunity for employees to form an opinion about their new company. Do they treat me as a child or an adult? What does it feel like to interact with ExpressJet? How much do they value me? What are my contributions worth? Is this just going to be CO in smaller planes? Or are we going to forge our own destiny?



**Even with benefits,
you get only one
chance to make a
first impression.**



IF YOU

BUILD IT,

THEY WILL

COME



But only if you tell them how to get there. You're going to be asking employees for certain behaviors and attitudes around benefits, so you need to give them a way to succeed. You want employees who:

- **recognize** the value of their benefits as part of their total compensation
- **understand** the differences (which may or may not seem logical to them) between CO and ExpressJet plans, eligibility, etc.
- **consume** health care wisely by learning about the national trends driving cost increases and doing their part to contain them
- **know** how to access their personalized benefits information
- **use** the new benefits access tools effectively
- **enroll** accurately in their 2003 (and beyond) benefits plans
- **experience** a smooth transition to ExpressJet and feel confident about managing their own plans.

Some of these attitudes and behaviors won't be new to employees; some will. But since this is ExpressJet asking, and not CO, the way you ask for them—and the way employees react—will be new.

We see it as our job to develop benefits communication that will deliver the employee self-management attitudes, actions and reactions ExpressJet needs.

Expectations are natural and they're human and if they're not managed, they are invariably not met and generally just a gigantic pain. Employees may be expecting the same everything that they got from CO.

"Why do Continental pilots get to keep Humana HMO but we don't?"

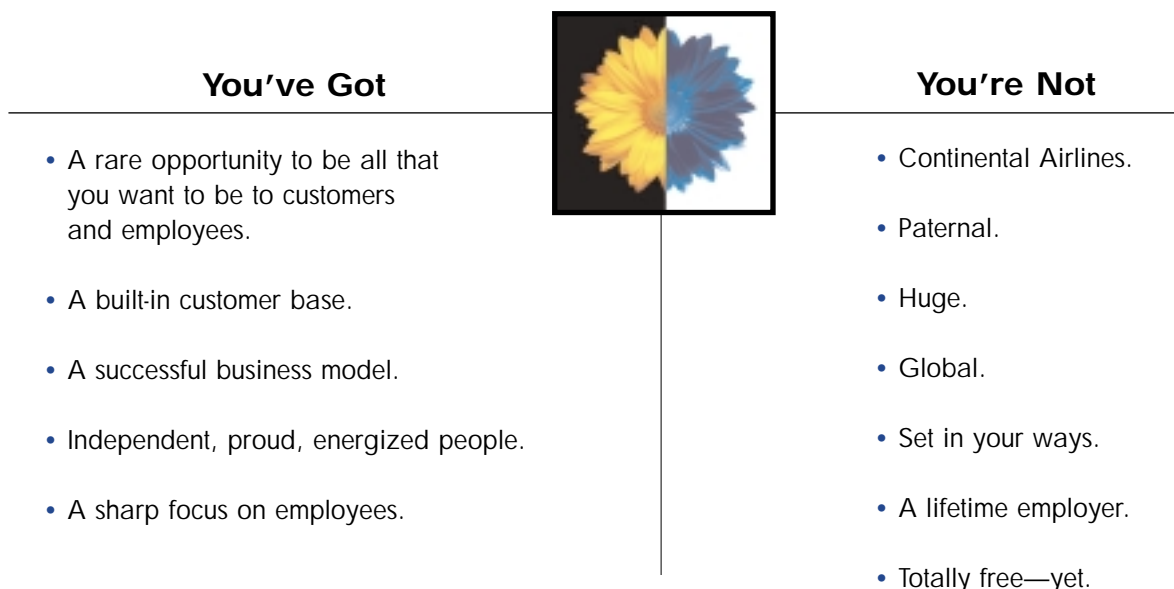
Or they may be expecting very little and carry an appropriate attitude.

