



NEW BRUNSWICK
ENERGY & UTILITIES BOARD

COMMISSION DE L'ÉNERGIE ET DES SERVICES PUBLICS
NOUVEAU-BRUNSWICK

**Request for Proposal for
EXECUTIVE SEARCH SERVICES
Saint John, New Brunswick**

Request for Proposals No.: **2026-01**

Issued: **February 12, 2026**

Submission Deadline: **February 26, 2026, by 12:00 p.m. (Atlantic Time)**

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1. Part I – Introduction and RFP Overview

1.1 Invitation to Proponents

This Request for Proposal (RFP) is an invitation by the New Brunswick Energy and Utilities Board to providers of executive search services (Proponent) to assist in the process of recruiting a full-time Board Member and to assist the Nominating Committee in the search.

The services will commence once the Proponent has been selected, with the objective of filling a position of full-time Board Member by June 30, 2026. Additional services may be required within a two-year period.

1.2 Background and Mandate of Board

The Board is an independent, quasi-judicial tribunal. Its primary mandate and authority are contained in the *Energy and Utilities Board Act* (New Brunswick). Additional information can be found in the Board's current Annual Report on its website at the following links:

- (a) English - https://nbeub.ca/uploads/annual_reports/en/2024-2025%20NBEUB%20Annual%20Report.pdf
- (b) French - https://nbeub.ca/fr/uploads/annual_reports/fr/2024-2025%20Rapport%20annuel%20de%20la%20CESPNB.pdf

The Board regulates aspects of electricity and natural gas utilities as well as motor carriers, to ensure that customers receive safe and reliable service at just and reasonable rates. In addition, the Board sets weekly retail prices for petroleum products sold within the province.

The Board's regulatory functions are carried out through both written and oral proceedings in both official languages, and representative groups are encouraged to participate in the process. Participation helps to ensure that the Board is informed of the issues, and that decisions are made in the public interest.

Board hearings, which resemble court proceedings, are conducted by a panel of three or more Board Members. The panel hears evidence about the need for a rate increase or a change in service. Unlike courts, much of the evidence is filed prior to the actual hearing. The Board Members then deliberate and issue a written decision.

The Board must balance the needs of consumers for fair rates with a utility's right to have a reasonable opportunity to earn a fair return on its investment.

The Board does not receive funding from the government. Its costs are paid by the industries it regulates.

1.3 Nomination Committee

The Nominating Committee is composed of the Chairperson and Vice-Chairperson of the Board, the Deputy Minister of Energy, the Deputy Minister of Justice and Public Safety and the Deputy Minister of Finance and Treasury Board.

1.4 Timeline

The following table outlines the expected milestones and timeline for selecting the successful Proponent for these services. The Procurement Timeline is tentative only and may change at any time.

Procurement Timeline	
Anticipated Milestone	Date
Issue RFP	February 12, 2026
Questions from Proponents Deadline	February 19, 2026
Response to Questions	February 23, 2026
Submission Deadline	February 26, 2026
Presentation from Proponents	March 5, 2026
Selection of the Successful Proponent	March 12, 2026

1.5 Proponent Inquiries

All questions related to this RFP must be submitted no later than 4:00 p.m. (Atlantic time) on February 19, 2026, in writing to the Board contact identified in Section 1.6. No verbal inquiries will be accepted. Questions must reference the relevant RFP section number.

1.6 RFP Contact

To contact the Board in relation to this RFP, Proponents must initiate communication in writing electronically. The Board will not accept any Proponent's communications by any other means.

For the purposes of this process, the "RFP Contact" will be:

Mélissa Curran

Chief Clerk

New Brunswick Energy and Utilities Board

Email: melissa.curran@nbeub.ca with a copy to general@nbeub.ca

Phone: (506) 643-7334

Proponents should only contact the RFP Contact as specifically instructed in this RFP. All other communication in relation to this RFP, up to and including the submission of the proposal, must be through the RFP Contact.

Other than the RFP Contact, Proponents and their representatives are not permitted to contact any members, employees, or other representatives of the Board or Nominating Committee Members or any elected or appointed officials, formally or informally, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponent's proposal.

1.7 Type of Contract

The Board intends to invite the selected Proponent to execute a service agreement for the provision as described in Part II.

