

UEFA EURO 28™
UK & IRELAND

BRING YOUR GAME



**The trusted partner for
mission-critical recruitment
campaigns where delivery
certainty matters.**

PeopleScout Limited
(trading as TMP Worldwide)
response to the Request for Proposal

TMP

OUTthink

INTEREST IN THE PROJECT

Expression of interest and vision for EURO 2028

TMP Worldwide (TMPW) is pleased to express our interest in partnering with UK & Ireland 2028 Limited to deliver the recruitment marketing and volunteer attraction strategy for UEFA EURO 2028. Our proposal has been designed specifically in response to the requirements outlined in Section E of the RFP, covering workforce recruitment and tournament time, volunteer attraction, large-scale multi-channel recruitment marketing delivery, and measurable diversity outcomes.

The trusted partner for high-stakes, large-scale recruitment campaigns

TMPW is the trusted partner for mission-critical attraction and recruitment campaigns where delivery certainty is everything. From the UK Armed Forces, London Fire Brigade and NHS England to household name banks, energy giants and tech leaders, major organisations put their faith in our award-winning creativity, industry-first thinking and unparalleled resources.

When the recruitment is at scale, the stakes are high, and millions of eyes are watching, the big brands turn to us.

Please note, we have provided all documentation, including our proposal and attachments within a microsite for your review:

<https://uefaeuro2028.promotingpeople.net/>



EXECUTIVE
SUMMARY

UEFA EURO 28™
UK & IRELAND

TMPM

OUTHINK

EXECUTIVE SUMMARY

Mobilising the people behind a once-in-a-generation moment

TMP Worldwide (TMPW) is thrilled to submit our proposal to UK & Ireland 2028 Limited in support of the recruitment marketing and volunteer attraction strategy for UEFA EURO 2028. This is not just a tournament; it is a celebration of football, culture, and community on a scale rarely seen. With 24 teams, 51 matches, and millions of fans across the globe, EURO 2028 will be one of the defining sporting events of our era.

To deliver on that promise, operationally and emotionally, we will build a workforce and volunteer community that is as exceptional, inclusive, and energised as the tournament itself. Together, we will create an experience that unites nations, inspires pride, and leaves a legacy long after the final whistle.

TMPW: The partner when failure is not an option

We have extensive experience delivering large-scale recruitment marketing programmes for complex public-sector organisations, where delivery certainty, accountability, and measurable outcomes are critical. When the stakes are sky-high, organisations turn to TMPW. Why? Because we deliver when it matters most:

- **HM Armed Forces:** When the UK Government needed one partner to recruit for all three HM Forces for the first time in history, they turned to TMPW.
- **London Fire Brigade:** When the LFB needed to transform culture, reputation, and recruitment to reflect 21st-century London, they turned to TMPW.
- **Lloyds Banking Group:** When the UK's largest bank needed a bold new recruitment brand to compete with fintechs, they turned to TMPW.
- **Metropolitan Police:** When the Met needed to rebuild trust and recruit a more diverse talent base to better serve London, they turned to TMPW.

In short, when all eyes are on you, you turn to TMPW.

Data-led creativity at scale

As the UK's largest recruitment marketing agency, our 90 specialists combine creativity with evidence. Through our OUTTHiNK philosophy, we design ideas anchored in data and proven to perform. We have deep experience orchestrating large-scale, multi-location campaigns, translating national and regional insights into action, and crafting inclusive, purpose-driven narratives. For EURO 2028, every message will count, every channel will work harder, and every candidate will feel seen.

One narrative, two journeys

EURO 2028 is about more than filling roles; it's about creating a movement. We will deliver a cohesive recruitment marketing strategy for both the core staff, tournament workforce and volunteers and volunteers: distinct in tone and journey, yet united under a single narrative of identity, inclusion, and community.

The volunteer attraction campaign will celebrate belonging, inviting people from every community to be part of something historic. Our integrated paid, owned, and earned approach will ensure intelligent reach, sustained momentum, and measurable impact, all aligned to the Diversity & Inclusion Action Plan.

A national model with local precision

Our delivery model will be built to perform at scale; seamlessly managing recruitment across the entire nation while retaining the flexibility to tailor activity for every host city and region. This means a unified strategy that ensures consistency, efficiency, and impact, combined with hyper-local campaigns that reflect the unique character, communities, and talent pools of each location. The result: a recruitment approach that feels national in ambition, but local in execution.



EXECUTIVE SUMMARY

Predictive intelligence that maximises ROI

Our proprietary media analysis database, built from over one million data points, enables us to recommend the right channels at the right time for the lowest possible cost. Our Predictive Media Analytics tool combines three years of performance data with ONS and DWP insights across 7,000 UK towns and cities. The result: channel plans that anticipate behaviour, optimise spend in real time, and deliver measurable ROI.

Embedding inclusion to deliver excellence

We will embed “hire for excellence through inclusion” across every touchpoint. Storytelling will reflect the diversity of the host nations, with bias-checked, plain-English copy and accessible journeys by default. Our plans will extend into community, regional, and grassroots networks to engage underrepresented groups, ensuring every community sees itself represented.

Buying power and proven delivery

Managing over £40 million in recruitment media annually, we secure top-tier value for our clients. Our track record includes serving as the sole agency for the UK Armed Forces and delivering volunteer recruitment for the Ministry of Justice and police forces nationwide. We understand what motivates people to step forward, and how to remove barriers.

Award-winning creativity and effectiveness

At the most recent RAD Awards, we won six awards for innovation and outcomes, more than any other agency. That recognition reflects the standard we will set for EURO 2028: ideas that inspire, systems that scale, and performance that proves itself.

Award-winning creativity and effectiveness

Our approach will combine large-scale recruitment marketing expertise with a structured programme delivery model designed for complex, multi-stakeholder national initiatives.

EURO 2028 is more than a tournament; it’s a national moment of pride and unity. Our commitment is simple:

- Every workforce role filled with excellence
- Every volunteer feeling part of something bigger
- Every community seeing itself represented
- Every campaign pound working visibly hard

With a high proportion of football fans across our UK-based team, this is a project we will deliver with passion, precision, and pride. We are ready to partner with UK & Ireland 2028 Limited to build the workforce behind football’s biggest stage, and we can’t wait to get started.



**HOW WE WOULD SUPPLY
THE SERVICES OUTLINED
IN SECTION E**

UEFA EURO 28™
UK & IRELAND



TMPM

OUTTHiNK

HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our understanding of requirements

Foundational strategy and unified plan

UK & Ireland 2028 Limited’s requirements are anchored in a foundational strategy and plan that unites all activity under a single, coherent framework. This foundation must cover both the core workforce and the volunteer programme; each addressed as distinct streams but aligned to a shared vision, thereby ensuring clarity of purpose, seamless coordination and a consistent candidate and volunteer experience across every touchpoint.

Integrated recruitment marketing delivery

From there, delivery spans both paid and organic recruitment marketing to drive targeted reach and measurable results. The programme calls for paid social and job board amplification, rigorous media quality and conversion optimisation, and end-to-end creative production. Activity will be phased across three campaign waves (2026, 2027, and 2028) to build momentum and maintain market presence. The volunteer journey is defined and sequenced, from awareness to expression of interest through to sign-up, with technology enablement (for example, RESTORE) ensuring scalability, speed, and data integrity throughout.

Distinct volunteer attraction approach

Volunteer attraction requires its own distinct approach, clearly differentiating unpaid volunteer roles from paid positions while maximizing inclusion, accessibility, and community reach. Success depends on tailoring activity to each host city through localization, all unified by a national campaign theme rooted in football and community; one that inspires pride, participation, and a sense of belonging across diverse audiences.

Diversity, inclusion, and social impact

Finally, diversity, inclusion, and social impact are non-negotiable criteria. The service must attract underrepresented groups, offer multi-language capability, and embed robust social impact measurement alongside practical diversity tracking. Alignment with the DIAP is essential, ensuring that objectives are not only ambitious but also accountable.

TMPW’s solution has been designed directly against these four pillars, providing a structured, data-led approach that connects strategy to execution and delivers impact at every stage.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

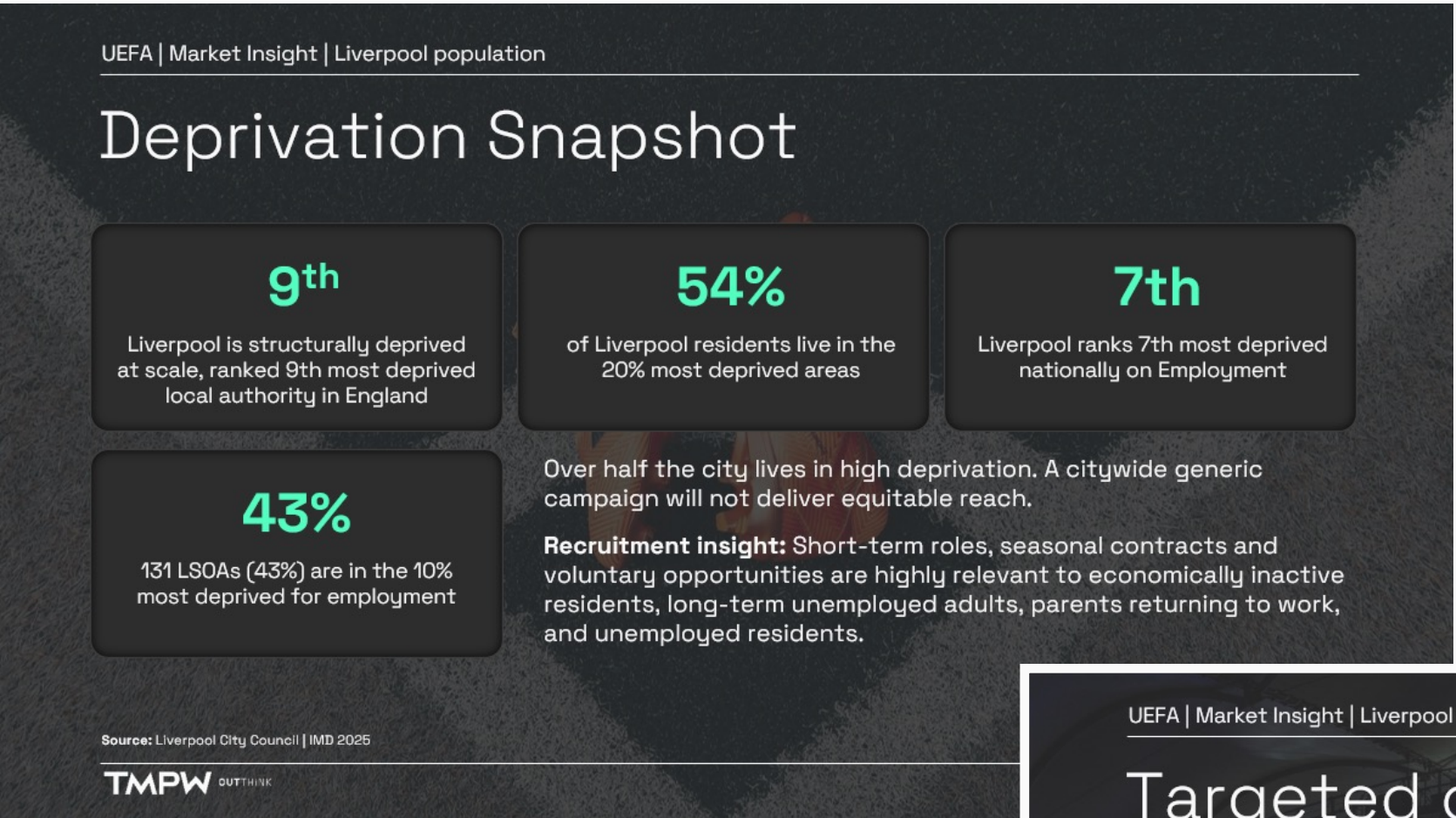
Bringing EURO 2028 to life

Our solution will bring the spirit of EURO 2028 to life through a recruitment and volunteer programme that will feel once-in-a-generation, deliver measurable results, and leave a lasting community legacy. Our delivery approach will be structured around four operational phases: **Discover, Design, Activate and Optimise**. Our framework will ensure the recruitment and attraction programme is grounded in insight, delivered through coordinated campaigns across the UK and Ireland, and continuously refined based on performance data.

Discover: At TMPW we have a dedicated Market Insights Team, which draw from multiple research sources to inform our strategy & campaign approach.

Specifically for UK & I, we will analyse the populations around each of the host cities, looking at areas of higher ethnic density, media channels by audience and areas of social deprivation to target for social mobility.

We have taken Liverpool and whilst we have provided a fully analysis separately as an attachment, the following extracts show some of the data that we access and use to support our local targeting.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

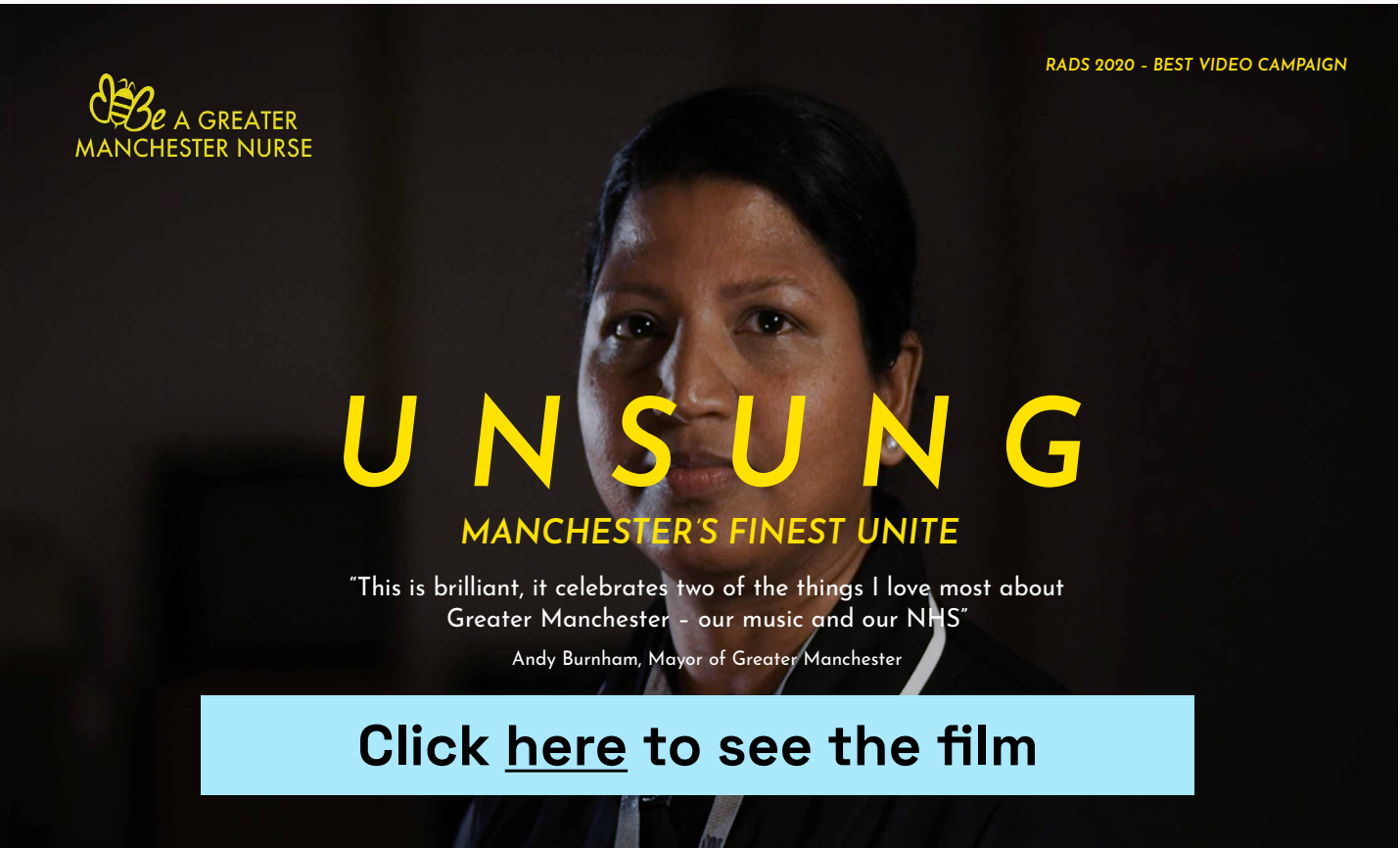
Our solution

We will then continue with a multi-layered strategy designed to connect head and heart. First, we will establish the core messaging, positioning workforce participation as a chance to “be part of football history,” a community legacy moment, and an experience people will talk about for years. We will codify this through specific content and messaging for paid roles, tournament time recruitment and volunteers, ensuring each audience will hear a message that speaks directly to what matters most to them.

The messaging will be flexible and can be nuanced to speak specifically to host city-specific and regional audiences.

Case study: Innovative Nurse recruitment campaign leveraging Manchester’s music heritage

For a project conducted by TMPW to recruit nurses into Greater Manchester, we reached out to famous Manchester-based bands, such as Oasis, Stone Roses, 1975 and gained their permission to use lyrics from their songs in a film. The bands not only gave their permission but shared the story and film across their social channels. Without any paid advertising, the film delivered **1 million views**, **64,000 visits** to the careers site and 1,600 job applications.

