

BID SOLICITATION

Grand Challenges Canada / Grands Défis Canada

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Grand Challenges Canada®
Grands Défis Canada

BOLD IDEAS WITH BIG IMPACT®

Bid Solicitation - Approach to Compensation and Performance Management

**Submission Deadline:
August 20, 2026 – 5:00 pm EST**

RFP Reference Number: COM-01-2026-08-20

Introduction

GRAND CHALLENGES CANADA'S OBJECTIVE

GRAND CHALLENGES CANADA/ GRANDS DÉFIS CANADA ("**Grand Challenges Canada**") is seeking a qualified compensation and performance management consulting firm to support the People, Culture and Enablement team for fiscal year 2026-2027.

The selected vendor will be responsible for conducting a comprehensive compensation review, developing a recommended compensation model, and advising on a corresponding approach to performance management that supports internal equity, market competitiveness, transparency, affordability, and mission alignment while rewarding a culture of capability and accountability.

The objective of this "**Bid Solicitation**" is to select a candidate to enter into a contract with Grand Challenges Canada to provide the services described in the "Statement of Work", attached hereto as Appendix A. All applicants or bidders ("**Bidders**") are invited to submit a proposal or bid ("**Bid**") for consideration by Grand Challenges Canada in accordance with the terms of this Bid Solicitation

Part 1: General Information

1.1 Objective

The objective of this Bid Solicitation is to select a vendor to enter into a contract with Grand Challenges Canada to provide the services described in the Statement of Work, attached herein as Appendix A, in a manner that will provide the best value for Grand Challenges Canada's funds.

1.2 Period of Contract

The resulting contract will be in effect from approximately September 2026 to March 2027, with the possibility extension for implementation support, depending on the needs of Grand Challenges Canada.

1.3 About Grand Challenges Canada

Grand Challenges Canada is dedicated to supporting Bold Ideas with Big Impact® in global health. Funded by the Government of Canada and other partners, Grand Challenges Canada is driven by the mission to catalyze innovation that saves and improves the lives of the most vulnerable in Canada and low- and middle-income countries. One of the largest impact-first investors in Canada, Grand Challenges Canada has supported a pipeline of over 1,000 innovations in 95 countries since its creation.

For more information, please see: www.grandchallenges.ca, including our latest Annual Report under "About us/Accountability".

Regarding this RFP:

In 2022, Grand Challenges Canada conducted a compensation review that was focused on role clarification, alignment and equity. The resulting step-based compensation system has served the organization well over the past four years by providing a consistent and equitable framework for compensation decisions and annual increases. As the organization continues to evolve, Grand Challenges Canada recognizes the need to strengthen the connection between compensation, performance, and accountability, and to ensure that its compensation model supports a culture of performance while remaining aligned with its mission, values, and non-profit context.

Part 2: Standard Instructions, Clauses and Conditions

2.1 – Submission of Proposal

- a. Grand Challenges Canada requests that each Bidder to submit a Bid to the email address outlined in Paragraph 2.2, as early as possible between July 23, 2026 (the “**Opening Date**”) and **no later than August 20, 2026, at 5pm EST** (the “**Closing Date**”).
- b. The Bid must include the Bidder’s firm or vendor’s name, a contact name, address, telephone number, and email address.
- c. Grand Challenges Canada requests that each Bid contain a covering letter signed by the Bidder or by an authorized representative of the Bidder. The covering letter should reference the RFP Reference Number. The Bidder’s signature indicates acceptance of the terms and conditions set out and/or referenced herein. The signatory must have authority to commit the organization by making such a proposal. A contract will not be awarded until a signed covering letter from the Bidder is received by Grand Challenges Canada. If the Bidder fails to provide a signed covering letter when requested to do so by Grand Challenges Canada, then the Bidder shall be disqualified from the bidding process and be declared non-compliant.
- d. It is the Bidder’s responsibility to:
 - i. Obtain clarification of the requirements contained in the Bid Solicitation, if necessary, prior to submitting a Bid
 - ii. Prepare its Bid in accordance with the instructions contained in the Bid Solicitation
 - iii. Submit its Bid by the Closing Date
 - iv. Send its Bid only to the Contracting Authority named in Paragraph 2.2 below
 - v. Provide a contact name, address, telephone number and email address in its Bid, as indicated in 2.1 b above
 - vi. Provide a comprehensible and sufficiently detailed Bid, including all requested pricing details that will permit a complete evaluation, in accordance with the criteria set out in this Bid Solicitation.
- e. Bids will remain **open for acceptance** for a period of not less than twenty-one (21) calendar days from the above stated Bid Opening Date. Upon notification to the responsive Bidders, Grand Challenges Canada reserves the right in its sole discretion to extend the Bid Solicitation Period at any time for up to an additional twenty-one (21) calendar days.
- f. Bids and/or amendments thereto will only be accepted by Grand Challenges Canada if they are received at the email address indicated below in Paragraph 2.2, on or before the Closing Date specified herein.
- g. Bids received will become the property of Grand Challenges Canada and will not be returned.
- h. All information within this Bid Solicitation is to be held in confidence.