1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The Board makes no guarantee of the value or volume in any agreement with any Proponent. The agreement with the selected Proponent will not necessarily be an exclusive contract for the provision of the described deliverables as outlined in Part II – Scope of Work. The Board may contract with others for goods and services the same as, or similar to, those outlined in Part II – Scope of Work or may obtain such goods and services internally.

1.9 Term of Service

The engagement is for a single executive search assignment. The term of the engagement will commence upon execution of the agreement and will conclude upon the successful placement of the selected candidate and payment of all applicable fees, except those provisions which expressly survive completion, including the replacement guarantee and confidentiality obligations.

It is anticipated that the agreement will commence no later than the date of March 19, 2026.

[End of Part I]

2. Part II – Scope of Work

The successful Proponent will provide executive search and advisory services to support the identification, assessment, and recommendation of qualified candidates for appointment as a Board Member. Without limiting the generality of the foregoing, the Proponent will provide the services to the Nominating Committee:

2.1 Understanding the Mandate and Role

- Develop a deep understanding of the Board’s statutory mandate, governance structure, and strategic priorities and regulatory environment;
- Work with the Nominating Committee to confirm the role requirements, including adjudicative responsibilities, competencies, experience, qualifications, regulatory independence, ethical obligations, and term of appointment;
- Assist in refining or validating the position profile, selection criteria, and competency framework (e.g. regulatory expertise, decision making, stakeholder engagement, language proficiency); and
- Create a compelling job description that will attract a diverse pool of exceptional candidates.

2.2 Search Strategy and Market Mapping

- Develop and execute a comprehensive search strategy appropriate for a senior quasi-judicial public appointment;
- Search strategy should include regional, provincial and national levels;

- Conduct market research and talent mapping to identify potential qualified candidates across relevant sectors, including but not limited to energy regulation, utilities, administrative law, public policy, economics, finance, and senior public administration; and
- Provide advice on labour market, talent availability, diversity considerations, and compensation/term expectations.

2.3 Candidate Identification and Outreach

- Identify, source and discreetly approach potential candidates using professional networks, research and targeted outreach at the regional, provincial and national levels;
- Meet with potential candidates to explain the recruitment process with an emphasis on the roles and responsibilities of the Board and Government; the role and the expectations of the position, the Board's workplace culture, and to respond to any questions;
- Collaborate with the Board to advertise the position on the Board's website and, at the discretion of the Nominating Committee, in a national publication; and
- Manage candidate communications, interest screening, and confidentiality.

2.4 Candidate Assessment and Evaluation

- Conduct structured initial interviews and assessments against Board requirements;
- Assess candidates' proficiency in written and oral communications in both official languages;
- Conduct a preliminary evaluation of candidates' suitability for the role; and
- Prepare written candidate profiles and comparative assessments for review by the Nominating Committee.

2.5 Shortlist and Selection Support

- Provide guidance and ongoing support to the Nominating Committee throughout the selection process, ensuring the final candidate aligns with Board's requirements;
- Present a shortlist of qualified candidates to the Nominating Committee with supporting documentation and rationale;
- Support the interview and selection process, coordinating interviews with the Nominating Committee and assisting in assessing candidates through a comprehensive and structured process;
- Support the development of interview questions and scoring framework; and
- Provide objective advice on candidate strengths, risks, conflicts of interest and suitability for appointment.

2.6 Due Diligence and Background Checks

- Conduct reference checks for shortlisted candidates, tailored to Board requirements; and
- Support credential verification and conflict of interest considerations.

2.7 Appointment and Transition Support

- Assist with final offer related to term length, conditions of appointment, and start date; and
- Provide transition or onboarding advice to support the successful candidate's early effectiveness.

2.8 Governance, Compliance and Reporting

- Ensure compliance with privacy and confidentiality requirements, and Board appointment process;
- Provide regular written and oral progress reports and timelines to the Nominating Committee; and
- Adhere to agreed timelines and promptly advise of any risks or issues affecting delivery.

2.9 Extension of Candidate Pool / Second Appointment

Where within a prescribed period of time of completion of the search, the Nominating Committee elects to appoint an additional Board Member, the Board may, subject to candidate availability and consent, select such a candidate from the original search process. Proponents shall describe the terms, including any applicable fees, under which such an appointment would be supported.

2.10 Continuation of Search Guarantee

Proponents may propose a continuation of Search Guarantee in the event that a recommended candidate does not accept the appointment or fails required approvals (i.e. Order in Council), the Proponent continues the search until a suitable candidate is appointed. Proponents shall describe the terms, including any applicable fees.

