

- 1 **Q. Please explain in detail how Korn Ferry evaluates and determines the appropriate**
2 **KF Hay points for each executive position, including how position descriptions,**
3 **meetings with the individual executive, meetings with the President and CEO**
4 **regarding other positions, and meetings with the compensation committee of the**
5 **Board of Directors are used as part of the evaluation process. In the response, please**
6 **explain the degree to which judgement is exercised in the determination of the**
7 **appropriate points.**
8
- 9 A. In recent years, Korn Ferry has reviewed various documents from Newfoundland Power
10 including company profile, job descriptions (Vice Presidents and directors) and
11 organizational charts. In 2023, the Korn Ferry team met with Newfoundland Power’s
12 President and CEO to discuss the executive organization and roles. The Korn Ferry team
13 obtained a good understanding of the organizational context, operational challenges,
14 capital projects, social responsibilities, as well as the operating environment (e.g.,
15 regulatory, customer and communities, energy supply).
16
- 17 Korn Ferry assigned Newfoundland Power’s evaluation scores for each executive role
18 (not incumbent) based on Korn Ferry global standards, and validation of other
19 benchmarks in Korn Ferry’s library and database, including other Canadian utilities.
20
- 21 The Korn Ferry team applied rigor and consistency when using the Korn Ferry job
22 evaluation methodology / tool, as described in Appendix B of the Korn Ferry Report.
23 Our judgement is primarily based on empirical data and assessment with benchmark
24 references.