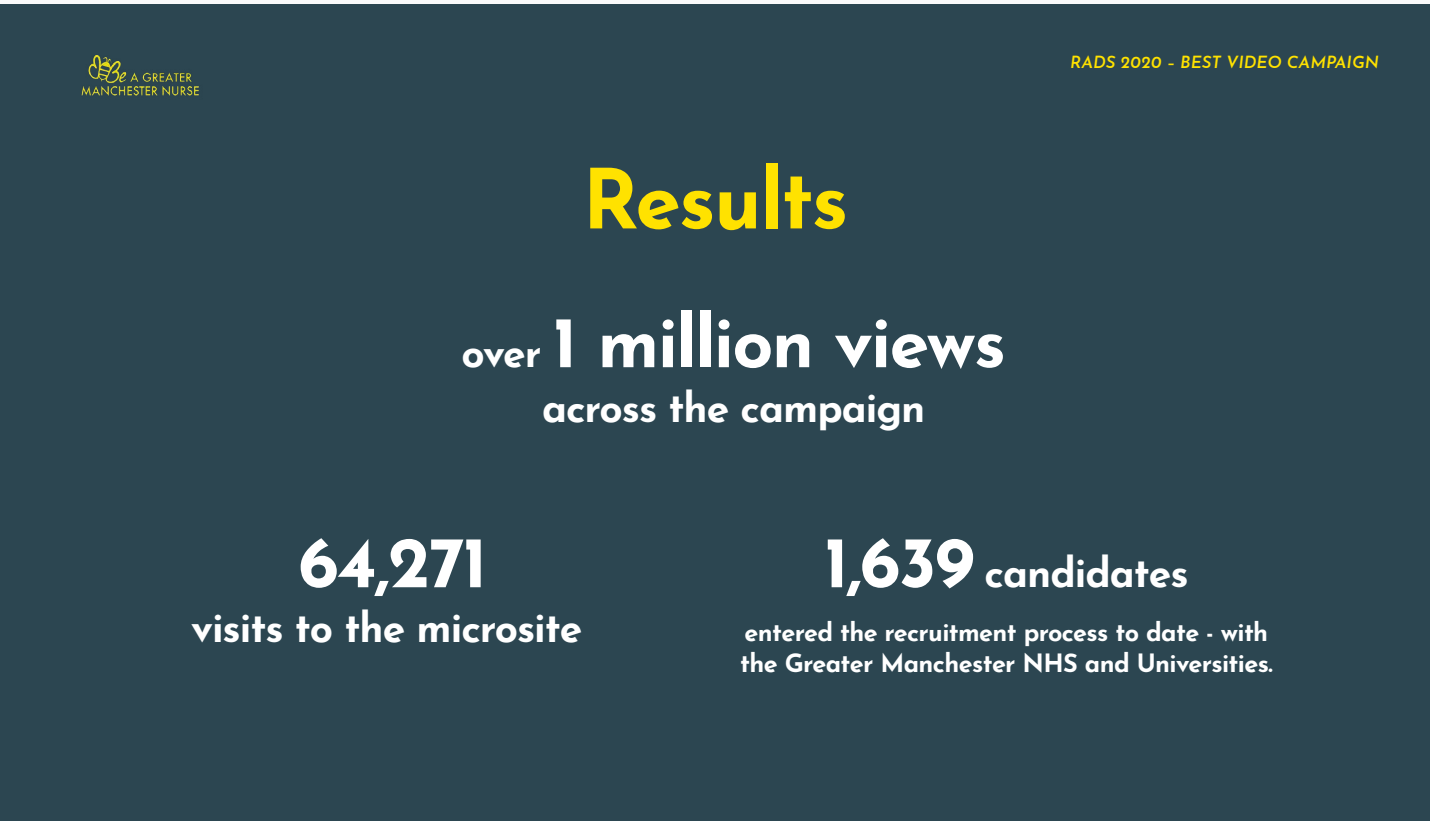
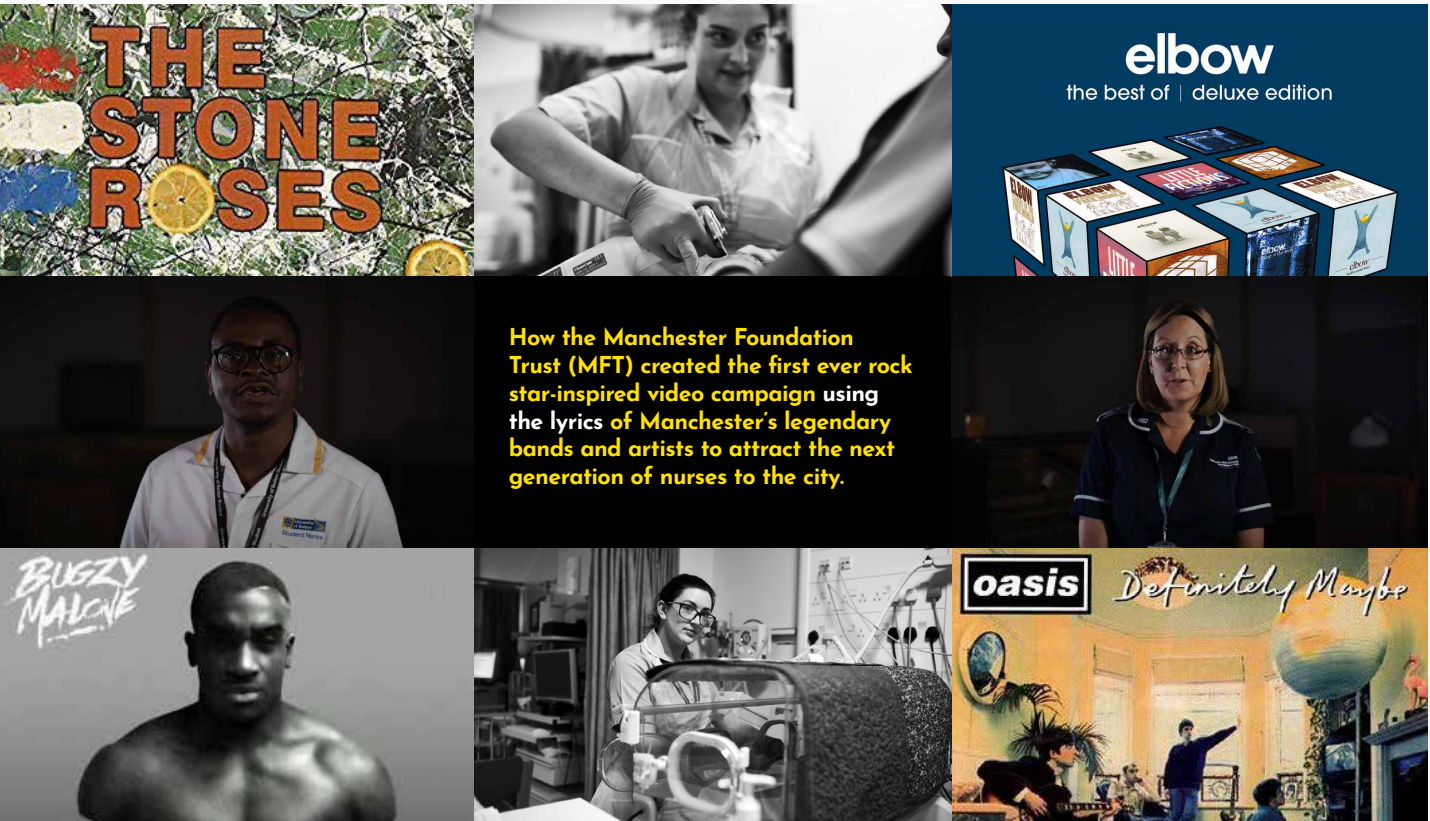


“..this campaign is brilliant and celebrates two things we love in Manchester – our music and our NHS..”

Andy Burnham, Mayor of Greater Manchester.

Social media and word of mouth will be critical for building widespread awareness and excitement and we will create films and assets that can be shared by UK&I, together with other relevant bodies.

We will also work closely with UK&I to gain clarity on the needs of Football Association partners, host city stakeholders and community organisations to ensure recruitment activity reflects local priorities while maintaining a consistent national campaign framework.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

Phased activation for maximum impact

We will activate in phases that will align with the build-up to the tournament.

- In **2026**, we will focus on Awareness & Infrastructure, building brand presence, promoting and filling core roles and growing talent pools while creating a strong volunteer expression-of-interest pipeline. In addition, we will be running vacancy-specific campaigns to generate pipelines for individual roles.
- In **2027**, we will pivot to Recruitment Activation, deploying high-performance paid media and tightening conversion at every step to drive applications and volunteer sign-ups at scale.
- In **2028**, we will move into Final Mobilisation, filling remaining gaps, optimizing for diversity and representation, and sustaining momentum through tactical bursts and hyper-local targeting that will meet people where they are.

Integrated media model

Our proprietary media insights database will enable us to identify the best channel(s) and budget required to reach a specific audience in a given location. We work with clients to fill roles across England, Wales, Scotland and Ireland and understand the audiences and media channels in each location.

We will orchestrate an integrated media model across **paid, owned, and earned channels**. Paid efforts will span social (Meta, TikTok, LinkedIn), programmatic display, Google PPC, job board amplification, and community/hyperlocal platforms to unlock reach and relevance.

Owned channels will ‘do the heavy lifting’ on conversion, with optimised landing experiences, CRM nurture flows, and automated messaging guiding volunteers from awareness to sign-up. Earned media (PR amplification, influencer collaborations, and community ambassador networks) will build social proof and shared excitement that money cannot buy, turning audiences into advocates.

Our **media plans** will incorporate host-city-level targeting using demographic and labour-market insights to ensure balanced workforce and volunteer participation across tournament locations.

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‘Big data’ recruitment media planning tool launched

by Nic Paton | 13 Jan 2026

A new tool to better automate and drive recruitment media planning has been launched by agency TMP Worldwide UK (TMPW).

The Predictive Media Analytics Tool is designed to use ‘big data’ to help employers maximise their recruitment budget performance through data-driven channel planning and optimisation.

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The tool synthesises more than one million rows of data captured over three years and is also integrated into Office for National Statistics and Department for Work and Pensions data across 7,000 UK towns and cities.

This, argued TMPW, gives employers a level of granularity previously unavailable within similar tools. It can identify trends across location, industry sector, and job type, it added.

TMPW utilises the tool as the foundation of its recruitment marketing consultancy, identifying trends across location, industry sector, and job type.

Sara Naveda, head of talent advisory at TMP Worldwide UK, said the tool gave “customers a clearer view of how to win talent in specific local markets and which channels will deliver the strongest results”.

She added that the tool provides the “scientific” foundation, but that TMPW experts provide the “art”, ensuring budgets work harder and campaigns perform better for clients.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

Volunteer attraction: Purpose-led and insight-driven

Volunteer attraction will have its own distinct, purpose-led engine. We will draw on proven learnings from **London 2012**, where over 70,000 volunteers were recruited from more than 240,000 applications, and from UEFA EURO tournaments to reflect what will truly motivate people to step forward. The strongest drivers will be **emotional and identity-based**: pride in representing city and country, love of sport and the event atmosphere, the chance to help visitors and be part of something bigger, social connection, and personal growth. We will lead with emotion rather than tasks, segment messages by audience (for example, career and skills cues for younger cohorts; pride and community for older audiences), and sustain motivation across long lead times with staged engagement that will grow excitement as roles become more tangible.

We will manage the volunteer journey as a measurable funnel from awareness to expression of interest through to confirmed volunteer sign-up, allowing campaign optimisation at every stage. As the RFP references convert **interest into confirmed volunteers**.

Four pillars of volunteer recruitment

We will translate our insights into four practical pillars:

- **Community power:** Real stories from host cities, grassroots football, and multigenerational fans
- **Accessibility and inclusion:** Multilingual assets, BSL-ready video, disability confidence messaging, and accessible UX
- **Youth and future talent:** Partnerships with colleges, youth ambassador schemes, and student pathways
- **Host city localisation:** Custom creative, geo-targeted campaigns, and local outreach toolkits

Diversity and inclusion by design

At TMPW, over **50%** of our clients are in public service and attracting diverse audiences is a significant priority. We have run over **200 campaigns** to recruit from under-represented groups, including those with protected characteristics, care leavers and veterans.

Diversity and inclusion will be designed into the plan, not bolted on. From day one, we will build attraction strategies around representation goals, inclusive language and accessible creative, then deploy targeted media to reach underrepresented audiences, use postcode level data modelling to drive geographic equity, and partner with trusted community organisations to widen reach and credibility. Performance will be tracked transparently in live dashboards, with bias aware creative testing informing continuous improvement, so progress will be visible, accountable and actionable.

Experience designing attraction campaigns that support underrepresented groups

We have deep experience shaping campaigns that resonate with specific underrepresented audiences. For example, when tasked by GCHQ to increase applications from female engineers and improve senior level representation, we developed a dedicated brand message and activated it across relevant, high credibility channels. We sponsored the IET ‘Young Woman of the Year’ Awards and created standout creative – technology reimagined as a bouquet crafted from ADSL, USB and FireWire cables – tested with GCHQ’s Gender Difference Network to ensure it landed as positive and non patronizing.

The campaign achieved significant cut through, with applications from women rising to over **280** against a monthly average of 80, and it won major industry recognition including a RAD (Best Print Advertisement for Central Government) and a Recruitment Business Award (Best Creative – Construction/Technical/Engineering).

Wider examples: We also helped Westminster City Council elevate diverse voices through cinematic storytelling, aligning personal narratives to job types and channels; results included **55%** of senior level offers to women and a **7%** year on year increase in senior vacancies attracting a BAME candidate, while reducing advertising costs by **40%**.

Experience attracting talent across England, Wales, Scotland and Ireland

In England we support national employers, including Sainsbury’s, Lloyd’s Bank, Virgin/O2 and Civil Service to developing specific local attraction campaigns across the UK & Ireland. In addition, we work with regional employers, such as Scottish Prison Service, Transport for Wales and Garda in Ireland to hire within region.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

Case study: How we used an industry first, and innovative channels to change Gen Z perceptions around a premium real estate brand

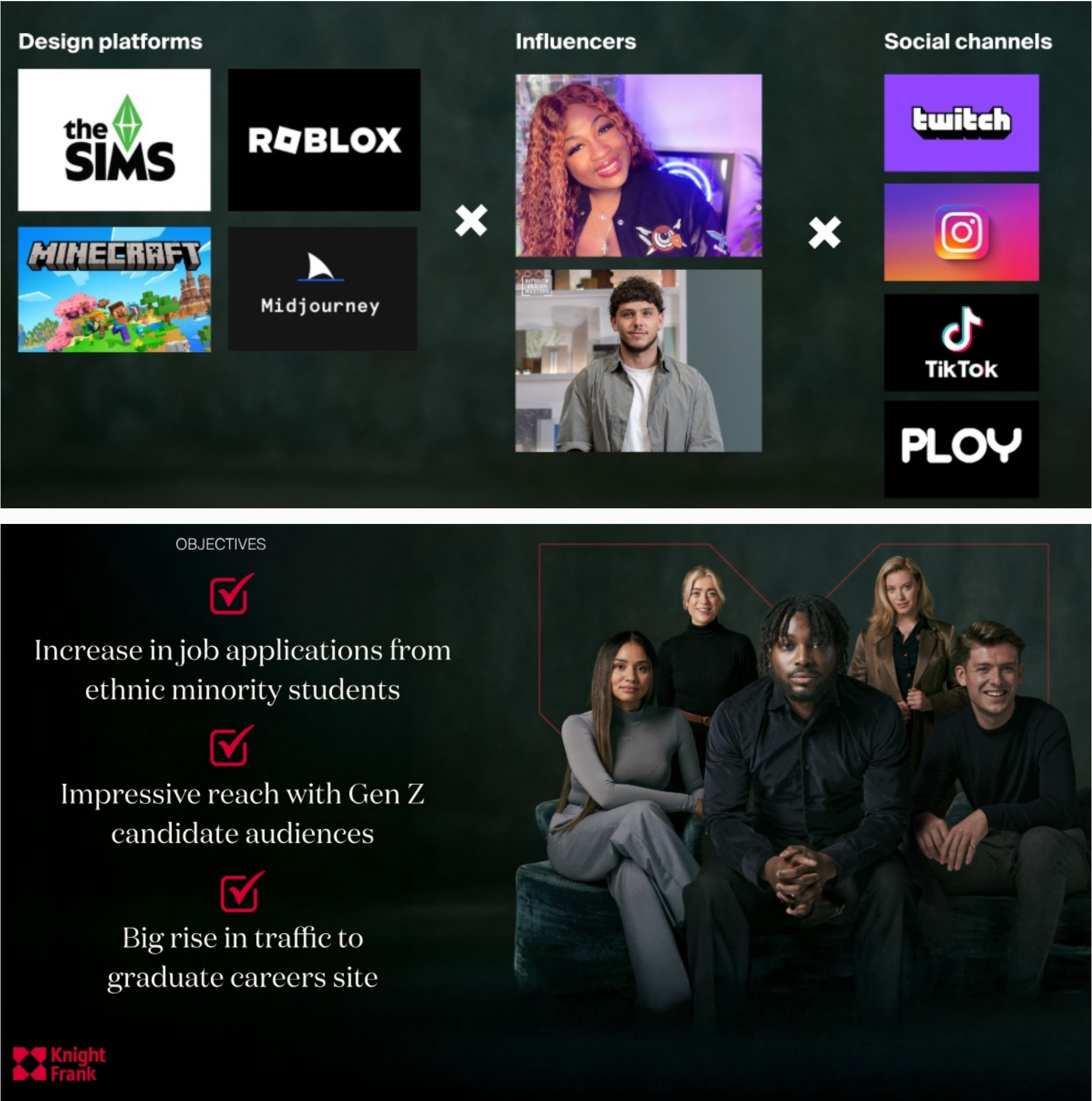
Real estate company Knight Frank appointed TMPW to increase job applications from ethnic minority students, reach out to Gen Z candidates and generate a rise in traffic to its graduate careers site. As a premium brand, it was often associated with the opposite of Gen Z, so needed to reposition tradition for those who would be breaking it. The answer was a social-first, influencer-backed competition for applicants to design their dream property while embracing sustainability, accessibility and social impact.

Influencers include Ebonix, a top Sims creator and DEI advocate.

The competition had its own microsite and traffic was boosted through a mix of paid and organic advertising across a number of platforms including emerging channels such as Ploy. This included behind-the-scenes stories and influencer-led content drops.

The campaign drew impressive results, with career site traffic up 241%, millions of TikTok views and a 62% increase in graduate programme applications from ethnic minority students.

Hannah Rolph, head of talent acquisition said:
“We needed an idea that showcased that we are an inclusive organisation. The campaign flawlessly brought our vision to life.”



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

Case study: Scaling nationally with regional nuance

Supporting the Government’s Levelling Up agenda through the Cabinet Office, we engaged regional audiences to understand motivations and perceptions, conducted talent mapping by location, skills and demographics, and developed the “Closer to Home” campaign to highlight local opportunity and inclusion. We tailored media plans by location and skill profile, optimizing in real time via performance data and closing the loop with end of campaign reviews.

Outcomes included improved vacancy fill rates across Northern Ireland (+13%), Scotland (+10%), Yorkshire & the North East (+4%), West Midlands (+6%) and Wales (+2%); substantial career site traffic across each region; and measurable diversity gains (e.g., BAME representation up 12% in Yorkshire, 6% in Wales, and 4% in Scotland and the North East).

Understanding of inclusive language, imagery and targeting

We will embed an equality framework into every brief and build inclusive personas to inform channel and message choices. All copy will be passed through a gender decoder to flag and correct gendered phrasing and visual and written content will be checked to WCAG AA standards (via Contracts Checker). We will also appoint trained Brand Guardians to review every asset before publication.

Our diverse creative team and inclusivity trained writers produce authentic imagery and messaging, while social listening and audience research surface attitudes, motivators and media habits to shape persona specific content and channel mixes. Throughout delivery, we will run bias aware creative testing to refine language, visuals and placements that best engage each audience.

Ability to advise on diversifying reach beyond traditional networks

We will broaden reach through a blend of data, partnerships and channel innovation. We will also develop postcode level modelling to help identify under served geographies and will work with community organisations to build trust locally. We will also extend into diversity specific job boards, influencer partnerships and social platforms where target audiences naturally gather.

We will also leverage partners, such as Bridge of Hope, to access existing talent pools and identify new engagement routes, ensuring we show up credibly in spaces beyond the usual networks.

Working strategically with diversity partners

To support effective community outreach across the eight cities, we propose working with **Diversity Marketplace**, a specialist diversity consultancy with whom we have worked for many years.

Diversity Marketplace has a database of over **3,500** community groups across the UK & Ireland and we recommend sharing content with this group to generate grassroots engagement.

Diversity Marketplace worked with TMPW to support Channel 4 when they relocated their Head Office from London to Leeds and Bradford, bringing together 100 community leaders and briefing them on employment opportunities. We also shared jobs each month and career-related content.

This was hugely successful, leading to **40%** of staff hired in the Bradford studio being non-white.

Diversity Marketplace

TMPW was Diversity Marketplace’s first customer when they set up in 2005. Since then we have worked with them regularly to support with community outreach and engagement programmes for clients across the policing and commercial sectors.