"There's no way ExpressJet can offer anything like CO did."

**Mismanaged expectations are just
not a great way to get off the ground.**

One of our key objectives will be to always anticipate and help you manage employee expectations. We've been doing this for a long time. We're so connected with the administrative realities that we can tell you what employees will expect, how to manage that, and how to make sure the communication and the administrative processes meet the expectations we help you set.

**Employee noise comes from disappointment,
which comes from poorly managed expectations.**





Non-negotiable

Sometimes compromise can be a good thing, like when you're deciding on dinner or which movie to see. There are some things we're suggesting in this proposal that we'll want to debate; "is it really critical to do this now, or can it wait?"

But based on our experience and our discussions with you, we see certain irrevocable principles as critical to the success of our efforts.

1.

Noise is never good.

If employees are telling everyone how satisfied they are, that's not noise. That's music.

2.

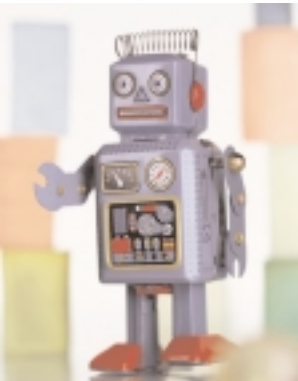
Get the basics right.

Let's make sure that people are informed and enrolled properly. That must be done, no matter what else we do. Luckily, no one does that better than us. Also, by an amazing coincidence, that's the way we've structured the suggested time line in this proposal.



3.

Technology is essential, but this is not about technology. This is about ExpressJet employees, how they feel about their benefits, and how well equipped they are to access and manage them. Effective technology is essential; bells and whistles are for the band.



4.

Customer service for your employees is as important as customer service for the public. Sitting frustrated online or on the phone is one uniquely 21st Century pleasure that must be denied to employees when interacting with the company. Otherwise, noise. (See #1.)



5.

When it comes to "the way things are done at Continental", keep the best, chuck the rest.

It would be silly to turn our backs on all we've learned. Doesn't mean we have to do it the same way it was done before. But if it works for ExpressJet, let's don't dismiss it out of hand just because CO did it that way.



6.

Straight Talk.

We can't be partners if we can't talk honestly to each other. You expect us to tell you what we think works best, whether it's something you want to hear or not. We expect you to tell us how we're doing and how we can do it better.

7.

Proactivity.

That's probably not even a word; but here's what it means. We will bring ideas, concerns, thoughts, and suggestions to you without you having to ask for them.



Objectively Speaking

We've started a list of focused objectives for our communication that we think makes a lot of sense based on what we know about you. We'll need to work this list with you; but we thought we'd suggest some to get you thinking. Proactivity, you know...

- Link to broader change management initiatives that will be required as you develop your own identity.
- Ensure consistent messages and themes for all participants to encourage a "one ExpressJet" mentality.
- Eliminate redundancies. ~~Eliminate redundancies.~~
- Position Your Benefits Resources™ as the primary resource for annual enrollment and as an ongoing tool for benefits information and change.
- Ensure that benefits are perceived and appreciated as an integral part of total compensation at ExpressJet.
- Stoke the fires of passion and enthusiasm at ExpressJet.
- Deliver information to employees in the ways they most want to receive it. Temper quantity with quality.
- Make sure employees know how to get the most out of their benefits and the tools available to them. Don't guess; ask.

C'mon. Add some more. It's fun.

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Helping You Make a Difference

HR is an interesting business. No matter how many details you deal with, the most satisfaction you get (and value you add to the company) comes from thinking about and impacting the big picture. To succeed, you have to be good at the first so you can focus on the second. It's easy to get caught up in the minutiae. So we're taking it upon ourselves to handle the details for you, and to help you think more broadly about how you can add value to ExpressJet.