2.11 Replacement Search Guarantee

Proponents may propose a replacement search guarantee, in the event, the appointed candidate vacates the position within a set period of time of the appointment. Proponents shall describe the terms, including any applicable fees.

[End of Part II]

3. Part III – Instructions to Proponents

3.1 Proponents must be a Single Entity

The Proponent must be a single legal entity that, if selected, intends to enter into an agreement with the Board. If the proposal is submitted jointly by two or more separate entities, the proposal must identify only one of those entities as the “Proponent.” The Proponent will be responsible for the performance of the deliverables as outlined in Part II – Scope of Work.

3.2 Submission Deadline

The proposal must be submitted by February 26, 2026, at 12:00 p.m. (Atlantic time), to Mélissa Curran, Chief Clerk via e-mail at melissa.curran@nbeub.ca; with a copy to general@nbeub.ca.

Proposals must be submitted in PDF format and clearly reference the RFP title and number in the subject line.

3.3 Proposal to be Submitted on Time

Proposals must be finalized and delivered as described above on or before the Submission Deadline. Late submissions will not be accepted and will be disqualified as late.

3.4 Submission Requirements and Format

Proponents should structure their proposal in accordance with the instructions in this RFP. Proponents are requested to use the checklist in Appendix A to confirm all required components of their proposal have been included.

A Proponent who submits conditions, variations, or contingent statements as part of its proposal may be disqualified.

Each proposal may be submitted in either English or French.

The Proponent may include whatever material or information it wishes, but each proposal must include Mandatory Requirements Certification (Appendix B) completed and signed by an authorized representative of the Proponent. Proposals must be structured to include at a minimum, the requirements as outlined in Section 3.6.

3.5 Proposal Structure and Content

1. Cover Letter Signed by an Authorized Officer
2. Proponent Profile and Relevant Experience
 - Firm overview and years in operation.
 - Detailed description, including specific examples, of firm’s experience in senior executive, public sector or crown agency appointments, regulatory or tribunal roles and/or Quasi-judicial or judicative positions;

- Detailed description, including specific examples, of the Proponent's experiences in utilizing various recruitment strategies, including online platforms and innovative techniques that may be transferable to this mandate.
 - Name and position of person overseeing project, including biography.
 - Outline of team members and their roles including experience and qualifications.
 - Availability of key personnel.
3. Understanding of Mandate and Role
- Demonstrated knowledge of Board mandate, composition and appointment process.
4. Search Methodology and Approach
- Proposed recruitment strategy and process.
 - Approach to identify candidates with adjudicative expertise.
 - Assessment methods.
 - Proposed confidentiality protection for candidates.
 - Board and panel engagement approach.
5. Project Management and Timeline
- Proposed workplan and milestones.
 - Estimated timelines for long list, short list and final recommendation.
 - Reporting and communication protocols.
 - Flexibility to align with Board appointment process.
 - Identification of any commitments that may limit the Proponent's ability to provide services in an expeditious and efficient manner, that may arise over the term of the contract.
6. Cost and Value Add
- Continuation of search guarantee including proposed terms and conditions.
 - Other value add proposals.
7. Fees and Pricing
- Fee structure including but not limited to breakdown of cost by phase/milestone.
 - Disbursement and expenses.
 - Cancellation and extension of term.
 - Continuation of search guarantee including proposed terms and conditions.

- Replacement search guarantee including proposed terms and conditions.

3.6 Mandatory Requirements

- Proponent Submission Checklist (Appendix A)
- Proponent Submission
- Mandatory Requirements Certification (Appendix B)

3.7 Amendment of Proposal

Proponents may amend their proposal prior to the Submission Deadline. However, the Proponent is solely responsible for ensuring that their amended proposal is received by the Board in the same manner as their original proposal and by the Submission Deadline.

3.8 Withdrawal of Proposal

At any time until the execution of a final written agreement for the provision of the deliverables as outlined in Part II – Scope of Work, a Proponent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the Proponent.

3.9 No Incorporation by Reference

The entire content of the Proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the Proponent's proposal, but not attached, will not be considered to form part of the proposal.

3.10 Past Performance

The Board may consider the Proponent's past performance or conduct on previous contracts with the Board or other institutions.

3.11 Proponents to Bear Their Own Costs

The Proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, if applicable.

3.12 Proposal to be Retained by the Board

The Board will not return the proposal or any accompanying documentation submitted by a Proponent.