We anticipate approximately 5% of total spend being invested via Diversity Marketplace.

Practical reporting on diversity reach (without over engineering)

We will keep measurement simple, actionable and transparent. We will establish clear baselines (current workforce diversity and local demographics) then report a focused set of KPIs in live dashboards and succinct monthly/quarterly packs:

- Application diversity ratios and conversion by demographic segment
- Regional representation versus target populations
- Accessibility engagement (e.g., assistive tech interactions and accessibility compliance)
- Diversity funnel analytics (click → application → shortlist → hire) and channel level diversity contribution

We will conduct **end of campaign reviews** to translate findings into next step optimisations for targeting, creative and channel mix. Equality and inclusivity will remain **a standing agenda** item in **quarterly business reviews**. We will also also run **bi annual EDI workshops**, often with partners like Bridge of Hope, to share best practice and accelerate innovations that demonstrably improve outcomes.

HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

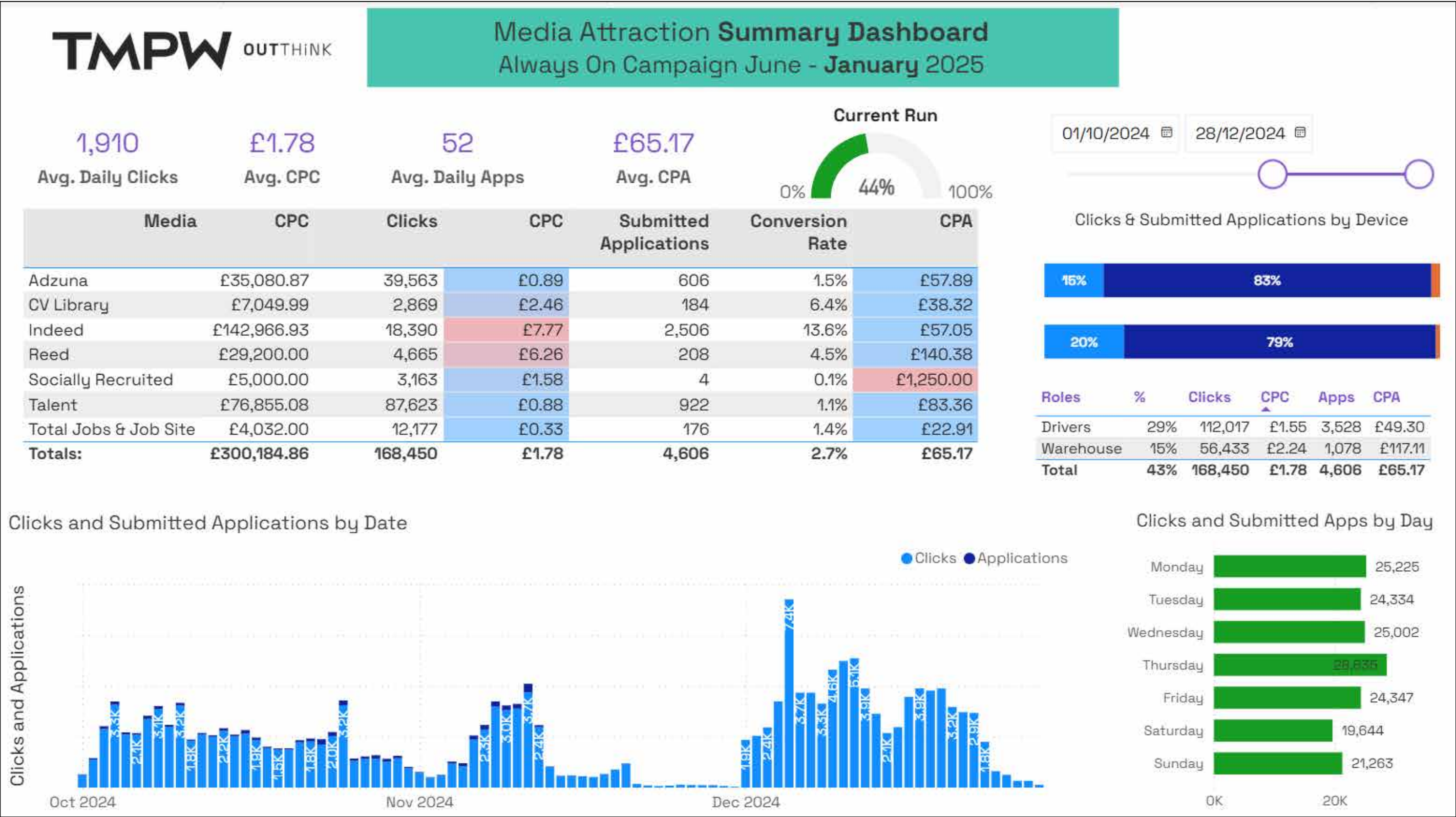
Our solution

Reporting

We will also deploy our Campaign Management & Media Intelligence (CM/MI) software (our in-house tracking and reporting platform) to track clicks and conversions from digital media inventory e.g., job listings, banners and HTML emails.

This will enhance our understanding of which media and their products are delivering value for money. Campaigns will also be quality assured on a weekly basis. To provide UK&I with real-time feed on our insights, our performance data will be presented in a client-friendly format, on a weekly/monthly basis, for further analysis and discussion.

We will also work closely with UK&I to understand how the clicks and submitted applications that we can track are translating into interviews and hires. This will enable us to build a full 360° picture of each campaign, including routes to market and messaging choices.



In summary, inclusion will be **built into our strategy, creative and delivery.**

We will combine evidence based planning, authentic storytelling and community level activation, with clear, right sized reporting – so you can see, and sustain, meaningful gains in representation across England, Wales, Scotland and Ireland.

Our approach will align with the **UK & Ireland 2028 Diversity & Inclusion Action Plan (DIAP)**, ensuring recruitment campaigns actively support representation across communities in England, Wales, Scotland and Ireland.

Creative that inspires and converts

Creative execution will tie everything together. TMPW's Creative Studio will deliver a cohesive campaign identity, social-first video and short-form storytelling, OOH-ready assets, digital banners, and a volunteer ambassador series, designed to be modular for localisation, aligned with UEFA and UK&I brand guidelines, and fully WCAG-compliant. The result will be a consistent, flexible system that will scale nationally and feel personal in every host city.

Nurturing applicants

We appreciate the need to keep people registered in talent pools engaged in the process. We propose creating communications programmes with content to be shared via the technology to maintain engagement and excitement.

For Ministry of Justice, for example, where people applying to be Prison Officers typically take 40 weeks to receive an offer (security checks etc), our monthly newsletters, WhatsApp messaging and films have reduced final stage candidate dropout by **22%**.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our solution

Technology and data enablement

Finally, we will underpin the solution with robust technology and data enablement. Working alongside the ATS and volunteer management system (e.g., RESTORE), we will implement full-funnel analytics, expression-of-interest conversion modelling, and live dashboards that will surface what is working in real time. Campaign performance will be monitored through live dashboards covering reach, application volumes, volunteer conversion rates, diversity indicators and media ROI. Data flows will be seamless, conversion tracking precise, and insights immediately actionable, so the strategy will not only inspire but deliver relentlessly effective results.

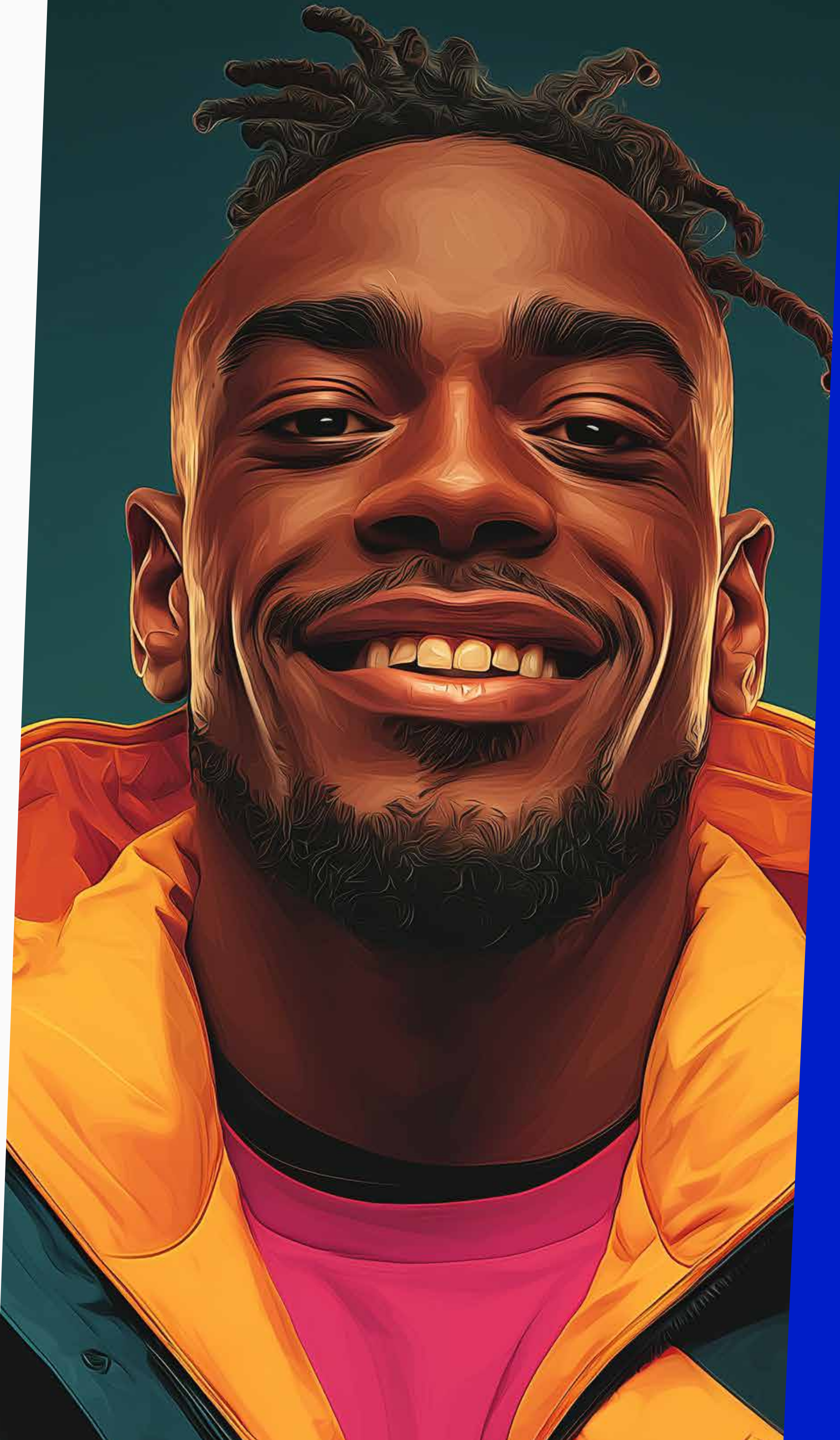
We will explore integrating our campaign tracking and reporting with the volunteer management system referenced in the documentation (RESTORE) to monitor expressions of interest, volunteer conversion and pipeline health.

Success will be measured against a clear set of performance indicators agreed with UK & Ireland 2028 Limited, which may include application volumes, volunteer expressions of interest, conversion rates to confirmed volunteers, diversity representation across host locations, cost per application, and overall media return on investment. These metrics will be monitored continuously and reported through shared dashboards and regular performance reviews.

A unified, impact-driven solution

In summary, this will be a **unified, data-driven, and emotionally resonant approach** designed to meet every requirement of UK & Ireland 2028 Limited: a compelling brand foundation, phased activation that builds momentum, and integrated media for reach and conversion. It will include **a unified recruitment marketing strategy for workforce and volunteers**, supported by **campaign messaging frameworks and audience personas, host-city engagement plans**, and a **media channel strategy with investment modelling** to maximise ROI.

Our approach will feature volunteer attraction messaging and conversion journey design, a distinct volunteer strategy rooted in proven motivations, inclusive delivery by design, standout creative, and technology that transforms insight into measurable impact.



HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Creative Examples

At TMPW, this is a marquee opportunity for us. We're event lovers and football fans. We want that passion, energy and sense of wonder to come across in the creative work we're proposing. Our work is designed to celebrate the vibe, excitement and atmosphere of Europe's biggest sporting event and how it will feel being part of the team.

Many of us remember the London Olympics of 2012. How it felt to have an iconic event take place in this part of the world. Many of us attended, and we met people who worked for the Games and made such an indelible mark on the fan experience. We want UEFA EURO 2028 and the creative work that recruits your teams to have the same feeling of awe and joy.

Messaging

Each of the three following messaging positions acts as the platform for an integrated, inspiring, multi-channel campaign that will reach and engage a wide variety of people across the UK and Ireland. It will persuade them to get involved, show the best of themselves, show pride in their city and community and make this a summer to remember for all who touch the tournament.

Bring your game

This core message is an invitation to the best working experience of your life. It talks to each person's individuality, celebrates who they are, and crucially sets a standard. It communicates that UEFA EURO 2028 wants great people from every background to make this festival of football the icon it deserves to be.

The magic starts with you

The footballers of UEFA EURO 2028 will make headlines, but the staff will also help make history. We want to open candidates' minds to the fact that this tournament is built on their skills and personalities. That the tournament will be magic and they can be the ones who help create it.

Feel the glory

Glory surrounds an event like this. But not just for the players, coaches and fans. Those who work for UEFA EURO 2028 will feel it too. Immersed before and during the tournament, they will have that 'I was there' feeling that they'll remember forever.

Visual language

We've created a versatile, people-first campaign that makes heroes of UEFA EURO 2028 staff and volunteers. In each execution, we will set them against a backdrop of a proud city, community and football venue. Diversity and inclusion are paramount and this shows that working for the event is open to all. The images you see at this stage are master images. They will ultimately be adapted and flexed for different film, social, digital and print media and activation ideas.

For illustration only at this stage, the imagery is created using AI. But, should we be fortunate enough to win this account, all advertising will be shot for real.



MASTER BILLBOARD FOR ALL AUDIENCES



UEFA EURO 28™
UK & IRELAND

THE MAGIC STARTS WITH YOU

Volunteer and be right at the heart of UEFA EURO 2028.



UEFA EURO 28TM
UK & IRELAND

LOCALISED BILLBOARD FOR DUBLIN VOLUNTEERS

DUBLIN BRING YOUR GAME

Volunteer and be right at the heart of UEFA EURO 2028.



UEFA EURO 28™
UK & IRELAND

SOCIAL POST FOR EVENT MANAGEMENT

FEEL THE GLORY

Event management opportunities
Apply now to work for UEFA EURO 2028.



UEFA EURO 28™
UK & IRELAND

The roar of the crowd.
The electricity of
matchday. The pride
of delivering Europe’s
biggest sporting event.
Be part of the glorious
team that makes it
happen. It’s going to be
bouncing.

**Event management
opportunities**
Apply now for UEFA
EURO 2028.

SOCIAL POST for Birmingham with Villa Park and “The magic starts with you” translated into Urdu.

مے۔ جادو آپ سے شروع ہوتا

Volunteer and be right at the heart of UEFA EURO 2028.



UEFA EURO 28TM
UK & IRELAND

SOCIAL POST FOR VOLUNTEERS



The first smile at the stadium gate. The calm voice in a busy crowd. The helping hand that finds a seat. Matchday magic begins with volunteers like you. It's going to be electric.

[Volunteer opportunities](#)
[Apply now for UEFA EURO 2028.](#)

Amplifying the excitement

UEFA EURO 2028 is the third largest sporting event in the world, and this version is going to be epic. We've been exploring ways to turn up the volume on the message – amplifying the excitement, social sharing and broader word-of-mouth. There's lots more we're excited to show you, but here is a selection of our thinking.



RECRUITMENT WHISTLE RELAY

The game doesn't start on the pitch. It starts with the people who make the tournament possible. And it starts well before the official kick-off.

We'll create an official baton – a larger-than-life whistle – which will travel across host cities, with each host location officially passing the whistle to the next. Every handover will become an event in itself, engaging potential staff and volunteers through a festival that brings the energy of UEFA EURO 2028 alive.

There'll be immersive experiences, from a crowd navigation challenge to a fan help desk simulation. There'll be on-theme challenges, where people can find their perfect role. And there'll be street football, live music and a 'register your interest' booth.

Every stop on the relay will be captured for social, building momentum as the whistle moves from city to city – giving everyone a chance to bring their game to the game.



STREET VOLUNTEER TEST

If there's one skill UEFA EURO 2028 volunteers need, it's the ability to guide a crowd – offering clear directions, reassuring fans, and helping people find their way, even without a shared language. It's something most of us already do instinctively when we stop to help a lost tourist.

To bring this to life, we'll send actors or influencers into host cities, posing as visitors in need of directions. And when someone steps in to help?

That's when they'll discover they've just passed the UEFA EURO 2028 volunteer test, and be invited to apply.

Each interaction will be discreetly filmed and turned into social content, capturing genuine moments of quick thinking and local pride.



DAY IN THE LIFE - INFLUENCER EDITION

What does it actually feel like to work at the Euros?

Before the tournament even begins, we'll give people a glimpse.

We'll create a recruitment simulation that captures the energy of the tournament, the vibrancy of match day and the teamwork behind the scenes. All so we can partner with an influencer who can show potential talent audiences what a day looks like when you're working for the UEFA EURO 2028.

The result is a social-first, behind-the-scenes story that shows people exactly what it's like to be part of the team that makes the Euros happen – and invites them to sign up to experience it for real.



