

Market insight

Liverpool – local
population

UEFA



TMPW OUTTHINK

people scout
A TRUEBLUE COMPANY



Introduction

At TMP Worldwide, we believe effective recruitment strategies are built on insight, not assumption. Large-scale hiring programmes, particularly within major sporting events, require more than reach. They demand precision, inclusivity and long-term workforce planning.

This report uses Liverpool as an illustrative location model to demonstrate how a data-led recruitment strategy can support the phased hiring of approximately 200 employees and volunteers through to 2028. While the geography may vary, the strategic principles remain consistent: understand the local labour market, identify underrepresented talent pools, and align attraction activity with community dynamics.

For multinational sporting events, local community engagement is not just a social objective. It is an operational advantage. Building a workforce that reflects its host city strengthens delivery, enhances reputation, and creates lasting social impact.

The strategic goal of this recruitment plan is clear:

to design a scalable, locally embedded attraction framework that improves diversity outcomes, broadens participation, and ensures sustained access to talent across the full hiring timeline.

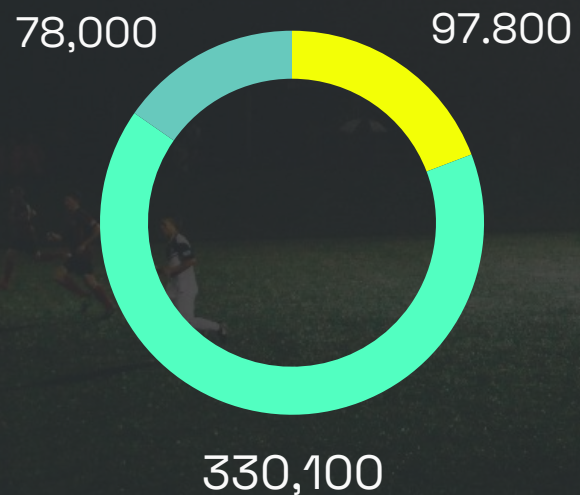
Demographic volumes

508,961 Total population in Liverpool.
9.3% is a 10-year population growth.

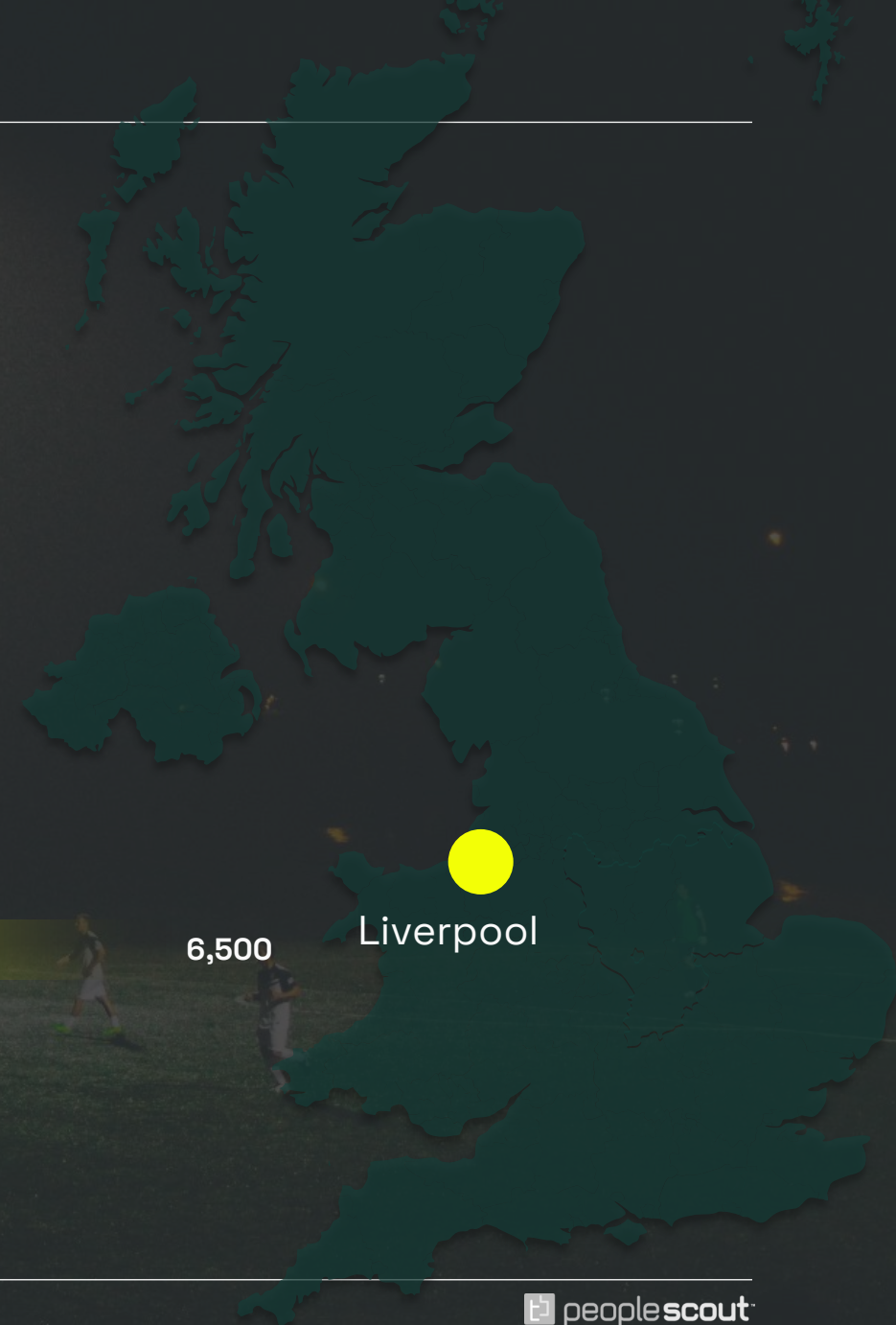
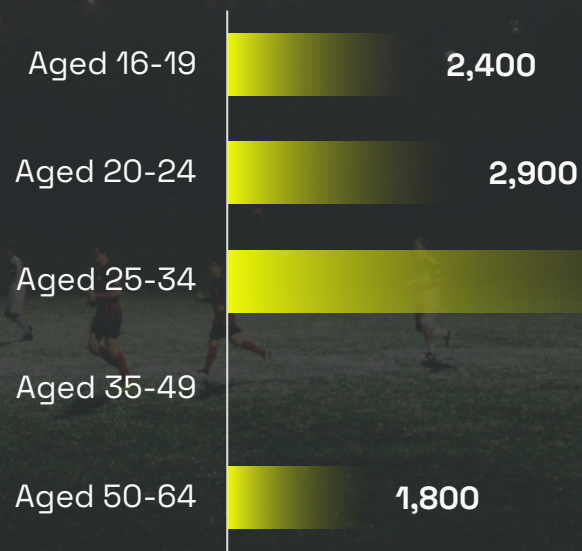
~18,000 residents aged 16+ identify as LGB+