3.13 Proponents to Review RFP

Proponents should promptly examine all the documents comprising this RFP and may direct questions or seek additional information by email to the RFP Contact on or before the Questions

from Proponents Deadline. No such communications are to be sent or initiated through any other means.

The Board is under no obligation to provide additional information, and the Board is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the Proponent to seek clarification from the RFP Contact on any matter it considers unclear. The Board is not responsible for any misunderstanding on the part of the Proponent concerning this RFP.

3.14 Clarification of RFP

The Proponents will have the opportunity to ask clarifying questions regarding the RFP by the Questions from the Proponents Deadline.

The Board will provide responses to the questions submitted by the Response to Questions Deadline.

3.14.1 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If the Board, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated by written addendum posted on the Board's website.

Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Board.

3.14.2 Verify, Clarify and Supplement

When reviewing proposals, the Board may request further information from the Proponent or third parties to verify, clarify or supplement the information provided in the Proponent's proposal. The Board may revisit and re-evaluate the Proponent's proposal on the basis of any such information.

3.15 Conflict of Interest and Prohibited Conduct

3.15.1 Disqualification for Conflict of Interest

The Board may disqualify a Proponent for any conduct, situation or circumstances, determined by the Board, in its sole and absolute discretion, to constitute a Conflict of Interest.

3.15.2 Disqualification for Prohibited Conduct

The Board may disqualify a Proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if the Board determines that the Proponent has engaged in any conduct prohibited by this RFP.

3.15.3 Prohibited Proponent Communication

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest Declaration set out in the Submission Form (Appendix B).

3.15.4 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.15.5 No Lobbying

Proponents must not, in relation to this RFP, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful Proponent.

3.15.6 Illegal and Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of the Board; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information.

3.16 Evaluation of Proposal

Proposals will be evaluated on the basis of the overall best value to the Board based on quality, service and price. The Board is not obligated to accept the lowest cost of any proposal submitted. The Board further reserves the right to select the successful Proponent in any manner deemed (in its sole and absolute discretion) to be in the Board's best interests.

An overview of the categories and weighting of the valid criteria relevant to the evaluation of Proponents is attached in Appendix C.

To assist in evaluating the Proposals, the Evaluation Committee may, in its sole and absolute discretion:

- a) Conduct reference checks to verify information regarding a Proponent, and may conduct any background investigations that it considers necessary;
- b) Rely on and consider any information from such references;
- c) Consider information from other sources;
- d) Seek clarification or further information from Proponents in writing or through interview process; and
- e) Consider any supplementary information in the evaluation.

3.17 Negotiated Changes to Scope of Work

The Board may, prior to entering into a written agreement, negotiate changes to the Scope of Work as outlined in Part II, the materials, the specifications or any conditions with any one or more of the Proponents without having any duty or obligation to advise any other Proponent or to allow them to vary its prices as a result of changes to the deliverables as outlined in Part II – Scope of

Work, the materials, the specifications or any conditions, and the Board shall have no liability to any other Proponent as a result of such negotiations or modifications.

[End of Part III]

4. Part IV – Standard Terms and Conditions

4.1 Confidential Information

4.1.1 Confidential Information of the Board

All information provided by or obtained from the Board in any form in connection with this RFP, either before or after the issuance of this RFP:

- 1) is the sole property of the Board and must be treated as strictly confidential;
- 2) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the deliverables as outlined in Part II – Scope of Work;
- 3) must not be disclosed without prior written authorization from the Board; and
- 4) must be returned by the Proponent to the Board immediately upon the request of the Board.

4.1.2 Confidential Information of the Proponent

A Proponent should identify any information in its proposal, or any accompanying documentation is supplied in confidence for which confidentiality is to be maintained by the Board. The confidentiality of such information will be maintained by the Board, except as otherwise required by law or by order of a court or tribunal having jurisdiction.

Proponents are advised that their proposals may, as necessary, be disclosed, on a confidential basis, to advisers retained by the Board to advise or assist with the RFP process, including the evaluation of proposals. If a Proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

4.2 RFP Binding

4.2.1 No Contract A and No Claims

This RFP is not intended to create and will not create a formal, legally binding bidding process. For greater certainty and without limitation:

- 1) this RFP will not give rise to any Contract A based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- 2) neither the Proponents nor the Board will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP until the execution of a written agreement.