- i. Except as specifically provided otherwise in the Bid Solicitation, Grand Challenges Canada will evaluate a Bidder's Bid only on the documentation provided as part of its Bid. Grand Challenges Canada will not evaluate information not submitted with the Bid, such as references to website addresses where additional information can be found, or technical manuals or brochures not submitted with the Bid.

2.2 – Contracting Authority

Grand Challenges Canada

661 University Avenue, Suite 1720

MaRS Centre, West Tower

Toronto, Ontario, M5G 1M1

Attention: Tracy Smith, Senior Director, People, Culture & Enablement

Email: tracy.smith@grandchallenges.ca

2.3 – Late Bids

- a. The Bidder has sole responsibility for the timely receipt of a Bid by Grand Challenges Canada and cannot transfer this responsibility to Grand Challenges Canada.
- b. Grand Challenges Canada will return Bids delivered after the stipulated Bid Solicitation Closing Date referred to in Paragraph 2.1(a), unless they qualify as a “Delayed Bid” (see below).
- c. A Bid received after the Closing Date but before the contract award date may be considered, provided the delay can be proven by the Bidder to have been due solely to a delay in delivery that can be attributed to incorrect handling by Grand Challenges Canada (a “**Delayed Bid**”).
- d. Misrouting, traffic volume, weather disturbances, labour disputes or any other causes for the late delivery of Bids are not acceptable reasons for the Bid to be accepted by Grand Challenges Canada.

2.4 – Legal Capacity and Checks

- a. The Bidder must have the legal capacity to contract. If the Bidder is a sole proprietorship, a partnership or a corporate body, the Bidder must provide, if requested by the Contracting Authority, a statement and any requested supporting documentation indicating the laws under which it is registered or incorporated, together with the registered or corporate name and place of business. This also applies to Bidders submitting a Bid as a joint venture.
- b. As a condition of being awarded a contract under this RFP, the Bidder may be requested to provide certain information for Grand Challenges Canada in order to conduct legal capacity, sanctions, and other related searches, as may be required by Grand Challenges Canada and its funders. The outcome of such searches will determine whether the Bidder is eligible for this engagement.