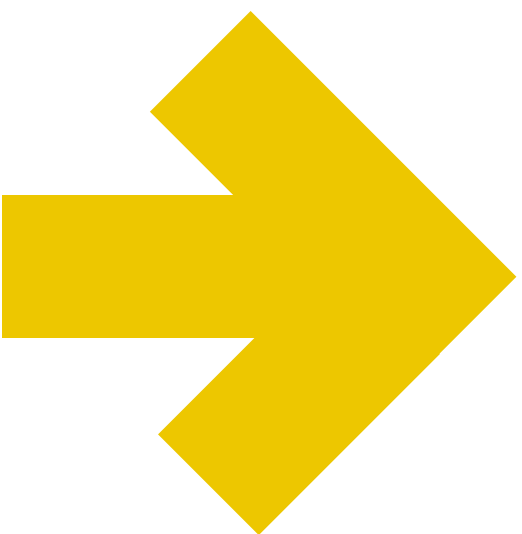
ESP

It would be nice (maybe!) to be able to listen in on employees' thoughts. It would sure make our job easier! But lacking that, here are some things we do know about what's on their minds that will impact not only benefits communication, but also ExpressJet's culture. Would it be fair to say that employees are:

- Excited and proud but a little anxious about the future?
- Concerned that they'll get fewer/less valuable benefits than they had as part of CO?
- Proud of their independence but still carrying a little (a lot of?) CO baggage?
- Expecting customer service as good as they give?
- Perceptive of cost implications?

What else is keeping your employees awake at night?