**COME WITH ME
BEHIND THE SCENES
OF THE EUROS.**



**A DAY IN THE LIFE OF
AN EVENT MANAGER
AT THE EUROS.**



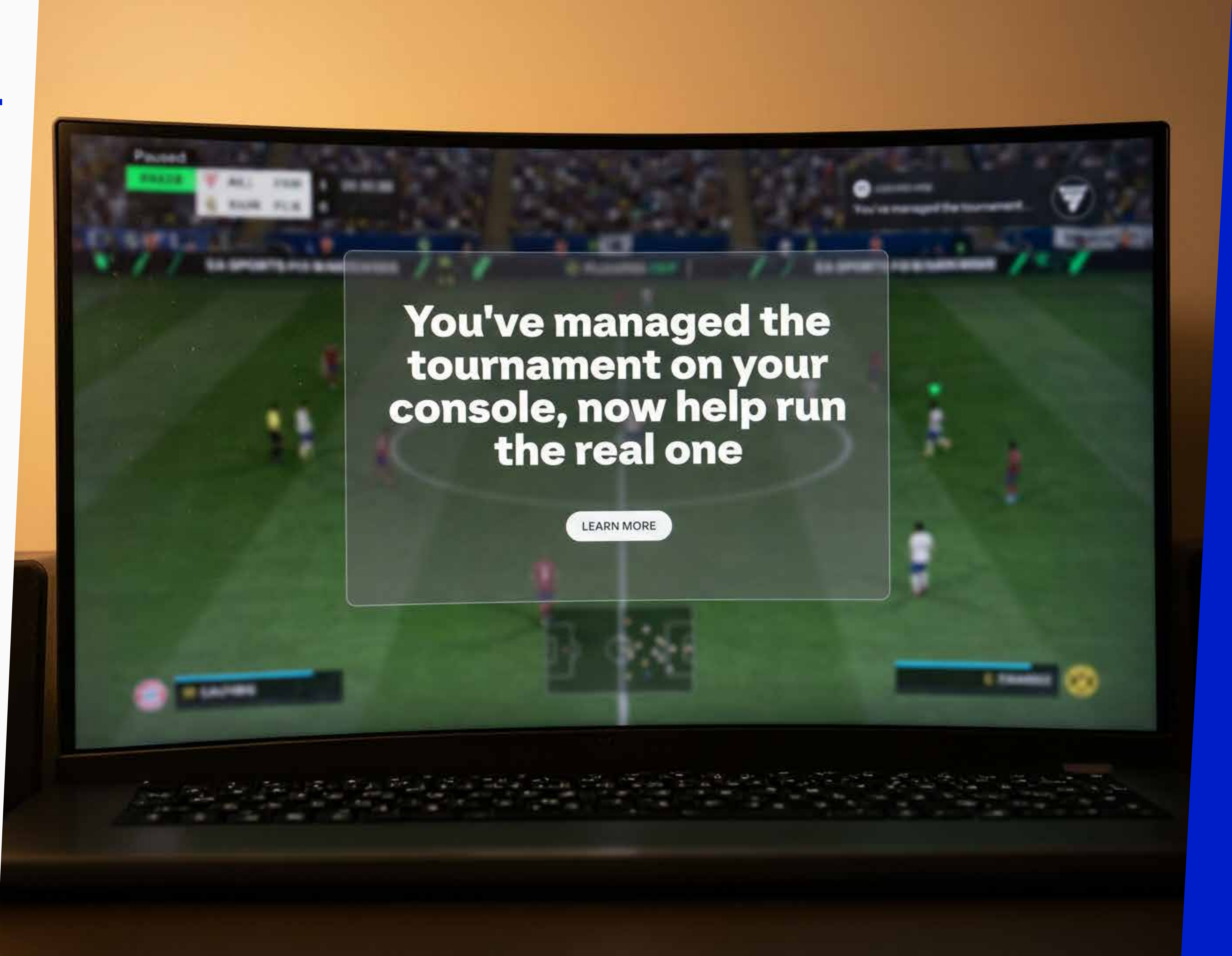
**POV: YOU'RE WATCHING
EURO 2028 FROM THE BEST
SEAT IN THE STADIUM.**

ONLINE FOOTBALL GAMING ADS

Millions of fans already know what it's like to run a tournament from the comfort of their home thanks to online football games. What if they got a chance to manage the real thing?

We'll target online football gamers, placing recruitment messages directly where they're already doing the job – platforms like EA Sports FC 24. These in-game ads will invite players to take on a mini recruitment challenge, where we test their decision-making, coordination or quick-thinking.

Everyone who completes the challenge will be redirected to sign up as volunteers or apply to become permanent staff. This is where in-game decisions turn into real-life opportunities, creating a new pathway for fans to step out of the virtual stadium and into the heart of EURO 2028.



You've managed the tournament on your console, now help run the real one

[LEARN MORE](#)

HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our team

Strategic leadership and governance

To deliver the scale and precision UK & Ireland 2028 Limited will require, we will field a tightly integrated leadership core anchored by **Kelly Simpson** as **Client Relationship Director**. Kelly will provide overall strategic governance, steer long-term priorities, and serve as your senior point of accountability.

Day to day, **Ian Bond** will translate strategy into action as your **Client Manager**; coordinating workstreams, keeping timelines on track, and ensuring every deliverable meets the brief. Partnering closely with them, **Emma Tuson, Senior Project Lead**, will project manage every campaign from end to end, orchestrating teams, managing dependencies, and safeguarding quality so each phase lands on time and to specification.

Media strategy and performance oversight

Driving media strategy and performance, **Dave Brooks, Head of Media & Attraction** will oversee the team responsible for strategy, media planning and buying, delivery, programmatic and biddable media, campaign management, measurement and insight. Dave will bring long-cultivated relationships with media suppliers, apply best practices across complex multi-channel mixes, and lead on tracking and analytics. He will also ensure the right resources are applied for every requirement, scaling support seamlessly regardless of demand or fluctuation.

Channel execution and campaign optimisation

Execution across channels will be led by **Harry Herring, Programmatic & Biddable Lead**, a certified PPC and Biddables Manager, who will run PPC and biddable campaigns across paid search (for example, Google, Microsoft) and social platforms, including Snapchat and TikTok.

Harry will set up campaigns, define the strategy, execute flawlessly and provide daily monitoring and optimisation to maximise performance. Complementing this, **Michelle Gregory, Paid Media & Performance Manager**, will manage media suppliers, design robust media plans, negotiate competitive rates, ensure creative is fit for purpose and present clear, actionable data sets in client sessions.

Creative concepts and delivery

Our multi-award-winning Creative team, led by **Matt Broughton** and **Dan Turner**, will manage all aspects of creative delivery, including presenting concepts, developing written and visual content for advertisements, and producing photography and films through our in-house film and high-spec production teams. Renowned for creating compelling messaging and engaging visual artwork, the team has earned over 33 major awards in the past decade and recently secured six wins at the most recent RAD Awards, **double** that of our closest competitors.

Technical delivery and real-time analytics

Underpinning performance with technical rigor, **Jaspar Goddard, Media Campaign Tagging Manager**, and **Yemisi Ayodele, Lead Data & Reporting Analyst**, will implement tracking tags across paid media and the careers site/ATS, traffic creative to media providers, and conduct comprehensive quality assurance pre-, during, and post-campaign. They will deliver real-time optimisation and build customisable dashboards for suppliers, stakeholders, and our media team, establishing live performance benchmarks that keep everyone aligned, informed, and empowered to act.

A future-ready account structure designed for impact

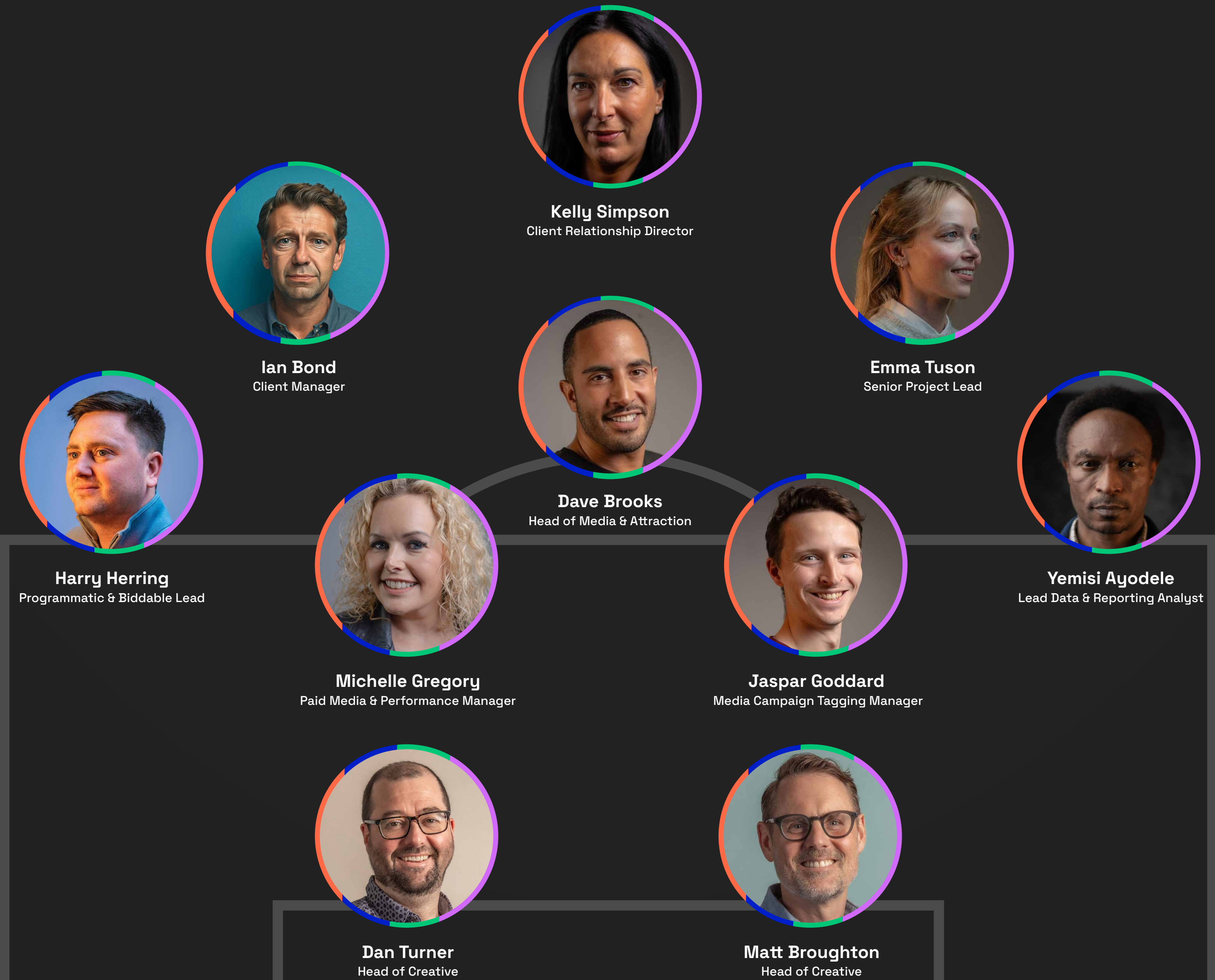
Our account structure will give UK & Ireland 2028 Limited complete confidence and measurable value at every stage. With Kelly Simpson providing senior strategic governance, you will have clear accountability and a trusted partner who will keep the service aligned with your objectives. Day-to-day delivery will run seamlessly under Ian Bond, while Emma Tuson will ensure every campaign is project managed to land on time, on budget, and on brief.

Behind the scenes, Dave Brooks will maximise media performance through expert planning, supplier relationships and data-driven optimisation, supported by Harry Herring who will manage PPC and biddable campaigns across all major platforms. Michelle Gregory will secure value through smart media negotiations and will ensure creative is fit for purpose, while Jaspar Goddard and Yemisi Ayodele will underpin everything with robust tracking, real-time dashboards and continuous quality assurance.

The result will be a structure that combines strategic leadership, operational control, and technical precision, delivering faster speed to market, optimised media investment and transparent performance insight. It will be a team built for scale, agility, and impact, ready to make every campaign count.

HOW WE WOULD SUPPLY THE SERVICES OUTLINED IN SECTION E

Our team



G. TENDER
QUESTIONNAIRE
UEFA EURO 28™
UK & IRELAND

TMPM

OUTTHiNK



UEFA EURO 28
UK & IRELAND

G. TENDER QUESTIONNAIRE

1. Company Background and Information

a. Please submit a copy of your most recently audited accounts

We have submitted a copy of your most recently audited accounts as an attachment.

b. Please confirm the approximate value per annum of your largest single UK contract

The approximate value per annum of our largest single UK contract is **£2.77 million.**

c. Please confirm the value of relevant insurances held (EL; PL; PI; etc.);

We have detailed the value of relevant insurances below:

- Employers Liability: £25,000,000
- Professional Indemnity: £2,000,000+
(Please note, we have received a guarantee from our insurer to increase the value of our Professional Indemnity Insurance to £5,000,000 upon award of this contract)
- Public and Products Liability: £10,000,000+

d. Please submit an organisation chart illustrating your company ownership structure, including relevant parent companies and/or consortium partners

Please see our organisational chart below, illustrating your company ownership structure, including relevant parent companies and/or consortium partners:



G. TENDER QUESTIONNAIRE

1. Company Background and Information

e. Please provide examples (if any) of services you have supplied to UK & Ireland 2028 Limited, including the name of the UK & Ireland 2028 Limited representatives concerned

We have not previously supplied services to UK & Ireland 2028 Limited and, therefore, we have no UK & Ireland 2028 Limited representatives to name.

We view this contract as an opportunity to build an effective partnership from day one. If selected, we will:

- Mobilise a dedicated implementation team with clear governance and a single point of accountability
- Co-design success measures and reporting that provide full transparency on progress, quality, and value
- Embed robust compliance, safeguarding, and risk management practices aligned to your requirements
- Orchestrate a seamless onboarding plan that protects continuity while accelerating time-to-value

We look forward to collaborating closely to shape a solution tailored to your objectives and to establishing named contacts during mobilisation.

2. Corporate Social Responsibility & Policies

a. Please submit your organisation’s Environmental or Sustainability Policy (if available)

We have submitted our Environmental Awareness Policy as an attachment.

b. Has your organisation been found guilty of breaching Health & Safety or environmental legislation at any time during the past five years?

No.

c. Do you assess the sustainability or social or environmental credentials of your suppliers and contractors (e.g. rating labels, product certification, other – please specify)?

We assess our suppliers’ Environmental or Sustainability Policies prior to inclusion in our supply chains.

d. Has your organisation implemented an Environmental or sustainability Management System (EMS / SMS)? If yes, please provide details (e.g. ISO14001, ISO20121, B-Corp, ISO 50001, SBTi, other – please specify)?

We are proud to state we have achieved ISO 14001 certification.

e. Please submit your organisation’s Diversity Policy (if available) and any details of any diversity and inclusion training you have undertaken as an organisation

We have provided our Diversity Policy (our Equal Opportunities Policy) as an attachment. All employees are required to undertake mandatory annual diversity best practice training via our Learning Management System. Completion is monitored by our Learning & Development department.



G. TENDER QUESTIONNAIRE

2. Corporate Social Responsibility & Policies

f. Please describe how you manage health and safety in your organisation. Please include any relevant supporting documents that you may have (e.g. H&S Policy, ISO Certifications, H&S training for employees or H&S Manuals)

It is company policy to take all possible steps to ensure the health and safety of employees and any other persons working on our premises and to prevent damage to the company and personal equipment and property. We also take all possible steps to safeguard any member of the general public wherever our business activities bring us into contact with them. It is the duty of each employee to comply with our Health and Safety Policy and accept, co-operate and carry out their responsibilities in order to make their place of work as safe as possible.

Responsibility

The Executive Leader, Group Managing Director of EMEA & APAC has the overall responsibility for health and safety in the premises delegating responsibility to persons where appropriate.

Day to day safety

Directors and managers are personally responsible for the day-to-day aspects of safety, supported by our Safety Officer. They will ensure that:

- All persons under their control have received adequate health and safety training.
- Training is supplemented, where appropriate, by written instructions and information and that all such training is recorded.
- All plant, equipment and premises under their control are suitable for their purposes and are properly maintained.
- Where safety duties are delegated such delegation is in the forms of written instructions and that the person delegated clearly understands them.

Accidents

Any type of accident must be reported immediately to the employee's manager and the Company Safety Officer. An accident report form must be completed for every accident and near miss.

First aid

An adequate supply of First Aid boxes are supplied by the company and stored in the kitchens as and where necessary. We also ensure there are a sufficient number of trained staff to render First Aid should the need arise.

Contractors working on the premises

Any contractors carrying out work on our premises have a duty to abide by the Health and Safety rules of the company. All contractors are informed of the relevant rules and procedures before being permitted to commence work.

Fire

All employees must, at all times, be constantly alert to the risk of fire and on the alert to prevent such outbreaks occurring. A Fire Risk Assessment is carried out by a competent person for each office. The prevention of an outbreak of fire occurring is the responsibility of all employees.

Employees

Every employee:

- Is required by the Health and Safety at Work etc. Act 1974 to comply with legal requirements and our health and safety rules and regulations.
- Must take reasonable care for their own health and safety and that of others who may be affected by what they do or do not do.
- Must correctly use work items provided, including personal protective equipment, in accordance with training or instructions.

Non-compliance with rules or regulations, as mentioned above, may result in disciplinary action. Any employee of the company who wishes to raise any matter about health and safety must do so through the **Company Safety Officer**. We have provided our Health & Safety Policy as an attachment.

g. Please provide your modern slavery statement (e.g. anti-slavery and human trafficking statements) or confirm that you do not, and your tier 1 suppliers do not endorse, riskenable or facilitate human trafficking or slavery within your business. Please declare if you have been found guilty of breaching anti-slavery or anti-human trafficking legislation at any time during the past five years.

We have provided our Modern Slavery statement as an attachment. We also confirm that we do not, and our tier 1 suppliers do not, endorse or facilitate human trafficking or slavery within our businesses. We also confirm we have **not** been found guilty of breaching anti-slavery or anti-human trafficking legislation at any time during the past five years.

h. Can you confirm there is a business continuity plan in place for your organisation in the event of an incident?

Yes. We confirm there is a business continuity plan in place for our organisation in the event of an incident.

i. To ensure we are compliant with off-payroll worker legislation (IR35), please can you confirm whether all workers you engage to complete the services will be subject to PAYE/NI through payroll?

Yes. We confirm all workers we engage to complete the services will be subject to PAYE/NI through payroll.

G. TENDER QUESTIONNAIRE

2. Corporate Social Responsibility & Policies

j. Do you engage in any sustainability related membership organisations and/or other sustainability initiatives with others? If so, please provide an overview.

Yes. We work with **Carbon Neutral Britain™** to both assess our carbon emissions and, just as importantly, offset our carbon emissions through internationally certified carbon offsetting projects. We also work with EcoVadis to assess our emissions and gain advice in reducing our environmental impact.

k. Does your organisation measure its carbon footprint (tCO2e)? If so, please provide details of what is measured? If available, split by Scope 1, 2 and 3

Yes. We measure our carbon footprint (tCO2e). We measured our total scope 1, 2, and 3 greenhouse gas emissions:

- Scope 1 represents our direct emissions from our small company fleet and company facilities under our operational control, including our global support centres, and branches.
- Scope 2 represents the electricity we purchase for the buildings under our operational control.
- Scope 3 includes purchased goods and services, such as office supplies, computers, and business services; waste, and electricity used by employees who work from home (WFH).

l. Do you have an emissions target (supported by a carbon reduction plan) that was active in the last reporting year? If so, please provide details. If not, have you committed to developing a plan within the next 2years?

Yes. We have an emissions target (supported by a carbon reduction plan) that was active in the last reporting year.

We have committed to the following goals:

- 10% renewable electricity in Scope 1 by 2035.
- 5% reduction in electricity consumption in Scope 1 by 2035.
- 10% waste diverted from landfill, incineration and environment by 2035.
- Achieve Net Zero by 2040 and support the objective to limit global warming to 1.5 degrees vs pre-industrial levels.

In 2025, our parent company, **TrueBlue Inc.**, completed our fourth Greenhouse Gas (GHG) assessment related to 2024. We worked with a third-party expert to ensure we calculate our emissions using global industry standards, including World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), and in accordance with the GHG Protocol. Our study encompasses all locations, around the globe, where TrueBlue maintains operational control. This includes our branch locations and corporate operations around North America, and support centres in India, United Kingdom, Poland, and Australia.

In 2024, TrueBlue further reduced our total footprint over 2023 by approximately 9.1% and 41.9% per FTE, which brings our total reduction of **29.29%** and **10,340** tons of CO₂e compared to 2022.

As we refine our environmental management and measurement programme, we may make minor adjustments to previous years' numbers to comport with our updated process and improved data quality.

m. Please outline the extent to which your organisation provides opportunities for local workers and suppliers.