4.2.2 No Contract until Execution of Written Agreement

This RFP is intended to identify prospective Proponents. No legal relationship or obligation regarding the procurement of any good or service will be created between the Proponent and the Board by this RFP until the execution of a written agreement.

4.2.3 Binding Price Estimate

The pricing information provided in the proposal will be binding prior to the execution of a written agreement, such information will be assessed during the evaluation of proposals. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or the decision of the Board to enter into an agreement for the deliverables as outlined in Part II – Scope of Work. The proposal is to include a pricing breakdown of all fees.

4.2.4 Cancellation

The Board may cancel or amend this RFP without liability at any time.

4.2.5 Governing Law and Interpretation

These Terms and Conditions of the RFP (Part IV):

- 1) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision); and
- 2) are to be governed by and construed in accordance with the laws of the Province of New Brunswick and the federal laws of Canada applicable therein.

[End of Part IV]

Appendix A - Proponent Submission Checklist

- ☐ A1 Cover Letter Signed by Authorized Officer
- ☐ A2 Proponent Profile and Relevant Experience
- ☐ A3 Understanding of Mandate and Role
- ☐ A4 Search Methodology and Approach
- ☐ A5 Project Management and Timeline
- ☐ A6 Cost and Value Add
- ☐ A7 Fee and Pricing
- ☐ A8 Mandatory Requirements Certification (Appendix B)

Appendix B - Mandatory Requirements Certification

1. Proponent Information

The Proponent must provide the following information:

- Full Legal Name of Proponent
- Street Address
- City, Province
- Postal Code
- Phone Number
- Company Website
- Proponent Contact Person and Title
- Proponent Contact E-mail
- Proponent Contact Phone

2. Acknowledgment of Non-Binding Procurement Process

The Proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the Board and the Proponent unless and until the Board and the Proponent execute a written agreement for the deliverables as outlined in Part II – Scope of Work .

3. Ability to Provide Deliverables

The Proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the deliverables required as outlined in Part II – Scope of Work. The Proponent represents and warrants its ability to provide the deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the RFP. The Proponent confirms that the pricing information provided is accurate. The Proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. No Prohibited Conduct

The Proponent declares that it has not engaged in any conduct prohibited by this RFP.

6. Conflict of Interest

The Proponent must declare all potential Conflicts of Interest. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other

capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of the Board within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the Proponent will be deemed to declare that: (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP

Otherwise, if the statement below applies, check the box.

- ☐ The Proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the Proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the Proponent declares an actual or potential Conflict of Interest by marking the box above, the Proponent must set out below the details of the actual or potential Conflict of Interest:

7. Disclosure of Information

The Proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The Proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the Board to advisers retained by the Board to advise or assist with the RFP process, including with respect to the evaluation of this proposal.

Signature of Proponent Representative

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the Proponent

Appendix C - Evaluation Criteria

The following is an overview of the categories and weighting of the rated criteria relevant to the evaluation of proposals under this RFP:

Item	Evaluation Criteria	Scoring (Points)
Experience and Qualifications	<ul style="list-style-type: none"> • Relevant experience conducting executive searches for senior public sector, regulatory or adjudicative roles • Demonstrated understanding of public Board appointments, governance, and confidentiality requirements • Examples of comparable assignments within the last 5 years 	25
Understanding of Mandate and role	<ul style="list-style-type: none"> • Understanding of the Board's mandate and operating environment • Insight into the responsibilities, risks, and competencies associated with a Board Member role • Ability to articulate success factors for the appointment 	10
Search Methodology and Approach	<ul style="list-style-type: none"> • Clarity and robustness of the proposed search process • Effectiveness of sourcing, assessment and evaluation methodologies • Approach to managing timelines, risks and stakeholder expectations • Ability to support fairness, transparency, merit based selection 	20
Project Team and Capacity	<ul style="list-style-type: none"> • Qualifications and experience of lead consultant and key team members. • Team continuity and availability throughout the assignment • Appropriateness of team structure and governance 	20
Value add	<ul style="list-style-type: none"> • Quality and practicality of any proposed guarantees • Flexibility and cost effectiveness of approaches to supporting additional Board Member appointments from initial search • Alignment with public sector governance and risk considerations • Proponent's ability to provide other services 	10

Fee Proposal	<ul style="list-style-type: none"> • Overall value • Transparency and clarity of fees and expenses • Alignment of fees with scope and complexity of engagement 	10
Quality	<ul style="list-style-type: none"> • Quality and completeness of submission 	5