Age breakdown

■ Aged 0-15 ■ 16-64 years ■ 65+ years



Unemployed by age



Deprivation Snapshot

9th

Liverpool is structurally deprived at scale, ranked 9th most deprived local authority in England

54%

of Liverpool residents live in the 20% most deprived areas

7th

Liverpool ranks 7th most deprived nationally on Employment

43%

131 LSOAs (43%) are in the 10% most deprived for employment

Over half the city lives in high deprivation. A citywide generic campaign will not deliver equitable reach.

Recruitment insight: Short-term roles, seasonal contracts and voluntary opportunities are highly relevant to economically inactive residents, long-term unemployed adults, parents returning to work, and unemployed residents.

Source: Liverpool City Council | IMD 2025

Female representation

259,000 Population of women & girls in Liverpool. Approximately 216,000 are 16+ years.
14,300 are aged 16-19 years.

8,400

Number of unemployed women (aged 16+) in Liverpool local authority.

88,800

Number of economically inactive women (aged 16+) in Liverpool local authority.

Women represent a slight majority of the city's population.

The economic inactivity rate suggests a sizeable pool of women who may not be actively job-seeking but could engage in:

- Flexible short-term roles
- School-hours work
- Volunteering
- Community sport roles

To attract more women:

- Promote flexible hours
- Offer part-time / shift-based roles
- Emphasise safe & inclusive environment
- Highlight female leadership & visible role models

Ethnic diversity profile

16-18% of the city identify as non-White British - an important target dimension for D&I outreach.

Ethnic group

White	408,443
Asian, Asian British or Asian Welsh	27,768
Black, Black British or African/Caribbean	16,964
Mixed/multiple ethnic groups	16,880
Other ethnic groups (including Arab)	7,722

Unemployed and economically inactive, non-white residents

8,400 Unemployed 16+ years

16,400 Economically inactive 16-64

To attract ethnic minorities turn to proactive, community-based outreach by partnering with trusted cultural, faith, and grassroots sport organisations. Simplify application processes and use inclusive, accessible messaging that reflects Liverpool's diversity and clearly communicates paid opportunities and development pathways.

Youth Opportunity

45%

37,700 children (45% of all children in Liverpool) live in the 10% most deprived areas

34%

104 LSOAs (34%) are in the 10% most deprived for Income Deprivation Affecting Children

Strategic Opportunity

- Target 16–24 year olds in deprived wards.
- Offer paid short-term work + pathways (coaching qualifications, event management, safeguarding training)
- Work with:
 - Youth services
 - Further education colleges
 - Pupil referral units
 - School sport partnerships

To attract more young people position roles as paid experience and clear pathways into sport, events, and leadership, emphasising skills development and CV value. Partner directly with colleges, sixth forms, universities, and grassroots youth sport clubs, using social-first, peer-led promotion rather than traditional job advertising.