Opportunities for local workers:

We create real opportunities for local people by meeting them where they are. Our team designs and delivers targeted, localised recruitment campaigns that focus on the communities surrounding our operations, ensuring residents see relevant roles first and can move swiftly from interest to application. By concentrating outreach in local markets, we connect qualified candidates to meaningful work close to home and support the regional talent economy.

We also invest in the next generation of local talent through a placement scheme with the University of the West of England, providing employment opportunities for students and graduates at our Bristol office. This creates a clear pathway into industry for emerging professionals while strengthening our team with fresh perspectives rooted in the community.

Opportunities for local suppliers:

We adopt a 'local supplier first policy'. Over the past two years, we have utilised the services of **300+** SMEs and Social Enterprises, providing them with over **£1.5 million** of spend.

G. TENDER QUESTIONNAIRE

3. Fair Working Practices

a. Does your organisation pay the Real Living Wage (being the hourly rate known as the ‘Real Living Wage’ as calculated by the Resolution Foundation and overseen by the Living Wage Commission, adjusted annually to reflect the cost of living) either across the UK or in London?

We pay the **National Living Wage** and our salaries are reviewed annually in line with the National Living Wage.

b. What measures do you have in place to ensure that your workers are able to be listened to at both an individual and collective level, air their views and influence workplace outcomes?

We foster a culture where every colleague has a clear, accessible way to be heard (individually and collectively) and where feedback genuinely shapes how we work. At the individual level, team members can share ideas or concerns at any time through our **suggestion box**, which provides a direct, always on channel for input. In addition, **quarterly performance reviews** give every person a structured forum to discuss goals, development, workload, and ways of working with their manager, ensuring one to one feedback is captured and acted upon. We also run bi-annual company-wide **pulse surveys** to collate anonymous feedback.

For collective voice, we maintain an **employee voice group** dedicated to gathering insight and feedback from across the business. This group surfaces themes and recommendations so that trends, not just isolated comments, inform our priorities. We reinforce this with **regular touchpoints** that keep dialogue active and transparent: monthly office huddles enable real time discussion and quick pulse checks on what’s working and what needs to improve, while quarterly EMEA calls give employees the opportunity to post questions directly to senior leadership and hear responses first hand.

Crucially, these channels are designed to influence outcomes, not just collect opinions. Input from the suggestion box, voice group, huddles, and EMEA calls is reviewed and routed to the appropriate leaders, with key themes informing action plans, policy refinements, and process improvements. We close the loop by sharing updates in our huddles and quarterly forums so employees can see how their contributions translate into decisions and change. Together, these mechanisms ensure that every employee has a voice, that leadership listens, and that feedback is converted into tangible improvements for our people and our clients.

c. What measures do you have in place in your organisation which demonstrate investment in the development of your workers?

We have in place all measures as detailed in the question (i – vii). We take a deliberate, organisation-wide approach to developing our people, embedding learning and development in strategic planning so it directly supports business goals and individual career aspirations. Managers and employees jointly identify development needs and priorities, translating them into practical plans that ensure both individual and organisational needs are met.

Our approach is underpinned by **clear job profiles and defined career pathways**, giving colleagues visibility of progression opportunities and the skills required to advance. We complement this with **EMEA Connect**, a platform that fosters collaboration and knowledge sharing across regions, and our **Success Coach programme**, which provides personalised guidance to help employees navigate their development journey.

We build an inclusive learning culture, with regular equality and diversity training for all staff to strengthen awareness, foster belonging, and equip teams to work effectively across differences.

Our learning offer spans formal and informal pathways, including **LinkedIn Learning courses**, role-specific training, wider professional development, and opportunities to stretch beyond current responsibilities, so colleagues can upskill for today and prepare for what’s next.

To keep our workforce resilient and responsive to change, we routinely review our learning and development opportunities, refreshing content and delivery based on business priorities and employee feedback. Managers prioritise development as part of day-to-day operations, supported by a **comprehensive manager toolkit** and **manager training sessions** that equip leaders to hold meaningful conversations, set goals, track progress, and unlock support at the right time.

We underpin this with structured workforce development and succession plans, giving us clear visibility into critical roles, future capability needs, and tailored pathways to prepare internal talent for advancement. Finally, we demonstrate our long-term commitment to skills development by providing apprenticeships, opening accessible routes for early-career and career-change talent to grow with us.

Together, these measures show sustained investment in our people, aligning learning with strategy, making development a managerial priority, and offering inclusive, varied pathways that help every colleague build capability, progress their career, and deliver stronger outcomes for our clients.

The quality of our processes is best demonstrated by the fact we previously won the **Best Talent Solutions Firm to Work For** award at the **TIARA Talent Solutions Awards Europe**.

G. TENDER QUESTIONNAIRE

3. Fair Working Practices

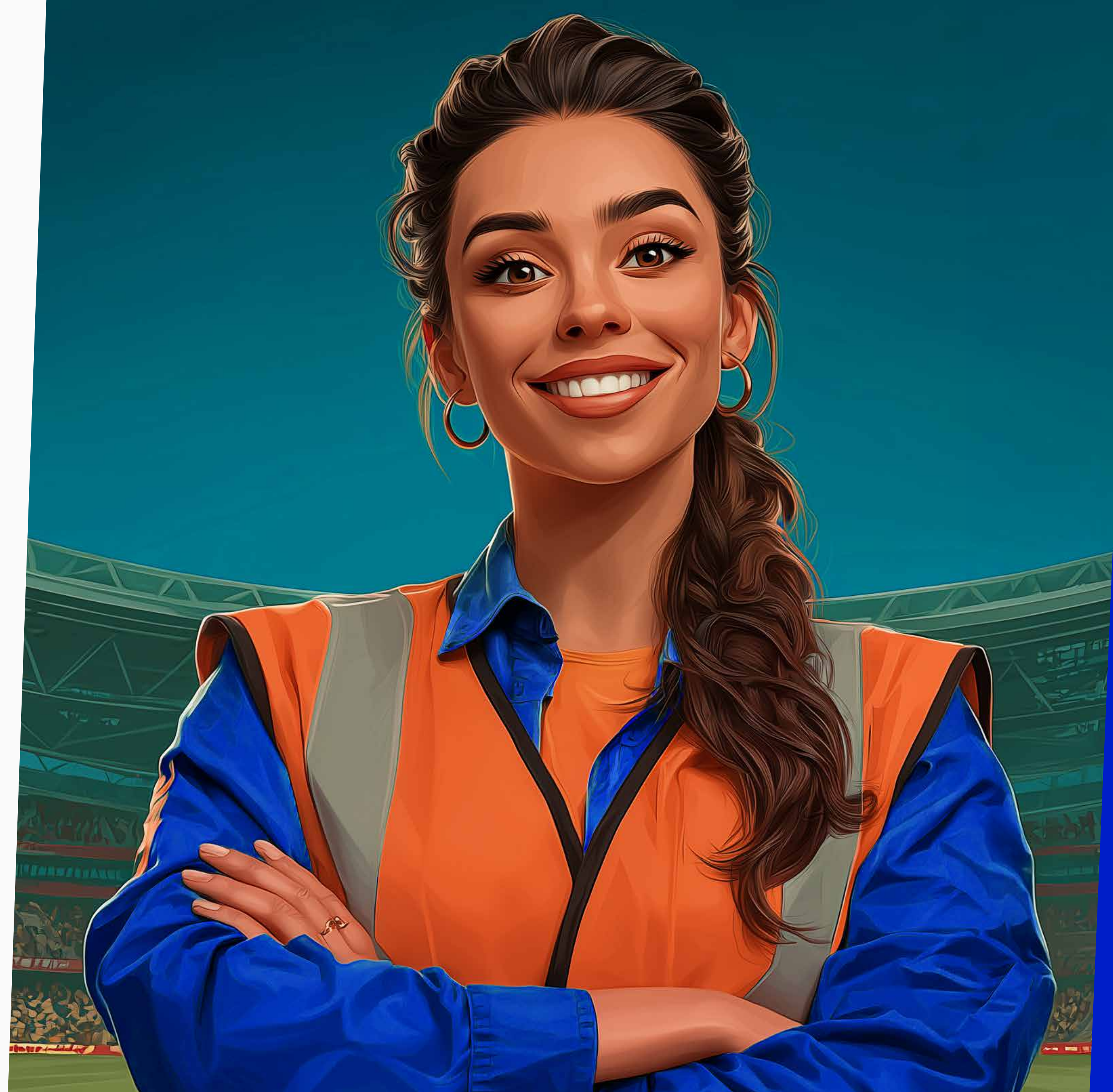
d. Please outline any use of Zero Hours Contracts (being a contract which does not guarantee any work to an individual and does not set out a minimum number of hours work (whether ongoing or for a set period) in relation to your workers, including (by way of example only)addressing whether any of the following measures apply:

- i. offering a worker a regular pattern of work or regular number of hours, but offered only under a Zero Hours Contract;
- ii. a worker having no say in the Zero Hours Contract (where such worker actually wants a contract of employment guaranteeing a minimum number of hours);
- iii. a worker is pressured to accept the terms of a Zero Hours Contract (where challenged) in order to keep their job;
- iv. there is an expectation that workers will accept all hours offered but no reciprocal expectation that the employer will guarantee hours of work.

We do not actively promote or advertise zero-hours contracts as part of our standard employment offering. However, we recognize that flexibility can be important for some individuals, so we make zero-hours arrangements available only when specifically requested by a worker. These contracts are designed to be completely voluntary and adaptable; there is no obligation for the individual to accept any hours offered, and no expectation of ongoing work.

Typically, zero-hours contracts are chosen by people who value flexibility, such as students balancing studies or individuals with other employment who want occasional work to fit around their existing commitments. This approach ensures that zero-hours arrangements serve the needs of the worker rather than the organisation, providing choice and autonomy while maintaining fairness and transparency.

We confirm that **none** of the measures cited (i – iv) apply to our business practices.



G. TENDER QUESTIONNAIRE

3. Fair Working Practices

e. What measures do you have in place in your organisation addressing workplace inequalities (which shall include, but not be limited to, pay and employment gaps for disabled people, racialised minorities, women and workers aged over fifty (50) years)

As a business, we are proud to state that 59.9% of our UK workforce is female, 20%+ are from ethnic minority backgrounds, 55% of our global executive team is female and 22% of our global executive team are from ethnic minority backgrounds. To identify and tackle inequality effectively, we:

- Deploy fully inclusive recruitment practices for any new hires. We advertise roles through channels proven to attract a diverse audience and set targets regarding the gender, ethnicity and socio-economic background of new hires.
- Conduct annual pay reviews to ensure our salaries are equitable and align with current market rates.
- Provide all employees with annual, mandatory Diversity & Equality best practice training to ensure they understand our commitments, responsibilities and current UK legislation.
- Provide a confidential hotline to enable employees to share any grievances.
- Conduct regular equal opportunities monitoring and measure our recruitment and retention metrics against UK averages (including gender pay gap reporting).
- Provide employees with access to our Mentorship programme, (EMEA Connect).
- Invite employees to join our Developing Female Talent group, dedicated to uncovering barriers to female progression in the business and addressing a much wider set of issues than gender.

- Provide all employees with a portfolio of learning and training via our LMS learning platform and provide all employees with full access to LinkedIn Learning’s library of training courses.
- Conduct monthly 1-2-1s, quarterly performance reviews and annual appraisals with all employees to discuss performance, career aspirations, and set performance targets for career progression.
- Fund qualifications and relevant training for employees to enhance their skills, through company-wide schemes.

We have also implemented multiple initiatives to promote an inclusive environment.

We:

- Have appointed a Diversity & Inclusion Council, comprising a group of employees who volunteer their time to develop and execute best practices for fostering a diverse and inclusive workplace.
- Maintain Resource Connection Groups, including People of Colour Resource Connection (POCRC) and Be Proud (LGBTQ+). These are voluntary, employee-led groups who join together in the workplace based on shared characteristics or life experiences, creating an opportunity for support, enhanced career development and personal development in the workplace.
- Host a podcast series, Beyond Differences: Conversations on Diversity, Equity, and Inclusion where we explore the stories of the people at our company who are part of our DE&I journey and essential to our company mission.

To increase the representation of disabled people in the workforce, we:

- Reasonably accommodate the needs of any person who has a disability or long-term medical condition as defined by the Equality Act 2010. This will apply to all stages of the recruitment and employment journey, including a regular review of adjustments implemented.
- Provide access to our Employee Assistance Programme (EAP) which provides free advice on mental health, legal matters, access to medical experts, Online Cognitive Behavioural Therapy and counselling. We’ll also provide all employees with access to our Mindfulness & Meditation app.

G. TENDER QUESTIONNAIRE

3. Fair Working Practices

f. What measures do you have in place to make flexible and family friendly working practices to your workers.

We adopt the majority of measures detailed within the question (i – xvi). We:

- Have implemented policies and practices to support flexible and family working in line with legal requirements in terms of reasonable adjustments, which are regularly reviewed:
- Design jobs around business outcomes, not based on fixed locations or times to provide flexibility
- Ensure employers and workers have constructive conversations about requests for flexibility (trial periods or pilots are used to test workable solutions for the individual, team and employer)
- Provide managers with appropriate training and support to enable them to effectively manage individuals who work flexibly.
- Ensure flexible and family friendly options are available at all levels in the organisation and for all individuals (not just women and/or mothers) and encourage partners to share caring responsibilities.
- Offer flexible working as a temporary arrangement to accommodate particular circumstances with review points agreed at the outset by the employer and the worker;
- Arrange learning and development to accommodate different flexible working arrangements and, where practicable, use technology (our in-house Learning Management System) to facilitate access.
- Ensure enhanced provision is available to support workers with families, (including but not limited to more tailored maternity, adoption, and shared parental leave and pay).
- Provide accessible systems and protocols (including but not limited to IT equipment and digital diaries) to facilitate effective work practices, enabling remote workers to participate alongside their site-based colleagues.

- Arrange meetings at times that enable workers to attend (in person, by phone or virtually) so everyone can contribute and feel included.
- Ensure effective use of flexible and family friendly practice is modelled from the top down;
- Have developed and maintain a home and other remote working policy with consideration given for workers with protected characteristics and suitable provision to support workers' mental health and overall wellbeing.
- Ensure working from home and other remote working is not monitored (including but not limited to by way of invasive worker monitoring software).
- Ensure collaboration between employers, workers and, where present, union or other worker representatives, to agree an approach to flexible and out-of-hours working, with clear boundaries between work and non-work time, enabling workers to disconnect outside working hours
- Provide flexibility on working hours to manage time difference where there are international connections.

Our measures are underpinned by policies (including our Flexible Working Policy, Family Leave Policy, Maternity Leave Policy and Parental Adoption Policy) and training (including manager training toolkits). We are also pleased to state we provide enhanced maternity and paternity pay (above the statutory minimum).

g. Confirm that your organisation has not used, and is opposed to using, any Fire and Rehire Practice (where dismissal and re-engagement (or threat of the same) is used for the purpose of diminishing, or otherwise worsening, terms and conditions of employment).

We confirm that we have **not** used, and are opposed to using, any Fire and Rehire Practice (where dismissal and re-engagement (or threat of the same) is used for the purpose of diminishing, or otherwise worsening, terms and conditions of employment).



G. TENDER QUESTIONNAIRE

4. Service Offer & Experience

a. Please attach an Executive Summary giving an overview of your proposal (optional)

We have provided an Executive Summary at the beginning of our response.

b. Please attach relevant case studies (max. two sides each) for up to three clients where you have delivered a similar range of services.

We bring unrivalled experience in delivering recruitment marketing solutions for similar large-scale, high-profile clients, making us the trusted partner for clients with complex, multi-channel needs. As the market leader in recruitment marketing, we purchase over **£40 million of recruitment media annually**, spanning **2,500+ channels** to ensure maximum reach and impact. Our expertise is validated by industry recognition: we have achieved **Google Premier Partner status**, are one of only **three UK agencies to hold LinkedIn Gold status** and are a **founding member of the Indeed Agency Alliance Partnership**.

Our combination of scale, credibility and proven performance sets us apart as the partner best equipped to deliver success for UK & Ireland 2028 Limited. We have provided relevant case studies below which demonstrate our ability to deliver recruitment marketing at scale whilst reducing costs and supporting client diversity initiatives.



G. TENDER QUESTIONNAIRE

4. Service Offer & Experience

Case study one: NHS England – Recruiting 16,500 Healthcare Support workers nationwide

The challenge

NHS England faced one of its most ambitious recruitment drives to date: hiring 16,500 Healthcare Support Workers across 206 Trusts. The challenge wasn't just about scale, it was about perception. Many potential candidates, particularly those outside the healthcare sector, didn't see these roles as relevant to their skills or career aspirations.

NHS England needed a campaign that would raise awareness, attract quality candidates from diverse backgrounds, and deliver hires at speed and scale, all while supporting long-term objectives around retention, career development, and widening access.

Our solution

We built a multi-layered, insight-driven strategy that combined digital reach with human connection:

- **Insight and Planning:** Our Employer Brand & Insights team conducted focus groups to create detailed audience personas, ensuring every message resonated with the right people. Weekly planning sessions with NHS stakeholders and partners kept the campaign agile and aligned.
- **Always-on attraction:** To reach both active jobseekers and passive talent, we launched a dual approach. Digital campaigns ran across Indeed, Glassdoor, and social platforms, supported by compelling creative and a powerful Mental Health Support Worker video. At the same time, we deployed community outreach through posters and leaflets in local businesses and community hubs, bringing the message to where people live and work.

- **High-impact hiring events:** We delivered a nationwide series of in-person hiring events at seven key locations, using geotargeting to identify and invite suitable candidates. Nearly 5,000 potential applicants attended, with streamlined scheduling, reminders, and rescheduling processes enabling thousands of interviews in just days, dramatically reducing time and cost per hire.
- **Virtual access for all:** To ensure inclusivity, we ran eighty-nine virtual hiring events and a series of webinars, giving candidates unable to attend in person the same opportunity to engage and apply.
- **Empowering Hiring Managers:** We equipped managers with toolkits, audience insights, and job-writing workshops, ensuring consistency and quality in every interaction.
- **Creative and media excellence:** Our Creative team developed bold, engaging visuals and messaging, while our Media Planning & Buying team optimized performance in real time, ensuring every pound of media spend worked harder.

The results

The campaign delivered outstanding results, exceeding every objective:

- **35,000** job offers made, with **25,000** hires as Healthcare Support Workers.
- **9,000** hires were completely new to healthcare, proving the success of our out-of-sector targeting.
- Applicants from outside healthcare rose from 68% to **90%**.
- Online brand campaign impact included:
 - 41.4 million impressions
 - 634,700 video views
 - 7,300 new followers
 - 1,129 reviews

This was not just a recruitment campaign, it was a movement that changed perceptions, widened access, and delivered critical workforce capacity when it mattered most.



G. TENDER QUESTIONNAIRE

4. Service Offer & Experience

Case study two:
Breaking the suit barrier – the Civil Service Fast Stream
The challenge

The Civil Service Fast Stream (CSFS), ranked No. 2 in the Times Top 100 Graduate Employers, had a clear mission: to make leadership reflective of the society it serves. But a major barrier stood in the way, perception. Many students believed they knew what a “typical” Civil Servant looked like, and as a result, did not see themselves as potential candidates. Our challenge was to change that narrative.