Our understanding of where your employees are coming from will make getting them where they need to be that much easier.



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Why Hewitt?

We could go on and on describing all the wonderful things about our firm and the long list of what we can bring to the party. But we won't. You know who we are and what we stand for. Instead, here's seven key reasons why we think we're the perfect fit for ExpressJet.

What we do

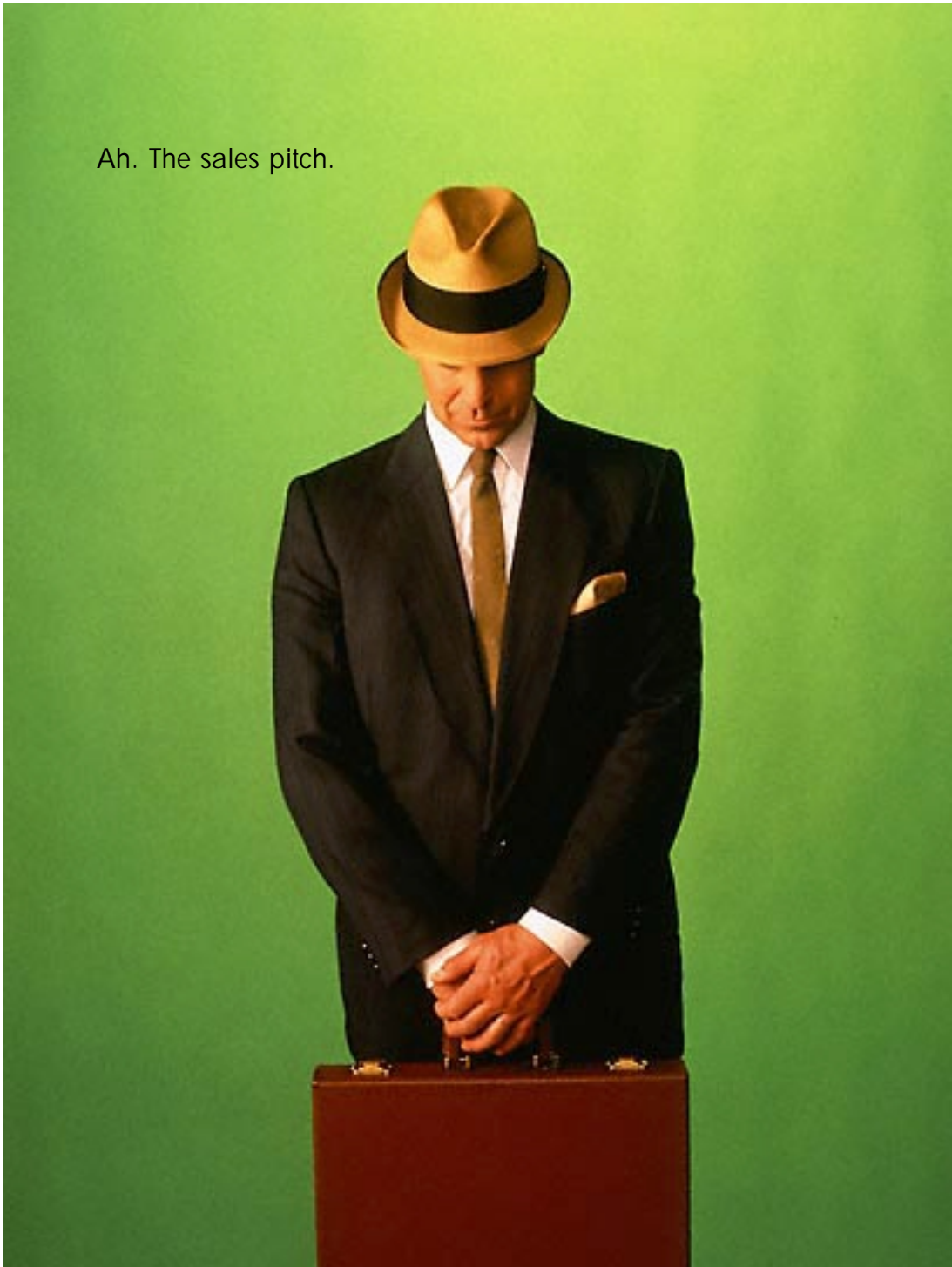
- Communication strategy
- Listening
- Planning and project management
- Content development/writing
- Technical review
- Professional proofreading
- Graphic design
- Production management
- Fulfillment

