

1 **Q. How much did Hay Group charge for each of the letter reports at CA-NP-123?**

2
3 A. Hay Group charged Newfoundland Power \$996.67 for the Salary Policy letter dated
4 October 31, 2007. Hay Group did not directly bill Newfoundland Power for the Salary
5 Policy letter dated November 11, 2008, which was instead included in billings to Fortis
6 Inc.