We set three key objectives:

- 1. Change perceptions and raise brand awareness among audiences who would not normally consider CSFS.
- 2. Increase diversity applications, particularly from ethnic minority and lower socio-economic backgrounds.
- 3. Attract STEM graduates, aiming for 50% of intake from these disciplines.

Our solution

We built on the existing ‘Grow Like Nowhere Else’ campaign with a bold, perception-challenging approach that showcased the Fast Stream as inclusive, accessible, and full of opportunity. Our strategy combined insight-driven creativity with multi-channel execution:

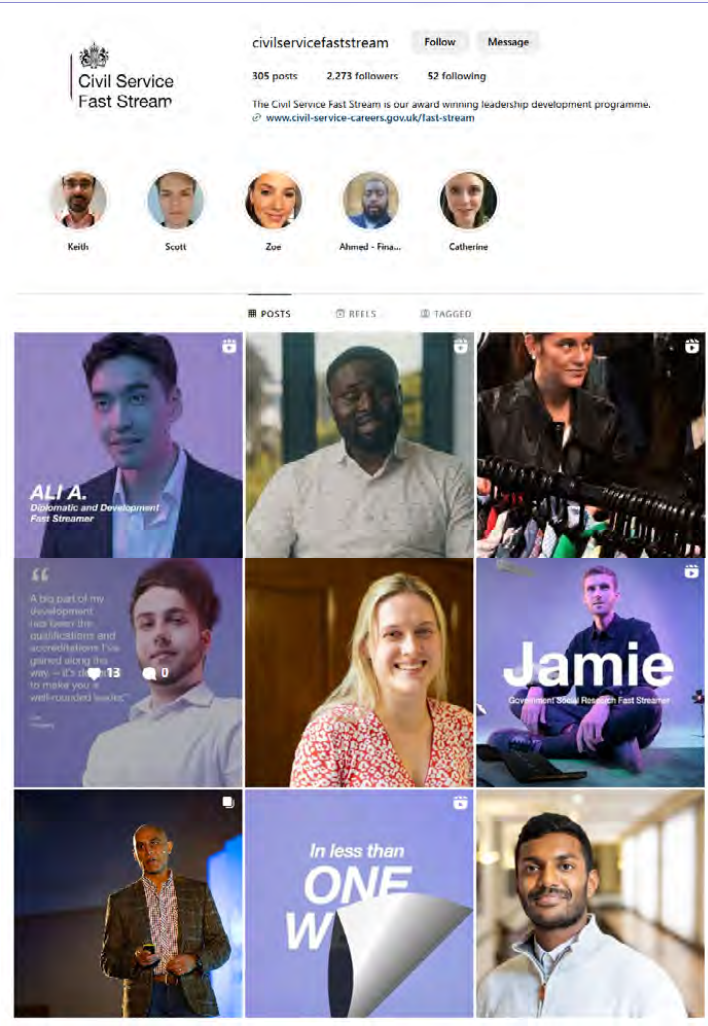
- **Influencer engagement:** Partnered with five micro-influencers to create authentic, relatable content that reached new audiences in unexpected ways.
- **Fast Streamer-generated content:** “Month in the life” videos and de-mystifier films for all seventeen schemes, giving students a real, unfiltered view of life on the Fast Stream.

- **On-campus activation:** A standout event at the University of Birmingham, in partnership with Vintage Vera, challenged the “stuffy suit” stereotype with AR posters, a clothing competition, and live content creation by influencer Shoshanna, “The Fairy Jobmother.”

- **Digital-first approach:** Redesigned the careers site for clarity and accessibility, introduced targeted paid media across Google, LinkedIn, and graduate platforms, and delivered an always-on social content calendar.

- **Comprehensive toolkit:** From flyers and postcards to ambassador social media guides, we equipped Fast Streamers to amplify the message on campus and online.

The creative concept was simple but powerful: show real, diverse Fast Streamers in casual, relatable settings, breaking the myth of the “typical Civil Servant” and replacing it with authenticity and aspiration.



The purpose of this deck

- This document serves as a comprehensive guide for the creation of user/employee-generated content (UGC/EGC) within your organisation. It's designed to empower you to share your experiences and insights while aligning with Civil Service Fast Stream's core values and enhancing your employer brand.

G. TENDER QUESTIONNAIRE

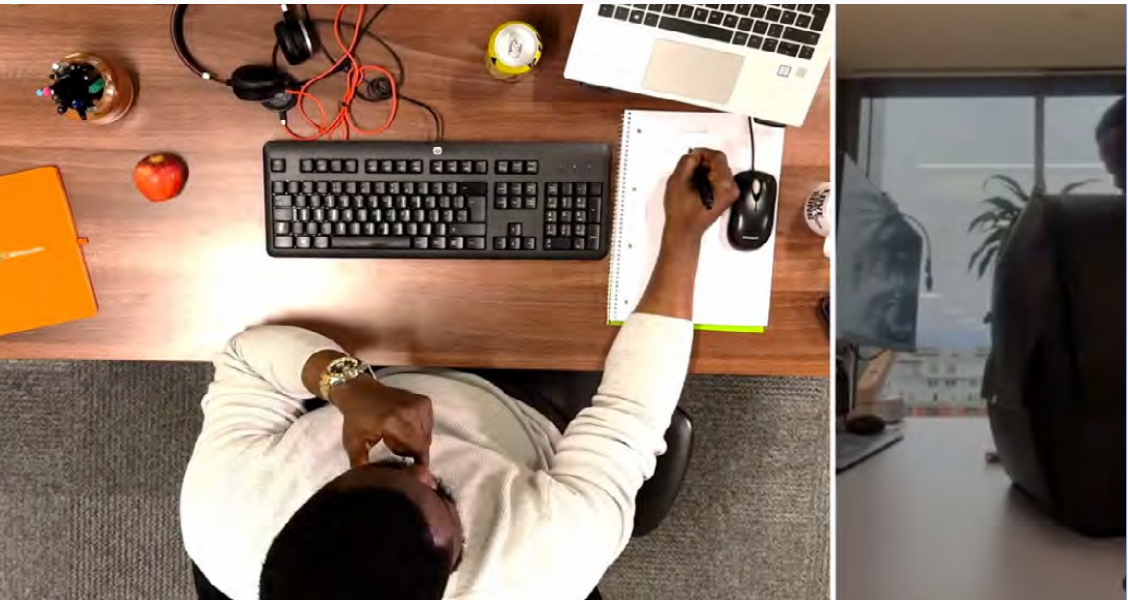
4. Service Offer & Experience

The results

The campaign did not just meet expectations, it exceeded them.

- **Brand awareness soared:** Engagements rose by 3,637 year-on-year, with clicks up by 45%.
- **Diversity targets smashed:** CSFS achieved its best-ever diversity outcomes:
 - Female: 53.6% (+0.7%)
 - Ethnicity: 35.8% (+2.4%)
 - Lower Socio-Economic Background: 20.8% (+1%)
 - Disability: 16%
 - LGB0: 17.9%
- **STEM success:** 50% of applications came from STEM graduates.

This integrated campaign did not just change perceptions; it created a movement. By blending digital, social, and experiential content, we opened doors for thousands of talented graduates who previously thought the Fast Stream was not for them. And in doing so, we helped CSFS achieve record-breaking diversity results and position itself to reclaim the No. 1 spot in the Times Top 100 Graduate Employers list. Breaking the suit barrier was not just a campaign, it was a statement.



G. TENDER QUESTIONNAIRE

4. Service Offer & Experience

Case study three:

Recruiting volunteer Magistrates

Background

There are approximately 13,000 magistrates in England and Wales. Nearly all criminal court cases in England and Wales begin in a magistrates’ court, and 95% will be completed there too.

As with many volunteers, magistrates lead busy lives, many managing young families and full-time jobs alongside sitting in court. Volunteers come from all walks of life and form a vital part of our justice system.

With a backlog of cases to be tried and an aging magistrate population, TMPW was briefed to:

- Recruit 2,000 new magistrates across all the major cities in England and Wales
- Build a talent pool of a further 2,000 candidates who can be nurtured for future magistrate roles
- Focus specifically on recruiting more female magistrates and people from ethic backgrounds

Activity

TMPW conducted research to understand what makes a good magistrate, their motivations and aspirations and misconceptions.

From this we built four distinct ‘personas’ and created messaging and channel strategies to engage with each audience.

In addition to targeting potential magistrates, we developed a discrete campaign to reach employers, highlighting the benefits of their staff becoming magistrates.

The results:

Over a six month period we generated:

- Over 80,000 visitors to the ‘Become a Magistrate’ careers site
- 24,000 completed applications

- 2,000 magistrates recruited
- 3,500 candidates placed in the talent pool



Employers leaflet



Welsh poster



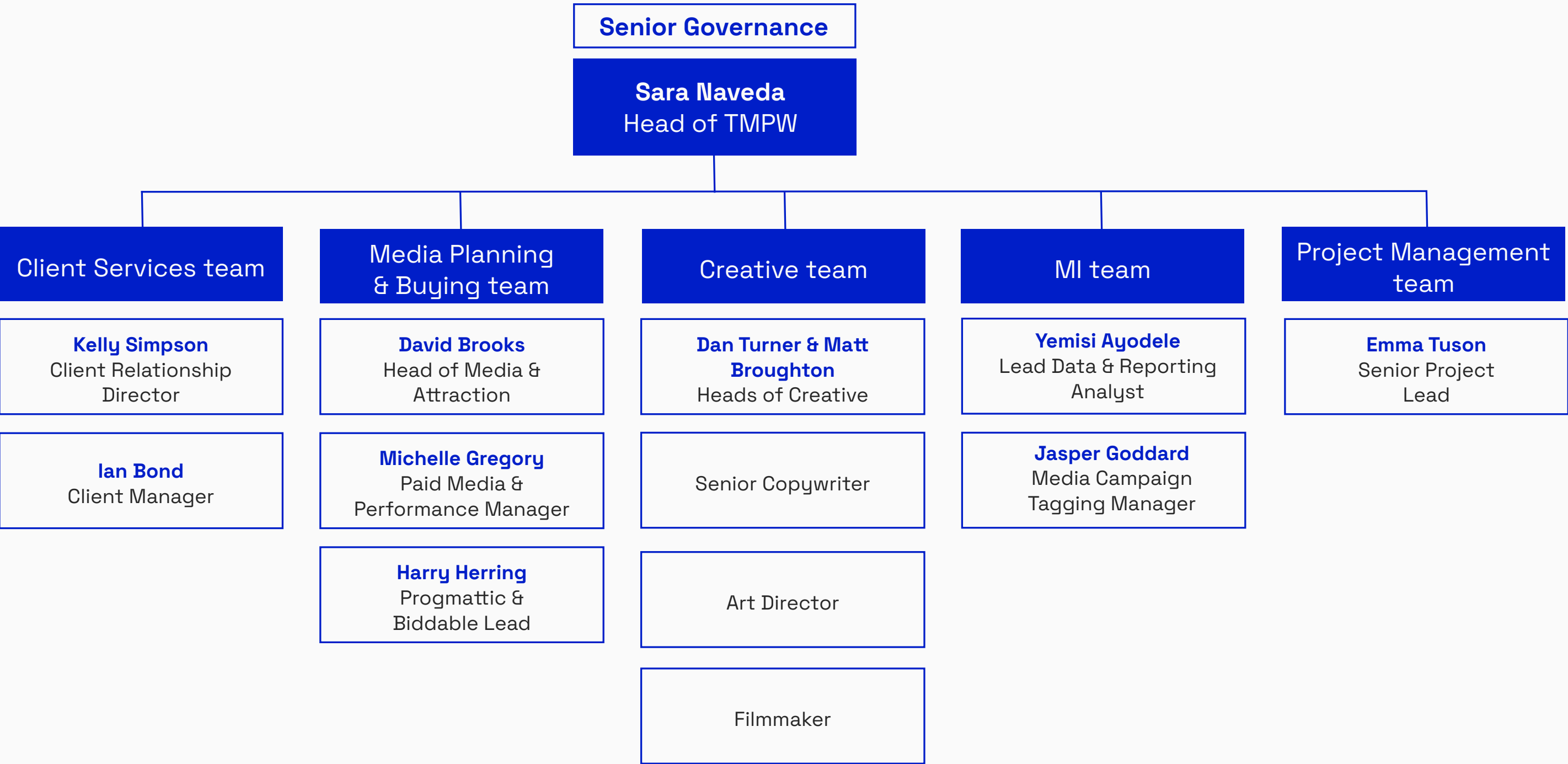
G. TENDER QUESTIONNAIRE

5. Account Management and Service Delivery

a. Please attach an organogram illustrating your proposed account management and service delivery structures. Where possible, please include names and short CVs of key individuals who will be assigned to our account.

We operate with a flexible, nationwide footprint, combining physical offices and remote teams strategically located across the UK. Our presence spans London, Bristol, Edinburgh, Manchester, and Birmingham, ensuring we remain close to our clients, connected to diverse talent markets, and able to deliver local insight with national reach.

Organogram
We have provided an organigram below:



G. TENDER QUESTIONNAIRE

5. Account Management and Service Delivery

Names and short CVs of key individuals

We have detailed key team members below:

Sara Naveda, Head of TMPW

Possesses over 20 years’ talent advisory experience. Sara leads our Talent Advisory business across the UK and Europe. As a member of the EMEA senior leadership team, Sara also plays a key role in the strategic evolution of TMPW as part of One Global PeopleScout, ensuring Talent Advisory remains a central, differentiating force in our growth across both advisory and in partnership with our RPO offering.

Football fact: Sara passed her French GCSE by learning her brother’s essay on being a goalkeeper.

Kelly Simpson, Client Relationship Director

Possesses over 20 years’ talent advisory experience. Kelly is a commercial and results-driven project leader with proven success in delivering growth, offering creative solutions to clients with specific objectives, and above all, excellent and trusted client service. Kelly specialising in partnering with clients across the public sector. Before joining TMP, Kelly worked in senior finance recruitment, HR consultancy, and at LinkedIn. As a result of the close partnerships she has fostered, many of Kelly’s clients have won awards in the last three years, including Internal Communications, Employer Brand, Best Use of Film and Candidate Experience.

Football fact: Kelly manages her son’s football team, the Range Park Tigers.

Ian Bond, Client Manager

Possesses over twenty years’ account management experience within the talent acquisition space and has worked with a broad range of national and global clients to support their recruitment needs. Ian has a strong track record of planning and successfully delivering campaigns and projects on time, on budget and in scope, increasing margins and advocating the use of agencies’ full portfolio of products. Ian is a true ambassador for digital and social media capabilities.

Football fact: Ian plays over-55 veterans’ football.

Dave Brooks, Head of Media & Attraction

Possesses over twenty years’ media and attraction experience, all directly with TMPW. David has worked in three different departments in TMP since joining in 2002. Finally, David found the team he calls home in 2005 and now heads up the Paid Media and Performance division. David’s remit includes Media Planning and Buying, Campaign Management and Measurement & Insight (CM/MI), Paid Search and Social. The team service all TMP clients, ranging from small campaigns to year-long bulk buys which keeps him and the team on their toes. David works closely with the CM/MI team which gives him a solid understanding of conversion rates and trend metrics to evaluate campaigns analytically. He is also heavily involved in contract negotiations, leading training sessions and educating anyone who will listen about media.

Football fact: Dave’s sister is a UEFA qualified coach, and his father was a referee.

Michelle Gregory, Paid Media and Performance Manager

Michelle is a TMP ‘boomerang’ having worked here previously as a Client Service Coordinator and Media Planner before leaving to work media side, and more recently at a product agency. Michelle returned to TMP in 2022 as a Senior Media Planner and was recently promoted. Michelle has been fully immersed in Lidl media planning, most recently completing the P1 regional strategic activity. Michelle and her teamwork with a vast range of clients, ranging from ad hoc campaigns to annual strategies across a wide variety of clients, volumes and specialisms. Her team work closely with CM/MI to ensure a solid knowledge of conversion rates and trends.

Football fact: Michelle once shared a bowl of prawn crackers with Teddy Sheringham at a restaurant in Chingford.

Harry Herring, Programmatic & Biddable Lead

A performance-driven digital media specialist with 12+ years of experience across performance marketing and recruitment advertising. Harry is certified in Google Ads (Search, Display and Video), Meta Ads and LinkedIn Ads, with extensive experience in programmatic job advertising and programmatic display. Harry has managed multi-million pound campaigns across both public and private sector clients, delivering data-led media strategies that drive measurable results. His expertise lies in planning, launching and optimising multi-channel campaigns, using insights and continuous testing to maximise performance, improve ROI and generate high-quality applications.

Football fact: Harry is a life-long Tottenham Hotspur supporter and has held a season ticket for over ten years.

G. TENDER QUESTIONNAIRE

5. Account Management and Service Delivery

Names and short CVs of key individuals

We have detailed key team members below:

Matt Broughton & Dan Turner, Heads of Creative

Have been working together as Creative Directors at TMP for the last 10 years. With thirty-three major awards under their belts, their experience is deep-rooted in the industry and our loyal client base. From Rolls-Royce to the AA, Linklaters to Diageo, their creativity has created compelling and distinctive stories, attracting top talent to organisations around the world.

Football facts: Matt has supported Tottenham Hotspur since 1984, and Dan has attended three EURO tournaments.

Yemisi Ayodele, Lead Data & Reporting Analyst

An accomplished data and reporting specialist with over a decade of experience delivering impactful insights for online advertising, branding, and recruitment campaigns. Yemisi leads a team of analysts in developing client-facing reports and dashboards that demonstrate campaign performance and ROI. With deep expertise in Microsoft Power Query, data analytics, and visualisation, Yemisi transforms complex data into actionable insights and strategic recommendations that enhance employer branding and optimize results. Passionate about collaboration and innovation, Yemisi works closely with clients and stakeholders to ensure high-quality, timely solutions that drive measurable value.

Football fact: Yemisi previously analysed recruitment marketing data for the UCFB (University Campus of Football Business) based in Wembley Stadium.