2.5 – Rights of Grand Challenges Canada

- a. Grand Challenges Canada reserves the right, in its sole discretion, to:
 - i. Reject any or all Bids received in response to the Bid Solicitation;
 - ii. Accept or reject any or all Bids, regardless of a Bid's rating based on the evaluation criteria, with or without providing an explanation;
 - iii. Enter into negotiations with Bidders on any or all aspects of their Bids;
 - iv. Accept any Bid in whole or in part without negotiations;
 - v. During the evaluation, members of the evaluation team may, at their discretion, submit questions to or conduct interviews with Bidders, at Bidders' cost, upon forty-eight (48) hours' notice, to seek clarification and/or verify any or all information provided by the Bidder with respect to this Bid Solicitation;
 - vi. Accept or not to accept any deviations from the stated terms and conditions of this Bid Solicitation;
 - vii. Conduct a survey of Bidders' facilities and/or examine their technical, managerial and financial capabilities to determine if they are adequate to meet the requirements of the Bid Solicitation;
 - viii. Contact any or all references supplied by Bidders to verify and validate any information submitted in their Bid, if applicable;
 - ix. Correct any mathematical errors in the extended pricing of financial bids by using unit pricing and the quantities stated in the Bid Solicitation;
 - x. Verify any information provided by Bidders through independent research, use of any government resources or by contacting third parties deemed reliable by Grand Challenges Canada;
 - xi. Incorporate all or any portion of the Statement of Work, Bid Solicitation and the successful Bid in any resulting contract;
 - xii. Cancel the Bid Solicitation at any time without liability;
 - xiii. Reissue the Bid Solicitation without liability;
 - xiv. Extend the Bid Solicitation deadline without liability;
 - xv. If no compliant Bids are received and the requirement is not substantially modified, re-tender the requirement by inviting only the Bidders who bid to re-submit Bids within a period designated by Grand Challenges Canada;
 - xvi. To award one or more contracts, if applicable; and/or
 - xvii. Not to award a contract in part or at all.

- b. Bidders will have the number of days specified in the request by the Contracting Authority to comply with any request related to any of the above items. Failure to comply with the request may result in the Bid being declared non-responsive.

2.6 – Communications – Solicitation Period

- a. To ensure the integrity of the competitive Bid process, all enquiries and other communications regarding the Bid Solicitation must be directed, by email, only to the Contracting Authority identified in this Bid Solicitation. Failure to comply can, for that reason alone, result in the disqualification of the Bid.
- b. To ensure consistency and quality of information provided to Bidders, significant enquiries received and the replies to such enquiries will be provided to all Bidders, without revealing the sources of the enquiries.

2.7 – Costs

- a. No payment will be made for costs incurred in the preparation and submission of a Bid in response to the Bid Solicitation. Costs associated with preparing and submitting a Bid, as well as any other costs incurred by the Bidder associated with the evaluation of the Bid, are the sole responsibility of the Bidder.
- b. No costs incurred relating to the work before the receipt of a signed contract or specified written authorization from the Contracting Authority can be charged to any resulting contract. In addition, the Contractor is not to perform work in excess of or outside the scope of any resulting contract based on verbal or written requests or instructions from any Grand Challenges Canada personnel other than the Contracting Authority. The Contracting Authority is the only authority that can commit Grand Challenges Canada to the expenditure of the funds for this requirement.

2.8 – Governing Law

This Bid Solicitation is governed by the laws of the Province of Ontario and Canada as applicable therein. A Bidder and Grand Challenges Canada shall attempt to resolve any disputes, differences or claims arising under the Bid Solicitation in good faith. Any action or proceeding relating to this Bid Solicitation may (but need not) be brought in a court of competent jurisdiction in the Province of Ontario, and for that purpose now irrevocably and unconditionally attorns and submits to the jurisdiction of such Ontario court.

Part 3: Bid Preparation Instructions and Evaluation Procedures

3.1 – Format of Bid

Section 1: Technical Bid

In its technical bid, the Bidder must demonstrate its understanding of the requirements described in the Bid Solicitation and how it will meet the requirements of the Statement of Work and evaluation criteria in Appendix B. The technical Bid must not exceed 15 pages, excluding resumes, client references, and appendices containing sample work products.

Section 2: Financial Bid

The Bidder must submit its financial Bid in accordance with the Basis of Fees, attached herein as Appendix C. The total amount of any taxes (e.g., the Harmonized Sales Tax (HST), Goods and Services Tax (GST), etc.) is to be shown separately, if applicable.

3.2 – Evaluation Procedures

- a. Bids will be assessed against all mandatory and rated requirements identified herein and evaluated in accordance with the evaluation criteria specified in Appendix B.
- b. Any firm currently providing audit services to Grand Challenges Canada cannot be considered for this Bid Solicitation, due to the need for independence and perception of independence.