Source: Liverpool City Council | IMD 2025

Language composition

90.4%

of Liverpool residents speak English as their main language. Total non-English main language speakers ~9.6 %.

5%

of people speak a language other than English as their main language, but ~77 % of those can speak English “well” or “very well.”

This shows that while the vast majority speak English, there is a significant linguistic minority - which may be important for inclusive outreach and communications.

In Liverpool itself, census household language data indicates that ~13,252 households have no English main language at all (out of ~207,491 households). This suggests a subset of households where translation or bilingual outreach might be needed.

National patterns show younger age groups are relatively more linguistically diverse, supporting targeted communications for 16–30 candidate recruitment.

Strategy:

- Connect with cultural & migrant support groups (e.g., Arabic and Eastern European community organisations) for trust-building.
- Use student networks (which are more linguistically diverse) to attract younger volunteers.

Source: Census 2021 | Wikipedia

School & Student population

64,000

The size of Liverpool's university student population. On top of the below two institutions, Liverpool Hope offers around 5,300 students, and Hugh Baird College ~5,000.



UNIVERSITY OF
LIVERPOOL

33,000
students in 2025

Offers a wide range of subject areas and a large student sports scene via 50+ student-led sports clubs competing in BUCS leagues. **Big student body and active sports clubs make this an excellent pool for event staffing, sport-related volunteers, and youth outreach.**



**LIVERPOOL
JOHN MOORES
UNIVERSITY**

25,702
students in 2025

LJMU is particularly strong in Sports and Exercise Sciences, with university teams participating in BUCS competitions in football, basketball, rugby, netball, swimming and more. The Students' Union runs 15 BUCS sports with 36 teams, supporting 800+ athletes - **a ready-made community for volunteer and event engagement.**

Targeted outreach partners

Ethnic Minority & Multilingual partners

Together Liverpool

Black Community Network

Refugee & Migrant Support Directory

Liverpool Arab Arts Festival

ESOL Language Courses

Mersey Multicultural Forum

Women & young females engagement

Liverpool Women's Ais

Liverpool FC Women

Everton FC Women

Local girls-only running/netball clubs

Women-centred support groups

Sporting Equals

Volunteering & employment channels

Liverpool Voluntary Community Action

Merseyside Sport – Volunteering & Youth Engagement Hub

Liverpool Council

Jobcentre Plus / Department of Work and Pensions

City of Liverpool College

National Citizen Service

University of Liverpool Careers Service / LJMU Careers

Sport & youth networks

University carers services

Liverpool FC / Everton FC

Merseyside Cricket Foundation

Local netball associations

Community athletics clubs

Rugby clubs

Source: Google search



Executive summary

The report shows that Liverpool's labour market offers substantial DEI hiring potential, but only through targeted, community-specific recruitment.

With a population of 509,000, including 259,000 women and 216,000 women aged 16+, the city has a large pool of economically inactive women - 88,800 in total - representing a major opportunity for flexible, part-time and volunteer roles.

High deprivation levels shape much of the hiring context: 54% of residents live in the 20% most deprived areas, and 43% of neighbourhoods fall into the most deprived nationally for employment. These indicators point to significant numbers of residents who are unemployed or economically inactive but potentially receptive to accessible, short-term event work.

Ethnic diversity also plays a key role. 16-18% of the population identify as non-White British, with 8,400 unemployed and 16,400 economically inactive ethnic minority residents. This underscores the need for outreach through trusted cultural and community partners to improve equity of access.

Executive summary

Youth engagement is equally critical: 45% of Liverpool's children live in the most deprived areas, and many young adults lack early career opportunities. Targeting 16–24-year-olds with paid experience, clear pathways and skill-building roles can create a sustainable pipeline for event staffing.

Language diversity adds another strategic layer. Around 9.6% of residents speak a non-English main language, and 13,252 households have no English as the primary household language, highlighting where bilingual communications and migrant-community partnerships can enhance reach.

Finally, the city's 64,000-strong student population offers a ready resource of enthusiastic, diverse candidates, especially through sports networks at the University of Liverpool and LJMU.

Together, these data points show that a successful Euro 2028 hiring strategy must prioritise women, young people, ethnic minorities and multilingual residents through tailored outreach, accessible role design and strong partnerships with grassroots organisations. This approach maximises both diversity outcomes and recruitment efficiency.





Strategic implications for the hiring plan

The data reinforces five core recruitment principles:

- **Target by geography, not just demographics.** Focus on deprived wards and student clusters.
- **Design for flexibility.** Shift-based, short-term, and skills-building roles widen participation.
- **Lead with community partnerships.** Trusted intermediaries improve reach and credibility.
- **Position roles as pathways, not just jobs,** especially for youth and underrepresented groups.
- **Embed inclusion operationally,** from language accessibility to visible role models.

Ultimately, the hiring challenge through to 2028 is not one of volume alone. It is about building a locally representative workforce that enhances event delivery, strengthens community connection, and leaves a positive legacy beyond the competition itself.