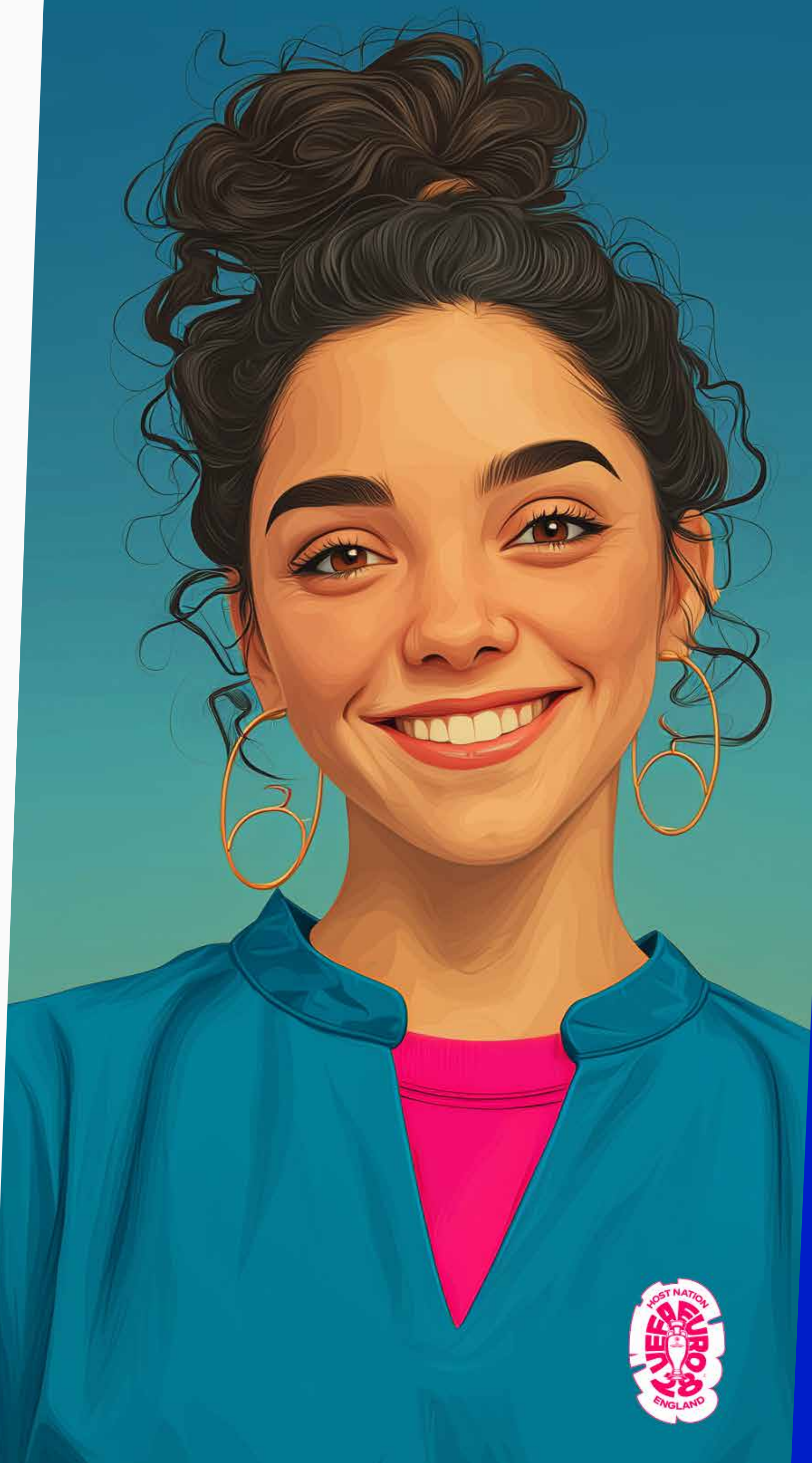
Emma Tuson, Senior Project Lead

Emma is an experienced Senior Project Lead with a proven record of delivering global recruitment, employer brand, and communications projects across multiple platforms and technologies. She excels in managing scope, budget, and timelines while ensuring the highest quality standards. Emma leads and develops a team of project managers, fostering growth and effective delivery. She is also actively involved in professional development initiatives, including the Developing Female Talent group and a mentorship programme to support continuous learning and leadership growth.

Football fact: Emma's surname was added to a seat at Old Trafford.

b. Please identify which roles will be fulfilled by full-time employees and those which may be fulfilled by independent contractors or third-party subcontractors.

All roles will be fulfilled by full-time employees.



G. TENDER QUESTIONNAIRE

6. Information and Cyber Security

Although we will not be providing IT services and do not believe that a breach of our IT systems would have a material impact on the delivery of this project, we have nonetheless provided comprehensive responses to the Information and Cyber Security questions to offer full assurance of the safety, integrity and security of our systems and processes.

a. Please provide details of any Cyber Security certifications you hold (e.g. ISO2001, Cyber Essentials/Cyber Essentials Plus, SOC2, PCI DSS, etc). Where 27001, please provide Certificate, Scope & SOA

The quality of our processes are best evidenced by our ISO 27001 and Cyber Essentials Plus accreditations, which are assessed and renewed annually. In regard to 27001, we have provided our Certificate as an attachment. The scope includes People, Processes, and Technology that supports TrueBlue Inc.’s Information Security Management System based out of the TrueBlue Inc. headquarters office in Tacoma, WA, in accordance with the Statement of Applicability (SoA), Ver. 1.2. We have also provided our SOA as an attachment.

b. Please provide a copy of your Cyber/Information Security Policy.

We have provided a copy of our Policy as an attachment.

c. Do you have internal or external Cyber Security audits carried out on an annual basis? If so, please provide last audit date and who it was completed by.

Yes. Our last audit was conducted between September 23rd and October 1st 2024. The audit was completed by Guidepoint Security.

d. Will you be handling any Payment Card details or be involved in the protection of or have access to cardholder data on behalf of UK & Ireland 2028 Limited?

We confirm we will not be handling any Payment Card details or be involved in the protection of or have access to cardholder data on behalf of UK & Ireland 2028 Limited.

e. Do you have a formal process to reassess and re-evaluate information security threats and risks at regular intervals? If so, please describe.

Yes. Like every business, PeopleScout faces numerous risks that have the potential to disrupt achievement of our strategic and operational objectives. To manage threats and risks effectively, we maintain a **Risk Management Policy**, which sets out our strategy, a **Risk Management Oversight Committee** to deliver our strategy and apply a **Risk Management System** to make better-informed decisions, improve processes and efficiencies, and improve the probability of achieving our strategic and operational objectives. The Policy helps ensure that risks both to PeopleScout and our clients are identified, analysed, and managed so that they are maintained to an acceptable level.

Our Risk Management Oversight Committee is responsible for coordinating the development, day to day management and maintenance of the Risk Register and Risk Management Policy. Risk Governance is overseen by the Group Risk Oversight committee which includes senior management. This group, which meets regularly, is responsible for identifying emerging risk and horizon scanning, reviewing incidents and residue risks, which include Cyber IT security events or potential risks, future legislation and regulation changes, audit process and control testing failures and business continuity. Output from the Risk Oversight Committee feeds into the Group Risk Board, who determine the Director’s appetite for risk and authorise expenditure and resources to mitigate and treat risk.

Our risk management uses methodology based on that set out in the NIST Risk Management Guide (Special Publication 800-30) and incorporates National Cyber Security Centre guidance and key principles, in that we accept risk cannot simply be abolished. Risk is recognised and then managed (to either avoid, reduce, transfer, or retain).

Risk Management often requires a relationship between people who analyse risks and people who make decisions based on that analysis. Communication between these two groups must be clear, understandable, and useful. We support a culture of risk management in everyday business as usual activities in a continuous life cycle of risk management, and this is encouraged through awareness and educational programmes.

Our approach to risk management confirms to international information security standard **ISO 27001** which is underpinned by risk management policies, procedures, and assessments. We have been certified ISO 27001 continually since 2007. We also hold **Cyber Essentials Plus** accreditation.

f. Will you share UK & Ireland 2028 Limited’s data outside of the EU? If so, please provide details.

We confirm we will **not** share UK & Ireland 2028 Limited’s data outside of the EU.

g. Do any 3rd parties or sub-processors engaged by you have access to any IT systems/Facilities that will be used in providing services to UK & Ireland 2028 Limited?

We confirm we will not use 3rd parties or sub-processors in the delivery of this contract.

h. Are non-disclosure agreements in place with any 3rd Parties you engage?

Yes.

G. TENDER QUESTIONNAIRE

6. Information and Cyber Security

i. Has your organisation ever suffered a data breach? If so, please provide details of the breach, the recovery and actions taken to prevent a recurrence.

No.

j. Do you have a formal Incident Response Plan and procedures for reporting data privacy incidents?

Yes. We have provided our Plan as an attachment.

k. Please provide details of system security measures that you have in place (e.g. security patching frequency, vulnerability assessments, logging & monitoring, anti-malware, anti-hacking, education and awareness, penetration testing etc.)

Security patching

PeopleScout’s primary systems are delivered using Microsoft technology, including Microsoft Office 365 E5, Microsoft SQL and Window servers, both within the public cloud and in UK secure data centres. All technologies are supported with the software vendor supported lifecycle.

Systems are patched in a timely manner in accordance with our patch policy. We create and maintain hardware and software inventories in accordance with the ISO27001 standard framework.

Vulnerability assessments

Systems, servers, devices, and software are hardened in accordance with our security hardening policy. We conduct continuous live vulnerability scans using Rapid 7 Insight Vulnerability Manager and enforce strict configuration control and management using Microsoft Intune and other Microsoft tool sets. IT controls include disabling peripheral devices and removable media access by default.

We also implement application whitelisting and execution control using technology including Forcepoint Websense, Appsense and Microsoft app locker. End users have limited ability to change configuration of their devices or install software; privileged users must escalate privileges for a set period with reason for higher privileges. All privileged access is logged where it cannot be tampered with.

PeopleScout follows National Cyber Security Centre guidance by using supported software, developing and implementing policies to update and patch systems, creating and maintaining hardware and software inventories; we manage operating systems and software, conduct regular vulnerability scans, establish configuration control and management, disable unnecessary peripheral devices and removable media access; we implement white-listing and execution control, limit user ability to change configuration, and limit privileged user functionality.

Anti-malware

PeopleScout has developed and implemented an anti-virus/ malware policy to support prevention. PeopleScout utilises anti-malware technology from McAfee and Microsoft. All anti-malware definitions are updated daily. All data import and exports are strictly controlled by PeopleScout. Using Forcepoint technology, PeopleScout blacklists malicious or potentially malicious websites, blocking access to all users. Access to removable media is prohibited and can only be achieved through the IT department using dedicated machines with prior approval.

Every device must deploy appropriate malware defences without exception. Users are educated to maintain their awareness for prevention of malware, including phishing links and a campaign ‘to think before you click’.

Education and awareness

National Cyber Security Centre guidance states that users have a critical role to play in their organisation’s security, it is therefore important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that delivers security expertise as well helping to establish a security-conscious culture.

- **Policy:** PeopleScout has produced a User IT Policy, available on the company Intranet, that all permanent and temporary staff must adhere to. The policy covers acceptable use of IT systems.
- **Induction:** Each new starter must complete a staff induction process that includes Data Security awareness, cyber risks, data protection and GDPR legislation training. Online training using SABA Talent Hub service is mandatory. The training includes a formal assessment of security awareness which the user must pass or must re-take. Our HR division and internal compliance teams monitor the effectiveness of security training by providing compliance reports.
- **Training:** Our training programmes promote an incident reporting culture and ensure everyone is aware they are responsible for security and each staff member has an obligation to report any security incident or breach. There is a formal disciplinary process for breaches of security.
- **Wider promotion:** We also use Microsoft Yammer to promote security awareness by using simple graphics and visuals in bite-sized chunks to help create a culture of ‘security is the responsibility of everyone.’

G. TENDER QUESTIONNAIRE

6. Information and Cyber Security

Penetration testing

We work with a trusted supplier, **Pen Test Partners**, who we have worked with for over several years. Pen Test Partners have CREST, CHECK, TIGERSCHEME, CSIR, STAR and Cyber Essentials accredited security consultants. Pen Test Partners carry out a penetration test at least annually but often carry out multiple tests during the year, including web application penetration assessments, as well as a Red team exercise and other ad-hoc reviews such as infrastructure, policy, and device reviews. They also carry out annual Cyber Essentials Plus audits.

l. Do you have any Cyber Insurance in place? If so, who is the provider?

Yes. The provider is the Indian Harbor Insurance Company.

m. How do you ensure the security and compliance of your subcontractors or vendors.

Please note, we will **not** use subcontractors to deliver services as part of this contract.

Security

Access to systems will only be granted where there is a clearly established need, which is consistent with the roles and responsibilities of the user. PeopleScout requirements for access control are defined and documented. The Head of Infrastructure and Security defines the access rights of each user or group of users. The statement will consider the following requirements:

- Company policies for the “need to know” principle
- The security requirements of individual business applications
- Contractual or legal requirements to protect access to data and services

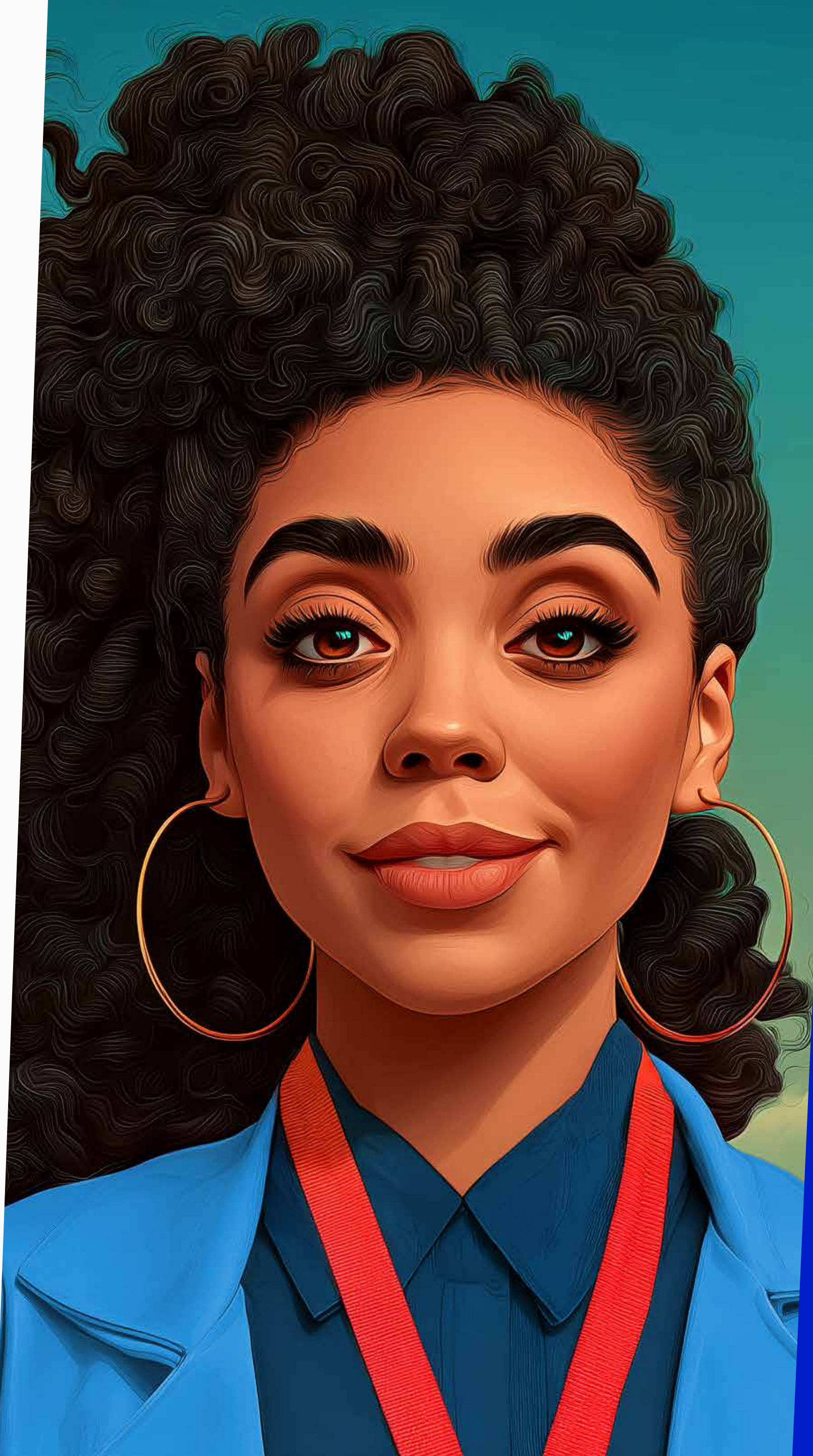
Special attention is paid to the need to control the allocation of privileged access rights which allow personnel to override standard system controls. No sub-contractor has privileged or admin permissions, and their access is subject to normal joiner, mover and leaver procedures.

Compliance

All sub-contractors are subject to extensive due diligence, which includes understanding security maturity and compliance as well as security and data protection employee awareness programmes.

n. If you will be processing any ‘personal data’ on behalf of UK & Ireland 2028 Limited, please respond to the questions at Appendix 1

We confirm we will **not** be processing any personal data on behalf of UK & Ireland 2028 Limited.



G. TENDER QUESTIONNAIRE

7. Sub-Contractors and Partnerships

a. Please indicate which elements of the overall scope would be provided by sub-contractors. For each sub-contractor, please state in a table:

- i. The scope of service sub-contracted.
- ii. The approximate percentage of the total proposed price
- iii. How long you have been doing business with the sub-contractor.
- iv. The approximate value of business you have placed with the sub-contractor in the last three years.

Name of sub-contractor	Diversity Marketplace
Scope of work sub-contracted	Sharing content via community outreach
Percentage of total price	3%
Length of relationship with sub-contractor	21 years
Business placed in past three years	£0



G. TENDER QUESTIONNAIRE

8. Contract Management

a. Please provide a contract management proposal detailing your client engagement processes, including compliance with Service Level Agreements (SLAs) and mechanisms for dealing with poor performance or potential breach of contract;

Contract management and client engagement approach

Our contract management model is built to deliver consistent value, service quality and innovation from day one and throughout the contract term. We will combine clear governance with proactive communication, robust SLA management and a proven methodology for addressing issues quickly and transparently.

Engagement, onboarding and ways of working

We will provide training to all our personnel so all parties understand the contract requirements and the agreed ways of working, with regular refresher training scheduled throughout the contract. At launch, we will seek to hold a half-day, all-organisation workshop to introduce our delivery team, provide a full briefing on how the contract will operate, and clarify key points of contact for requests. This forum will also facilitate face-to-face engagement with stakeholders and provide an opportunity to outline key elements of the solution.

Performance management and operational control

We will establish UK&I bespoke performance management frameworks for our internal teams to ensure activity is conducted in accordance with the contract. We will also track every facet of delivery, provide clear MI, and use our SLA tracker to maintain real-time visibility of progress, risks, and outcomes. This will provide stakeholders with timely insights and the confidence that actions are being taken to sustain and improve performance.

SLA design, governance and continuous improvement

To ensure our measures are fit for purpose, we will work closely with UK&I to implement SLA metrics that reflect group-wide operational and strategic deliverables and target our teams

effectively. Our Quality Manager, Lauren Bailey, will partner with you to build KPI targets covering individual project delivery and overall contract performance.

Governance and review cadence

We will maintain a structured review rhythm to ensure performance remains on track and value continues to grow. This will include monthly operational meetings for day-to-day performance management and quarterly strategic reviews for long-term planning and innovation:

Monthly Operational Meetings: Led by Ian Bond, these sessions will focus on SLA/KPI performance, issue resolution, and continuous improvement. Ahead of each meeting, we will share a concise MI pack including a traffic-light SLA tracker, KPI dashboard, campaign summaries, and risk logs. We will apply root-cause analysis to any variances and agree corrective actions with clear owners and timelines. Outcomes will feed into a **UK&I Continuous Improvement Plan**, ensuring progress between meetings.

Quarterly Strategic Reviews: Led by Kelly Simpson with Executive Sponsor Sara Naveda and senior stakeholders, we will use these sessions to review performance trends, ROI, and value realisation. We will assess workforce planning, technology roadmaps, and DE&I progress, and agree any SLA refresh or contract changes. The result will be a clear roadmap for the next two quarters, with initiatives, owners, and milestones.

Closed-Loop Improvement: Monthly reviews will drive immediate action, while quarterly sessions converting insights into strategic initiatives. The SLA tracker, Issue Log, and Decision Log will provide transparency across both forums, ensuring alignment from operational teams to executive sponsors.

This cadence will guarantee compliance, accelerates improvement, and keeps the contract aligned with evolving objectives.

Issue resolution, escalation, and remediation

We will apply a proven complaints and issue-resolution methodology grounded in Learning from Experience (LfE) to address poor performance or potential breach scenarios swiftly and constructively.

- **Intake and triage:** Upon receipt of a complaint, Ian Bond (UK&I’s Client Manager) will log the issue, identify mitigating actions, determine appropriate options, and propose a resolution. Ian will respond within two hours and identify a solution or escalate within 24 hours.
- **Escalation path and timeframes:** If the proposed resolution is not satisfactory, the complaint will be escalated to Kelly Simpson (UK&I’s Client Relationship Director) within 48 hours and, if required, to Sara Naveda (UK&I’s Executive Sponsor) who will represent UK&I at Board level and will implement a solution within five working days. We maintain deputy cover for all escalation points to ensure continuity and guaranteed escalation times.
- **Root cause and corrective action:** We will convene relevant parties to reflect on the experience, preparing data in advance and capturing details in an Issue Log. We will then complete a root cause analysis using the “5 Whys” approach to identify the underlying cause(s) and the remedy required. We will translate findings into an exception report that sets out corrective actions, owners, and timelines.
- **Verification and prevention:** Post-mitigation reviews with stakeholders will confirm that the issue has been resolved to everyone’s satisfaction. We will close the issue formally and record findings in the Issue Log. The Issue Log is reviewed during monthly service review meetings to ensure recurrence is prevented and learnings are embedded into the continuous improvement plan.

G. TENDER QUESTIONNAIRE

8. Contract Management

Proven capability and measurable impact

Our ability to deliver quality, cost effective and award-winning solutions is demonstrated by our successes.

To provide examples, our media negotiating and buying capabilities have led us to generate £300,000+ in savings for Sainsbury's & £200,000+ in savings for Lloyds Banking Group.

At the recent RAD Awards, TMPW won six awards – three times more than any other agency.



At a different awards ceremony, our work for the AA won 'Work of the Year' and was described by the Chair of Judges as being "unique Special ...first of its kind .."

Our service for the Ministry of Justice (MoJ) demonstrates our quality methodology; we provide the MoJ with weekly reporting dashboards which illustrate campaign performance. We then present and discuss findings within weekly review meetings. We use these meetings to make changes to our processes in real time, allocating funds where most relevant, thereby providing a truly agile service.

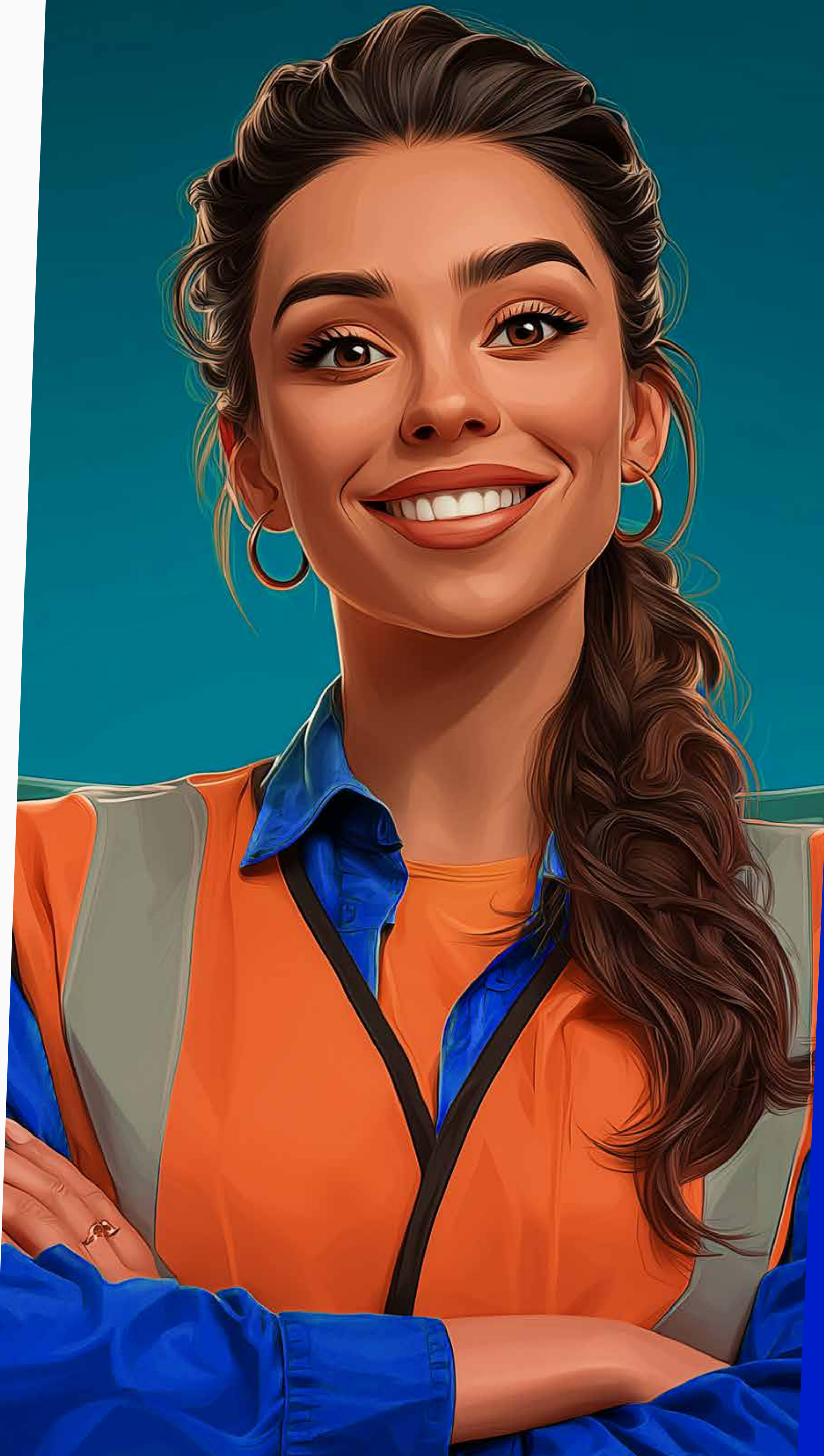
We also provide end-of-campaign reporting, produce optimisation tables and conduct roundtable meetings with senior stakeholders to monitor ongoing performance and address any challenges.

By adopting these processes, we have been able to provide the MoJ with an outstanding return on investment. For a recent major campaign to recruit Data Analysts and Engineers, for example, we generated over **1,200** applications across both positions.

The MoJ were so impressed with the quality of candidates we were able to bring into the process, they increased their vacancies to secure the talent. As such, they made 191 offers, **160%** of the hiring target, with 137 candidates accepting. We were able to keep the recruitment marketing costs **under £50** per applicant, significantly lower than the £500 average attraction costs per hire.

b. Please submit examples of SLAs which you believe would be appropriate should you be successful.

We have provided example SLAs as an attachment.



G. TENDER QUESTIONNAIRE

9. Contract Mobilisation

a. Based upon the tender programme included under 'Section C', please submit a basic mobilisation plan giving critical milestone activity to be completed.

Methodology

We will apply waterfall project management methodology to implement the service on time. We will map out the project into distinct, sequential phases, with each new phase beginning only when the previous one has been completed. We will define and outline all activity using MS Project, which we will use to develop a schedule, assign resources to tasks, track progress, manage the budget and analyse workloads.

Our approach

We will appoint a Senior Project Manager, Emma Tuson, who will hold overall responsibility for implementation. Emma will work in partnership with your stakeholders to agree an effective implementation plan in line with business priorities, fully supported by wider TMP Worldwide SMEs.

A basic outline of how we would achieve the deadline

We have provided an indicative plan as an attachment. Upon contract award, we will work with you to tailor the plan to your requirements, as we do with all clients.

Key milestones

- Approving scope and costs
- Providing a purchase order
- Identifying project stakeholders
- Providing implementation sign off
- Providing approvals at each stage



G. TENDER QUESTIONNAIRE

10. Commercial submission

a. Please submit your commercial proposal and propose a suitable payment schedule.

Pricing

Our pricing is based on time-based activity and third party media costs.

Our teams within TMPW will create and distribute compelling campaign content for core & tournament staff and volunteers, including film, digital and print-ready assets for sharing with third parties, community outreach content and paid media.

In addition there will be media activity to support hiring into each of the three people categories.

Based on our Media Insights Repository, which records response date from 1 million lines of campaign data, we have been able to model Media Cost Per Hire budgets for the project, which give us a blended cost per hire figure of £250 – covering both Core and Tournament staff.

To deliver a total of 189 Core Wembley staff, this requires a media budget of £47,250

To attract a total of 500 tournament staff, this anticipates a media budget of £125,000

For volunteers, we anticipate the majority will be delivered through organic channels and we would allocate £10 per volunteer as a media budget, generating a media budget of £130,000

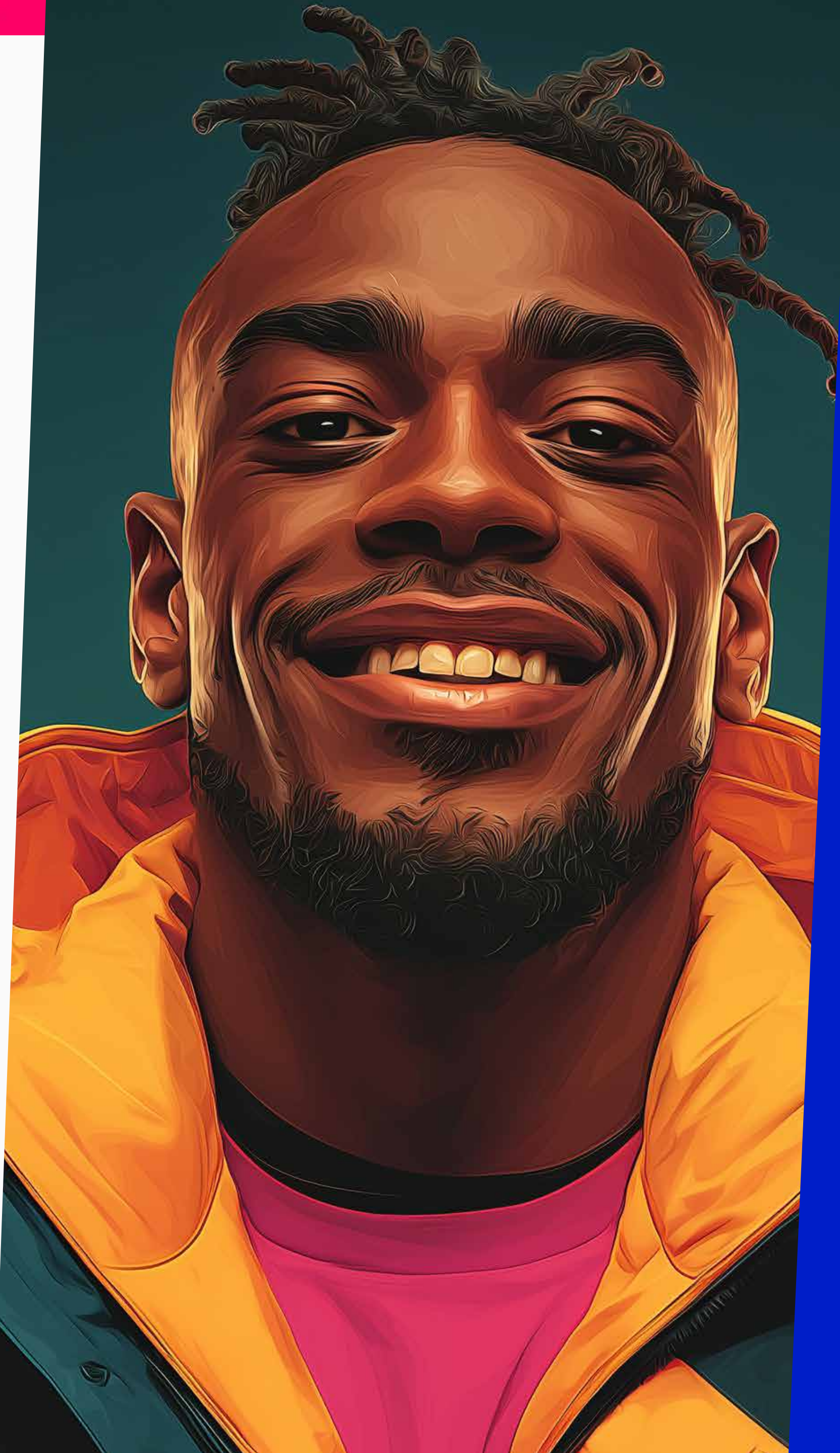
TOTAL MEDIA BUDGET: £302,250

Payment schedule

A detailed project plan and Scope of Works will highlight milestones for creative activities and corresponding payment schedule.

For media activity, we would charge the appropriate cost per hire monthly, based on anticipated hiring numbers, ensuring that costs are directly aligned with your headcount plans.

Please see the detailed pricing matrix below, which also includes some additional costs for activities that sit outside of the core scope.



G. TENDER QUESTIONNAIRE

Price item description	Task detail	Job title	Hours	Rate £/ hr	Third-party description	Line value	Item total
Discover: Strategic Campaign Creative	Creative concepts	Art Director	24	£130		£3,120.00	£26,352.00
	Creative concepts	Copywriter	24	£110		£2,640.00	
	Presentation of creative	Art Director	2	£130		£260.00	
	Presentation of creative	Copywriter	2	£110		£220.00	
	Development of chosen route, including nuancing for each workstream (core, tournament and volunteer)	Art Director	24	£130		£3,120.00	
	Development of chosen route, including nuancing for each workstream (core, tournament and volunteer)	Copywriter	24	£110		£2,640.00	
	Presentation of creative	Art Director	2	£130		£260.00	
	Presentation of creative	Copywriter	2	£110		£220.00	
	Allowance to finalise visual style(s)	Art Director	20	£130		£2,600.00	
	Allowance to finalise messaging framework(s)	Copywriter	20	£110		£2,200.00	
	Creative oversight	Head of Creative	14.4	£260		£3,744.00	
	Relationship management and oversight	Client Relationship Director	14.4	£150		£2,160.00	
	Project management	Project Manager	28.8	£110		£3,168.00	
Design: Social Films	Treatments for social films	Art Director	16	£130		£2,080.00	£44,584.00
	Treatments for social films	Copywriter	16	£110		£1,760.00	
	Treatments for social films	Filmmaker	4	£150		£600.00	
	Treatments for social films	Social Content Creator	4	£110		£440.00	
	Presentation of creative	Art Director	2	£130		£260.00	
	Presentation of creative	Copywriter	2	£110		£220.00	
	Refine chosen route and develop shot list/ storyboard/ script/ discussion guide(s), including one round of amends	Art Director	16	£130		£2,080.00	
	Refine chosen route and develop shot list/ storyboard/ script/ discussion guide(s), including one round of amends	Copywriter	16	£110		£1,760.00	
	Refine chosen route and develop shot list/ storyboard/ script/ discussion guide(s)	Filmmaker	4	£150		£600.00	
	Refine chosen route and develop shot list/ storyboard/ script/ discussion guide(s)	Social Content Creator	4	£110		£440.00	
	Filming	Filmmaker	16	£150		£2,400.00	
		Social Content Creator	16	£110		£1,760.00	
		Art Director	16	£130		£2,080.00	
		Copywriter	16	£110		£1,760.00	
	Sequencing	Copywriter	24	£110		£2,640.00	
	Editing up to 10x social films, including one round of amends	Filmmaker	80	£150		£12,000.00	
	Allowance for stock music				Stock audio	£300.00	
	Creative oversight	Head of Creative	8	£260		£2,080.00	
	Relationship management and oversight	Client Relationship Director	25.2	£150		£3,780.00	
	Project management	Project Manager	50.4	£110		£5,544.00	

G. TENDER QUESTIONNAIRE

Price item description	Task detail	Job title	Hours	Rate £/hr	Third-party description	Line value	Item total
Design: Assets	Creation of attraction assets including job listings, OOH, online assets and social posts	Art Director	24	£130		£3,120.00	£14,696.00
	Creation of attraction assets including job listings, OOH, online assets and social posts	Copywriter	24	£110		£2,640.00	
	Allowance for one round of amends	Art Director	12	£130		£1,560.00	
	Allowance for one round of amends	Copywriter	12	£110		£1,320.00	
	Export all assets	Mac Operator High Spec	16	£110		£1,760.00	
	Creative oversight	Head of Creative	4	£260		£1,040.00	
	Relationship management and oversight	Client Relationship Director	8.8	£150		£1,320.00	
	Project management	Project Manager	17.6	£110		£1,936.00	
Optimise: Keep warm	Creation of keep warm assets for Volunteer workstream (using parameters provided by tech platform)	Art Director	12	£130		£1,560.00	£7,402.00
	Creation of keep warm communications plan for Volunteer workstream	Operations Manager	8	£150		£1,200.00	
	Creation of keep warm communications capturing pre and post application	Copywriter	16	£110		£1,760.00	
	Allowance for one round of amends	Art Director	4	£130		£520.00	
	Allowance for one round of amends	Copywriter	6	£110		£660.00	
	Relationship management and oversight	Client Relationship Director	4.6	£150		£690.00	
	Project management	Project Manager	9.2	£110		£1,012.00	
Activate	Attraction allowance for Core Workforce (approx 35% of overall media budget)				Media	£104,000.00	£348,000.00
	Attraction allowance for Tournament Workfoce (approx. 50% of overall media budget)				Media	£149,000.00	
	Attraction allowance for Volunteer Workforce (approx. 15% of overall media budget)				Media	£45,000.00	
	Media planning with allowance for refinements to schedule and plans				Media Planning	£5,000.00	
	Allowance for tracking, optimisation, paid search & social and Programmatic management fees				Media Fees	£45,000.00	

Notes:
1. All costs exclude VAT.
2. All costs are subject to detailed scope.
3. Work will not commence until sign off and all required assets are received.
4. Costs are valid for 30 days.
5. Expenses associated with the delivery of this project i.e. Travel, accommodation, subsistence, etc.) will be charged back at cost.
6. This quote excludes purchase of fonts, photography and other third-party costs.
7. All quotes are based on the information available at the time. Additional requirements will be assessed and costs/timescales may be revised accordingly.
8. There is 30 day warranty on development work. Bugs or issues that are not picked up in UAT or within 30 days of go-live are subject to additional charges.
9. Some website tasks may be completed outside of the UK.

TMP full rate-card price	£441,034.00
Contract/framework rate-card price	£441,034.00
Final price	£431,760.60

Contract/framework established discount from full TMP rate-card	0.0%
Further discount applied to contract/framework rates	10.0%
Fee discount from TMP rate-card	10.0%

IN SUMMARY

EURO 2028 isn't just a tournament; it's a defining moment for the UK and Ireland. Together, we have the chance to create something unforgettable: a workforce and volunteer community that reflects the energy, diversity, and pride of the nations it represents. At TMP Worldwide, we're ready to make that happen. With data-driven precision, bold creativity, and a relentless focus on inclusion, we'll ensure every role is filled, every voice is heard, and every campaign pound works harder. Let's build the team behind football's biggest stage, and make history together.

TMPW OUTTHINK