What we do it for

- Print
- Video
- Web
- CD-ROM
- DVD
- Face-to-Face employee and HR forums (meetings, focus groups, etc.)

key

Ah. The sales pitch.

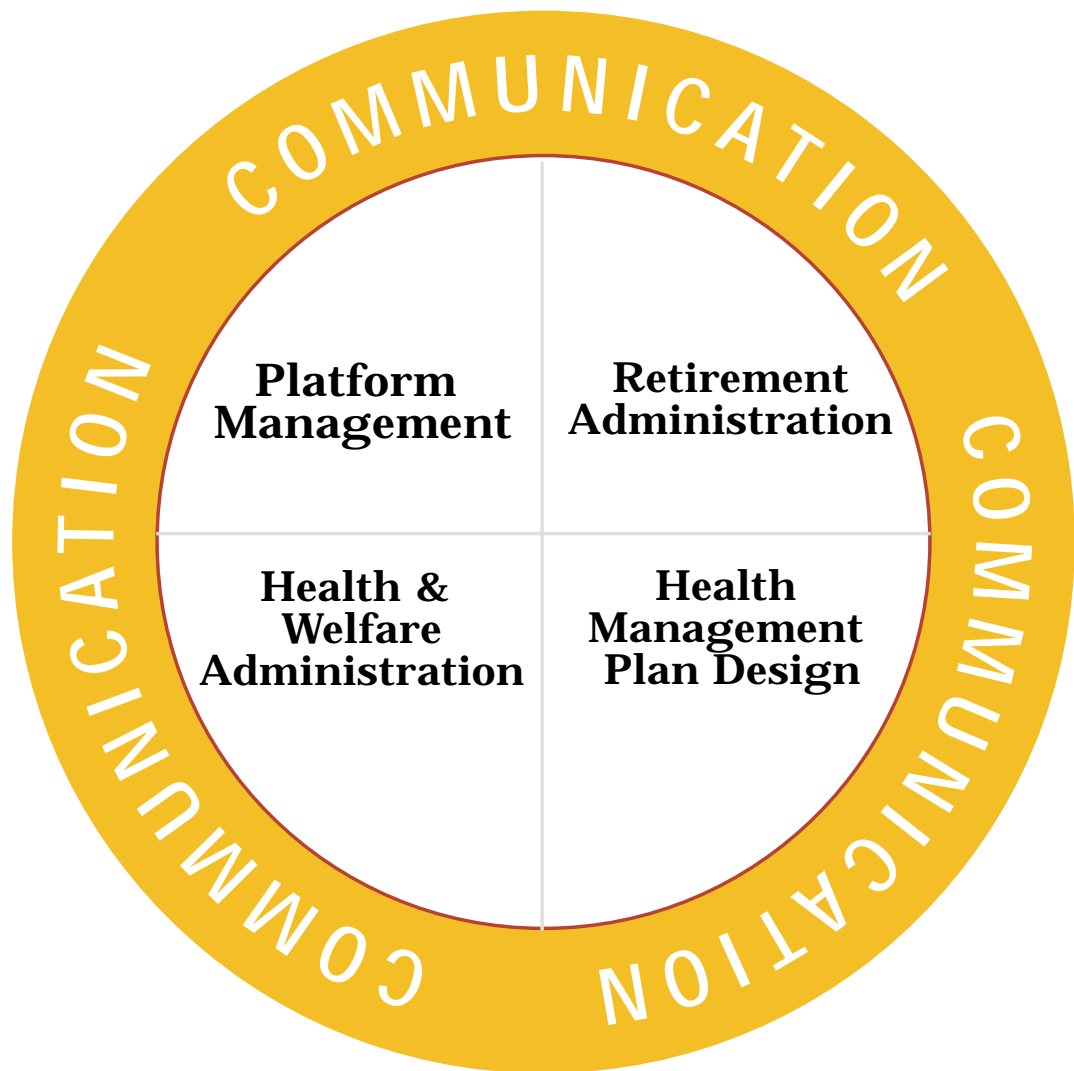


reasons ▶



Integration.

We're attached at the hip with the folks who design and administer your benefit plans. We work with them, and they with us, to ensure our communication matches what the technology provides; that the right messages go out at the right time.



Creativity.

This goes beyond being cool. It's about looking at all sides of an issue—then turning it upside down to find the answer. It's about a willingness to do things differently, even if it seems "dangerous," but with the professionalism and experience to know when to leave well enough alone.



Adaptability.

Flexibility. Thinking on our feet. Turning on a dime. Changing horses in mid-stream. Feel free to add a cliché of your own, but it's true like never before—if there's anything ExpressJet or Hewitt can ill-afford, it's failing to make constant change our new best friend.



We know you.

We have relationships
throughout your
organization, we
know your plans
inside and out, we
know your employees.





We know your business.

We've worked side-by-side with CO for years, on virtually every people issue there is. We helped Southwest build their employee brand, based on their external brand. Delta and United are Hewitt clients. Maybe it's just all that time we spend in the air, but we dig airlines.



Value.

Value involves more than cost. It's the attitude and behavior change we can drive. It's the impact we can have on the way employees view ExpressJet. It's the fewer complaints you have to address. It's the increased productivity that results when employees manage their own benefits, and like it.

OK. And it's cost, too. So here's what we're proposing

MUST DO's

Hewitt Fees are [REDACTED] for these projects, and [REDACTED] for SPDs.

SHOULD DO's

On the timeline we've identified a couple of projects that are almost "Must Do's": 401(k) Basic Investment Education (Hewitt fees are [REDACTED] and a printed Enrollment Guide [REDACTED] [REDACTED] For the other "Should Do's," Hewitt fees will be based on project scope.

BETTER THINK HARD ABOUT DOING's

We'll estimate fees for these once we've worked with you to develop a long-term strategy.