Appendix A: Statement of Work

A. Title

This Bid Solicitation seeks to engage a qualified consulting firm with expertise in compensation strategy and performance management.

B. Scope of Work

The selected vendor will be responsible for providing expert advice, analysis, facilitation, recommendations, and implementation planning to help Grand Challenges Canada review, modernize and align both its approach to compensation and performance management practices.

C. Deliverables

The selected vendor will be expected to deliver a comprehensive compensation review, market analysis, recommended compensation model, implementation roadmap, and correlated performance management recommendations tailored to (but not limited by) a Canadian non-profit context.

Overview of Support

The selected vendor will report to the Contracting Authority and work closely with senior leadership, and other stakeholders identified by Grand Challenges Canada. The vendor will define a clear project plan, engagement approach, data requirements, decision points, and governance process to support timely completion of the work.

Key Deliverables

1. Project workplan, stakeholder engagement plan, data request list, and confirmed methodology for compensation analysis, job description review, job evaluation, market benchmarking, and performance management review.
2. Current-state assessment of Grand Challenges Canada's compensation practices, including base pay, job architecture, pay administration practices, internal equity considerations, transparency, governance, and alignment with organizational strategy and values.
3. Review of existing job descriptions to assess role scope, responsibilities, required qualifications, decision-making authority, internal alignment, and whether current compensation, payband placement, and market matching are appropriate for each role or role family.
4. Competitive market review and analysis using credible Canadian non-profit, charitable, association, philanthropic, broader public sector, relevant for-profit, and other appropriate comparator market data, with clear rationale for comparator selection, market positioning, and data limitations.
5. Recommended compensation strategy, including compensation philosophy, target market positioning, salary grades, salary ranges, range administration guidelines, promotion and progression principles, and approach to annual salary planning.
6. Costing and implementation roadmap, including financial impact analysis, prioritization options, transition considerations, pay equity and internal equity risks, change management needs, and a practical timeline for implementation.

7. Performance management recommendations that align with the compensation model, including principles for goal setting, performance conversations, calibration, development planning, recognition, and any pay-for-performance considerations appropriate for a Canadian non-profit context.
8. Training for management and leadership on the recommended compensation and performance management models, including a small number of practical orientation or enablement sessions to support consistent understanding, application, and change adoption.
9. Final report, executive presentation, and supporting tools or templates needed to enable ongoing use by Grand Challenges Canada, including methodology documentation and recommendations for governance and maintenance.

Required Vendor Experience

- Demonstrated experience conducting compensation reviews for Canadian non-profit, charitable, association, philanthropic, social impact, or comparable mission-driven organizations.
- Demonstrated expertise in competitive market review and compensation benchmarking, including the use of reliable Canadian compensation data sources relevant to non-profits, broader public sector, selected for-profit comparators, and comparable sectors.
- Expertise designing job grades, salary ranges, compensation philosophies, pay administration guidelines, and implementation approaches that support internal equity, market competitiveness, affordability, transparency and high-performance cultures.
- Experience advising on performance management frameworks and practices that are practical, objective, development-oriented, aligned with compensation strategy and easy to explain/conduct.
- Knowledge of Canadian employment, human rights, pay equity, accessibility, and privacy considerations relevant to compensation and performance management work.
- Ability to facilitate executive and stakeholder conversations, explain technical compensation concepts clearly, and produce tools that can be easily maintained by an internal team.

Appendix B: Evaluation Criteria and Basis of Selection

Evaluation Criteria and Process

Only those Bids that meet all mandatory requirements identified in this Bid Solicitation will be further evaluated, based on the criteria listed below.

The Bid should be concise and should address, at a minimum, all mandatory criteria identified below. It is suggested that the Bidder address these criteria in sufficient depth in the Bid.

The Bid must identify the qualifications and experience of the personnel who will carry out the tasks, by systematically addressing each of the experience criteria as detailed below.

The firm's profile and resume for each proposed resource must be included in the Bid.

Mandatory Criteria for Technical and Financial Bid

In addition to those elements described above, the Bidder shall also provide:

1. **Basis of fees**, including fees by deliverable or project phase, hourly or daily rates by role (if necessary), estimated effort, expenses, assumptions, and applicable taxes, to be evaluated separately as described in Appendix C. Please also confirm whether a non-profit discount has been considered and applied.
2. **History of the firm and location**, including size, ownership, relevant networks or affiliations, Canadian presence, and expertise in compensation and performance strategy.
3. **Description of proposed team**, including bios, roles, sector/industry experience, Canadian employment context, and compensation/performance management expertise.
4. **Description of proposed methodology and process for key deliverables**, including project roadmap, workback schedule, required stakeholder engagement, data collection and validation, market pricing methodology, strategic development, implementation and training.
5. **Two (2) client references ONLY**, preferably one from a Canadian non-profit, charitable, association, philanthropic, or mission-driven organizations for which the Bidder has completed comparable compensation review, compensation model, or performance management advisory work. The additional reference may be from a for-profit organization with similar core business (investing) and similar deliverables. Any Bidder who provides less or more than two (2) references may be disqualified from the bidding process and given no further consideration.
6. **Sample work products or value-added services**, such as anonymized examples of compensation philosophy documents, salary range frameworks, market analysis outputs, implementation roadmaps, performance management tools, or change management materials. This will help manage expectations of future outputs.

Scoring Rubric for Evaluation

Evaluation criterion	Weight	Assessment considerations
1. Relevant experience and sector expertise	25%	Depth and relevance of experience conducting compensation reviews for Canadian non-profit, charitable, philanthropic, association, broader public sector, and comparable mission-driven organizations; experience with selected for-profit comparators where relevant; understanding of Canadian employment, pay equity, human rights, accessibility, and privacy considerations; quality of references and comparable engagements.
2. Compensation methodology and market benchmarking approach	25%	Clarity, rigour, and suitability of the proposed methodology for reviewing existing job descriptions, assessing role scope and responsibilities, job evaluation, job architecture, market pricing, comparator selection, data validation, market positioning, salary grade and range design, range administration, and compensation philosophy development; quality and credibility of Canadian compensation data sources; treatment of data limitations and internal equity considerations.
3. Performance management alignment	15%	Strength of the proposed approach to aligning performance management with the recommended compensation strategy, including goal setting, performance conversations, calibration, development planning, recognition, leadership accountability, and any appropriate pay-for-performance considerations for a Canadian non-profit environment.
4. Project workplan, stakeholder engagement and implementation support	15%	Practicality and completeness of the proposed workplan, timeline, governance model, data requirements, stakeholder engagement approach, facilitation methods, change management support, implementation roadmap, costing approach, knowledge transfer, and ability to deliver clear tools and templates for ongoing internal use.
5. Proposed team qualifications and capacity	10%	Qualifications, seniority, availability, and role clarity of proposed team members; demonstrated expertise in compensation strategy, job evaluation, market benchmarking, performance management, change management, and Canadian non-profit advisory work; continuity and quality assurance arrangements.
6. Fees and value for money	10%	Reasonableness, transparency, and completeness of proposed fees relative to scope, deliverables, team expertise, timeline, and level of effort; clarity of assumptions, optional services, expenses, taxes, and any costs associated with compensation data sources, tools, templates, or ongoing support.

Evaluation of Bids will also be guided by the Objective and Principles of Grand Challenges Canada's *Procurement Policy*, found at <https://www.grandchallenges.ca/innovator-resources/>.

Based on the evaluation of the criteria described above, competitive Bids could be invited for an interview. The purpose of the interview would be to further assess the capacity of the Bidders to best deliver the scope of work.

Appendix C: Fees

Bidders are required to provide their estimated fees in Canadian dollars, excluding applicable taxes, for each project phase and deliverable listed in Appendix A. Bidders must include hourly or daily rates for each proposed team member, estimated level of effort by role, anticipated expenses, assumptions, optional services, and any costs associated with compensation data sources, tools, templates, or ongoing support. Applicable taxes must be shown separately. Finally, please indicate if a non-profit discount was considered and applied.