Speaking of Fees

Here are some important things to think about as you're considering fees.

- 1.** At this point in the process we're a long way from nailing down exactly what communication elements we'll eventually use, or how they'll be delivered. So, we used some basic assumptions, based on our experience, to develop our fee estimates. As our strategy evolves, we'll narrow these ranges.
- 2.** Hewitt fees include planning/project management, writing, technical review, coordination of client review, and where applicable, graphic design, print management, and assembly/fulfillment coordination.
- 3.** Outside supplier charges such as printing, fulfillment operations, web development, postage, etc. are not included in these estimates.

What About Non-Hewitt Charges?

Experience has shown it would be pointless for us to say today that you will pay \$X for Y brochures with Z pages 18 months from now. Outside supplier charges (printing, fulfillment, etc.) are directly influenced by variables we've not begun to determine—number of colors, quantities, versions, graphic design elements, media, and on and on and on.

The fee estimates we've provided should give you the information you need for comparing our offer with others. After all, outside supplier charges will be incurred no matter who develops the material.

However, experience has shown time and again that the cost of printing and fulfillment alone can be 2-3 times the cost of our fees. At your request, we can develop and use some "straw man" specifications to estimate outside supplier charges.

Obviously, the more we can communicate online, the more we can save on printing and fulfillment.



Measurement.

We're in this for the long haul with you. So you need to know that we're delivering what we promise; and we need to know how we're doing. We'll work with you to figure out some precise measurements of our success, then use those measurements to grade our performance. But we'll even take it a step further. We're willing to **guarantee** our mutual success—by putting our money where our mouth is.



Our Measurement - Based Fee Offer

Communication Results	Final Grade	Fee Arrangement
The communication experience for employees is exceptional.	A	ExpressJet agrees to a 5% increase over quoted Hewitt Communication fees.
Communication to employees goes as planned. Objectives are met.	B	Established fees are equitable for work delivered.
Generally, your objectives are met, but there is nothing that makes this year's communications other than ordinary.	C	Hewitt fees are reduced 15%; future communication work with ExpressJet is in jeopardy.
The communication experience does not meet your expectations.	D	Hewitt fees are reduced 30%, and we would not expect any additional annual enrollment communication opportunities.
Disaster. Wheels come off. Dogs and cats living together.	F	"Would you like fries with that?"

But seriously, folks...

If you're still reading, so far, so good.

We've covered a lot here and had a little fun along the way (in this business, a sense of humor is primary survival equipment, don't you think?). We've tried to do more than describe the mechanics of our suggestions. We also wanted to capture some of the spirit we'll bring to our relationship with ExpressJet.

Enthusiasm. Creativity. Commitment.

Yes, we're completely integrated with the administration of your plans. Yes, we know this stuff inside and out. Yes, we will help you anticipate the attitudes, behaviors, and needs of your employees. These are all great assets.

But helping you create and maintain the special environment you'll need for ExpressJet's success will take a pretty big chunk of your time and our time over the next few months (and years).

And we take that very seriously.

So, you know what? Not only are we guaranteeing we'll be effective, efficient, accurate, creative, and all those other good things; we'll also do everything we can to make it an amazing experience for all of us. A year from now we'll look back and see that what we've built together is alive and wonderful and people like it and we'll all smile quite broadly.

The nature of this beast is that there really is no finish line. But there will be a time for us to feel great about our work together.

And we take that very seriously, too.

We're ready.



met-a-phor \ˈmet-ə-,fō(ə)r also -fər\ *n* [MF or L: MF *metaphore*, fr. L *metaphora*, fr. Gk, fr. *metapherein* to transfer, fr. *meta-* + *pherein* to bear — more at BEAR] (1533) **1**: a figure of speech in which a word or phrase literally denoting one kind of object or idea is used in place of another to suggest a likeness or analogy between them, such as:

