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# 1. Definitions

## 1.1. Overview

1.1.1. The following definitions are used in this Specification. All other defined terms shall have the meaning given to them in the Contract.

Term	Meaning
APAC	Asia Pacific.
“Best of British”	A term used to showcase what makes Britain unique, through the promotion of British goods & services, the UK’s creative arts, music, film, thought leadership and promoting UK innovation, technology, and research.
DBMD	Design, Build, Maintain and Decommission.
DBT	Department for Business and Trade.
Expo	Osaka Expo 2025.
Expo Live Stage Deliverables	Has the meaning given to it in this Specification.
FOS	Full Operational Services.
“Government” or “His Majesty’s Government or “HMG”	The Government of the United Kingdom (including the Northern Ireland Assembly and Executive Committee, the Scottish Government, and the National Assembly for Wales), including Government Ministers and Government Departments and other bodies, persons, commissions, or agencies from time to time carrying out functions on its behalf.
GREAT	Cross-government marketing campaign to promote UK for study, visit and business.
ICDS	International Content Design Services.
Implementation Deliverables	Has the meaning given to it in this Specification.
KPI	Key Performance Indicator.
MI	Management Information.
OGD	Other Government Department.

Phase	Means each of the four implementation phases set out in section 6.2.3 of this Specification.
PMCC	Project Management and Cost Control.
POS	Point of Sale.
Service Area	Referencing one of the four identified FOS Service Areas:  1. Events Management Services. 2. Retail Services. 3. Restaurant & Bars Services. 4. Staffing & Operational Services.
SME	An enterprise falling within the category of micro, small and medium sized enterprises defined by the Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium enterprises.
Sponsor	A Sponsor is an organisation that has entered into a sponsorship agreement with the Secretary of State for Business and Trade with the aim of delivering value and support to UKP at Expo 2025 Osaka and in return receives contractual sponsorship and marketing rights.
Strategic Suppliers	Core third party suppliers appointed by the Buyer, to deliver goods or services on behalf of the Buyer for the UKP.
TOEIC (Test of English for International Communication)	An international standardised test of English language proficiency for non-native speakers.
UKP	UK Pavilion.
VAT	Value Added Tax in accordance with the provisions of the Value Added Tax Act 1994.
VIP / VVIP (Very Important Person / Very Very Important Person)	Senior officials/ministers (UK or Japan Government), celebrities, key decision makers and Royalty.

## 2. Introduction and Background

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### 2.1. Introduction

- 2.1.1. The purpose of this Specification is to outline the requirements for the provision of Full Operational Services (FOS), that will support His Majesty's Government (HMG)'s approach to delivering a self-build, temporary UKP at Expo Osaka ("Expo") taking place in Osaka, Japan from 13 April 2025 – 13 October 2025.
- 2.1.2. HMG, through the Secretary of State for Business and Trade (the "Buyer"), is seeking the services of a provider (the "Supplier") to plan and deliver the operational services of the UKP.

### 2.2. The Four FOS Service Areas

- 2.2.1. The purpose of this Specification is to outline the requirements for the provision of FOS, which will support HMG's approach to delivering a self-build, temporary UKP at Expo taking place in Osaka, Japan from 13 April 2025 – 13 October 2025. FOS brings together a range of four Service Areas necessary for the successful operation of the UKP. These Services have been identified as:

- **Events Management Services**

Full end to end **Events Management Services** (including catering) for the variety of events which will take place at the UKP.

- **Retail Services**

**Retail Services** offering which will sell a limited range of products, ranging from smaller items up to mid-range items.

- **Restaurant & Bars Services**

**Restaurant & Bars Services** which will showcase a British menu, utilising as many UK brands as possible. The UKP will provide UK products for sale, especially non-perishable snacks, and drinks across a Restaurant and 2 Bars.

- **Staffing & Operational Services**

**Staffing & Operational Services** will ensure the smooth running and operation of the UKP. A variety of front and back of house staffing roles are required including bilingual staff.

HMG, through the Secretary of State for Business and Trade (the "Buyer"), is seeking the services of a provider (the "Supplier") to plan and deliver the full operational services of the UKP.

### 2.3. What is a 'World Expo'?

- 2.3.1. World Expos are global events which take place every five years and last for six months. The last World Expo was in Dubai in 2021 (delayed a year due to the Pandemic). Expos are organised by a host city which invites international participants including nations, companies, international organisations, the private sector, and civil society to address an overall theme ('Designing Future Society for Our Lives' in the

case of Expo 2025) and encourage global collaboration and thought leadership in finding solutions to pressing challenges of our time. World Expos welcome tens of millions of visitors attracted by the opportunity to engage and experience the world in one place.

- 2.3.2. Country participants in World Expos are given a unique opportunity for global promotion in terms of soft power, cultural, educational, and economic objectives, combined with the opportunity to collaborate with both the host country and other participant nations.

## 3. World Expo 2025 Osaka

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### 3.1. Background

3.1.1. Expo 2025 Osaka will take place from April 13<sup>th</sup> – October 13<sup>th</sup>, 2025. Located on a man-made island, Yumeshima Island, on the waterfront of Osaka City. Currently 160 countries and regions and 9 international organisations have confirmed their participation in Expo 2025 Osaka, Kansai, Japan. Organisers are expecting 28 million visitors, predominantly from Kansai region and Japan, with 3.5 million international visitors.

### 3.2. The Theme of Expo 2025 Osaka

3.2.1. The overarching theme for Expo 2025 Osaka is '*Designing future society for our lives*'.

3.2.2. This theme is derived from the UN's Sustainable Development Goals. Expo 2025 Osaka challenges individuals to think how they want to live and how they can maximise their potential. The theme calls on each and every individual to think about their own aspirational life, empower them to realise their full potential, and push forward the worldwide effort to creating a shared vision of a sustainable society. Each participating country is asked for a response to the overarching theme, as well as the sub-theme allocated to each country.

3.2.3. '*Designing Future Society for Our Lives*' is split into the following three sub-themes:

- **Saving Lives**

Protecting and saving one's own life or others' life.

Community and society protecting and saving peoples' lives (as well as wildlife and the planet).

- **Empowering Lives**

Empowering ourselves, others, and society to enable people to achieve the joy of being alive, a sense of fulfilment, a purpose of life, and the needs and wants for their enjoyment.

- **Connecting Lives**

New technologies to help connect people allowing individuals to disseminate their thoughts.

With the rapid evolution of how we communicate over the past decade, connection is considered as an important key word when envisioning the future.

3.2.4. Each Country Pavilion is situated in one of three 'districts' which correspond to the three sub-themes listed above. The UKP is based in the "**Saving Lives**" district. The UK's presence at Expo will align with this sub-theme.

3.2.5. The UK's presence at Expo will consist of a Type A (self-build) country Pavilion and a global programme of activity that can be experienced in person or online.





## **4. Objectives of Expo & The UKP**

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### **4.1. Japan's Objectives for Expo 2025 Osaka Are**

- 4.1.1. To be a key contributor to the achievement of the UN Sustainable Development Goals (SDG) by 2030 – the target set by the UN that is the blueprint for peace and prosperity for people and the planet, now and into the future.
- 4.1.2. To progress Japanese society, economically and socially, and to resolve global issues through new technologies including artificial intelligence (AI), robotics, big data, and biotechnology.

### **4.2. The Key Ambitions for the Japanese Government and Expo's Organising Committee Are**

- 4.2.1. To bring the world together to demonstrate breakthrough technologies to create and communicate new ideas.
- 4.2.2. To showcase and catalyse collaborative innovation.
- 4.2.3. To increase Japan's trade and investment with the rest of the world.
- 4.2.4. To support the growth of regional economies and SMEs.

### **4.3. The UK's Overarching Objectives at Expo 2025 Osaka Are**

- 4.3.1. Strengthen the UK's bilateral relationship with Japan; and
- 4.3.2. Positively influence perceptions of the UK in Japan by:
  - Delivering an impactful and engaging visitor experience.
  - Providing a distinctive 'British' experience (demonstrating both UK heritage and modernity).
  - Promoting the UK as a leader in sustainability and innovation.
- 4.3.3. The UK is focusing on how we collaborate with Japan, and the rest of the world, to save lives – human, wildlife, and planet. The UKP will share the stories of the people and places that make the UK unique – from bold breakthroughs and twists on tradition, to the fresh perspectives that challenge convention and stimulate progress. This will be articulated through our overarching brand message 'Come Build the Future' which will encourage visitors to consider their individual actions can contribute to a better, sustainable future.

## 5. The UKP at Expo 2025 Osaka

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### 5.1. Concept for the UKP

5.1.1. Driven by HMG's priorities, the UKP's story will focus on how the UK is a hub for ideas, creativity, and innovation. A country whose ideas have the potential to grow and change the world. The UKP will be a physical and experiential embodiment of this sentiment. A space bursting with ideas that point towards a future where humanity and our planet are thriving, thanks to great minds from the UK.

5.1.2. To articulate the UK's strategic intent, we have devised the campaign 'Come Build the Future' which will focus on how small changes and ideas can make a huge difference. See Appendix "A27. Come Build the Future" for more information. We will tell the story of how the UK is a place from which ideas have the potential to grow and change the world. The UKP and visitor experience will include powerful and inspiring examples of exemplary British innovation. It will contrast 'quintessentially' British icons (the familiar) with cutting-edge innovation and technology. It will celebrate the UK's unique strengths and serve as a reminder that we have the knowledge, tools, and ambition to tackle the climate crisis and other global challenges. It will empower visitors to take action and 'come build the future' with us.

5.1.3. The UK's message will be delivered through a world-class immersive experience to engage, excite, and inspire the audience, leaving visitors wanting to know more about the UK.

### 5.2. UK's Participation at Expo 2025 Osaka

5.2.1. The UKP's narrative, visitor journey and events programme will:

- Highlight UK innovation in tackling climate change, life science & technology and the direct relationship between 'human, wildlife and the planet'.
- Showcase the UK's culture, education, and tourism.
- Celebrate the historic partnership with Japan (including UK/Japan business & research collaboration).
- Promote UK businesses in Japan, APAC & around the world.

5.2.2. The UKP will promote the UK whilst engaging the visitor. The visitor journey will highlight the UK's ideas, inventors, and cultural icons, celebrating the impact they have had on the world in the past and will continue to have in the future.

5.2.3. Through our participation, the UK presence will focus on sustainability and combating climate change. We will explore how researchers in the UK are working collaboratively with those around the world to help find solutions to the climate crisis. As part of the UK Net Zero strategy, we are looking at how we can support in the transition to clean energy and green tech.

5.2.4. The UK will share stories of the people and places that make our country unique – from bold breakthroughs and twists on tradition, to the fresh perspectives that challenge convention and stimulate conversation.

### 5.3. Current Strategic Contracts

- 5.3.1. FOS will be the fourth strategic contract for UKP. The Supplier will be required to work collaboratively with the below mentioned Strategic Suppliers, and any other suppliers appointed by the Buyer, to ensure smooth operation and create a cohesive and aligned visitor experience and UKP messaging:
- The Design, Build, Maintain and Decommission (DBMD) Supplier, **ES Global Ltd**, to oversee the design, construction, cleaning & maintenance, and decommissioning of the UKP.
  - The International Content Design Services (ICDS) Supplier, **Immersive International**, to oversee the creative vision for the UKP and visitor experience.
  - The Project Management and Cost Control (PMCC) Supplier, **Turner & Townsend**, to manage the input of ICDS and DBMD Suppliers in relation to the programmatic and financial elements of the project.
- 5.3.2. The Marketing and Communications supplier (yet to be appointed), will lead on the PR, promotion, and content to support the full Marketing and Communications strategy including social and press.
- 5.3.3. The Buyer may also have several UKP Sponsors. The Supplier is expected to work collaboratively with these Sponsors as required. There may be an opportunity for the Supplier and/or its Sub-Contractors to also be a Sponsor to the UKP, however this would be under a separate agreement and does not form part of this Procurement.

### 5.4. UKP Programme

- 5.4.1. The UKP is currently in the design phase.
- 5.4.2. Construction of the UKP is planned to be completed by early April 2025, but the Supplier is expected to have access to the site from mid-March 2025 to carry out training or other preparation.
- 5.4.3. The UKP will remain open for the entire duration of Expo Osaka (13 April 2025 – 13 October 2025). After Expo, the UKP will be fully decommissioned. Provisional programme dates will be shared with the Supplier upon Contract Award.
- 5.4.4. Start dates for all staff to be agreed with the Buyer following Contract award.

### 5.5. Visitor Numbers and Journey

- 5.5.1. The visitor experience at the UKP will be a ticketed journey. Visitors will be required to pre-book tickets for their preferred timeslot in advance. This service will be delivered through the Osaka Expo ticket booking system, which will be provided by the Expo organisers. Please see Appendix “A01. UK Pavilion Concept Overview” for more information on the current visitor experience design.
- 5.5.2. The UKP will deliver a ‘pulsed’ 20-minute ticketed visitor journey. Welcoming groups of 30 people, every 5 minutes into the UKP. Visitors to the experience will be capped at 360 people per hour. Access to the Restaurant and Retail Spaces will be open to the general public and will not require a ticket.

5.5.3. The UKP experience has a projected capacity of 4,320 per day (assuming 12-hour days) and 794,880 people across the 6 months of the Expo (184 days).

5.5.4. The Expo organisers are expecting a total of 28 million visitors to the Expo site over the course of 6 months, allowing the UKP Restaurant, Bars, Retail, and Events activations to attract additional visitors to those who have tickets for the visitor experience.

The Expo organisers have provided the following breakdown of their projected visitor numbers:

- 70.5% single day visitors and 29.5% multi-day visitors.
- 48.5% male visitors and 51.5% female visitors.
- Age breakdown
  - 50.2% will be 20-49 years old.
  - 8.1% less than 10.
  - 11.1% 10-19.
  - 20.5% 20-29.
  - 13.4% 30-39.
  - 16.3% 40-49.
  - 16.8% 50-59.
  - 13.8% 60 and over.

5.5.5. These are projections from the Expo Organising Committee and are subject to change as they develop their proposition further.

## 5.6. UK at Expo 2025 Osaka Strategic Audience Objectives

5.6.1. The below table highlights the strategic objectives identified for different audience groups:

Strategic Objective	Audience	Service Area
Positive perception of the UK in Japan.	<ul style="list-style-type: none"> <li>• Future Traveller to the UK</li> <li>• Future Consumer</li> <li>• Families</li> </ul>	<ul style="list-style-type: none"> <li>• Events Management Services.</li> <li>• Retail Services.</li> <li>• Restaurant &amp; Bars Services.</li> </ul>
Strengthening the bilateral	<ul style="list-style-type: none"> <li>• Japan Government Officials</li> </ul>	<ul style="list-style-type: none"> <li>• Events Management Services.</li> </ul>

relationship with Japan.	<ul style="list-style-type: none"><li>• Kansai regional Government Officials</li><li>• Business Community</li></ul>	<ul style="list-style-type: none"><li>• Potentially Restaurant &amp; Bars Services (depending on brief response).</li></ul>
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5.6.2. For full details of audience strategy including audience profiles and why they are important for the project see appendix “A02. UK at Expo Audience Strategy Overview”.

**5.7. Appendices Referenced**

A01. UK Pavilion Concept Overview

A02. UK at Expo Audience Strategy

A27. Come Build the Future

## 6. Introduction to FOS

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### 6.1. FOS Scope

- 6.1.1. FOS brings together four Service Areas necessary for successful operation of UKP, including Events Management Services, Retail Services, Restaurant & Bars Services and Staffing & Operational Services.
- 6.1.2. FOS will be fundamental in achieving a world-class visitor experience at the UKP. The Restaurant, Bars, Events and Retail Spaces must enhance the visitor experience and be complementary to the UKP's overall theme and message, of showcasing the best of UK themed items.
- 6.1.3. The following Service Areas make up the overall 'Full Operational Services' required for the UKP:

#### **Events Management Services**

A full end to end Events Management service (including catering) for the variety of events which will take place at the UKP including National Day, partner events, conferences, VVIP visits and smaller ad-hoc events.

#### **Retail Services**

A retail offering which enhances the visitor experience and complements the theme of the UKP. The retail offering will sell a limited range of products, ranging from smaller items that children can buy with their pocket money, up to mid-range items that could be bought as gifts or as mementos of the visit to the UKP.

#### **Restaurant & Bars Services**

The UKP will have a food and beverage offering, through the provision of a welcoming Restaurant & Bars that will enhance the visitor experience and be complementary to the overall theme of the UKP. The restaurant will showcase a British menu, utilising as many UK brands as possible Expo 2025 Osaka has requested participants provide a food and drink offering, representative of their country only. The UKP will provide UK branded products for sale, especially non-perishable snacks, and drinks.

#### **Staffing & Operational Services**

A variety of front and back of house staffing roles are required to ensure the smooth running and operation of the UKP. The Supplier shall deliver sufficient staffing resource across all roles for operation of the UKP via a supply of quality, suitably trained staff. The Supplier may make use of temporary staff, utilising a staffing agency. The Supplier shall provide all staff with appropriate uniforms for their specific role, subject to Approval from the Buyer. The Supplier must be able to supply bilingual staff as well as managing additional staff needs, e.g. accommodation and travel etc.

- 6.1.4. This Specification sets out detailed requirements for each of these Service Areas and also provides a series of general requirements which apply across the Contract.

6.1.5. In accordance with the detailed requirements set out in this Specification, the Supplier will be responsible for:

- Overall management of the Contract, including management of its sub-contractors and supply chain.
- Delivery of all of the Services and Deliverables listed within this Specification.
- Reporting to the Buyer on all Service Areas.
- Collaborating with other suppliers as required (Section 5 above).
- Providing operational MI dashboards with Service Levels as agreed with the Buyer. Details of which can be found in Schedules 10 (Service Levels) and 13 (Contract Management). To include any other management reporting required for the individual Service Areas, details of which can be found in Schedule 6 (Transparency Reports). The Supplier is responsible for all reporting by their Sub-contractors.

## 6.2. FOS Deliverables

6.2.1. During the Implementation Period, the Supplier will be responsible for Delivering the Implementation Deliverables to the Buyer for Approval. During the Expo Live Period the Supplier will be responsible for Delivering the Expo Live Deliverables.

6.2.2. Deliverables for the FOS Contract will be Delivered during the following two delivery stages.

6.2.3. Stage 1: **Implementation Period**

- The Implementation Period will begin from the Effective Date and run until the UKP opens on the first day of Expo.
- The Implementation Period is split into four Phases:
  - Phase 1 from Effective Date to 19<sup>th</sup> August 2024,
  - Phase 2 from 20<sup>th</sup> August 2024 to 19<sup>th</sup> November 2024,
  - Phase 3 from 20<sup>th</sup> November 2024 to 19<sup>th</sup> February 2025, and
  - Phase 4 from 20<sup>th</sup> February 2025 to 12<sup>th</sup> April 2025 (“Go Live”).
- Payment for delivery of the Implementation Deliverables will be made in the form of Milestone Payments on the completion of each Phase in accordance with Contract Schedule 8 (Implementation) and Contract Schedule 3 (Charges).

6.2.4. Implementation Deliverables have been divided by Service Area and have been presented as five tables throughout this Specification. The tables provide a non-exhaustive list of Implementation Deliverables which must be Delivered by the Supplier, subject to final Approval from the Buyer. The tables can be found under the following headings within this Specification:

- Table 1a: Events Management Services, Implementation Deliverables.



- Table 2a: Retail Services, Implementation Deliverables.
- Table 3a: Restaurant & Bars Services, Implementation Deliverables.
- Table 4a: Staffing & Operational Services, Implementation Deliverables.
- Table 5a: All Service Areas, Implementation Deliverables.

(together the “**Implementation Deliverables**”).

6.2.5. The Implementation Deliverables will be provided in accordance with the Implementation Period to be submitted under Contract schedule 8 (Implementation). The “H.Other” tab within the Cost Model provides an opportunity to list other costs associated with delivery.

6.2.6. The Buyer shall have final approval of all Implementation Deliverables including but not limited to, final approval of product list in the retail space, menu and catering options, uniform design for staff and staff job descriptions.

6.2.7. Approval will be granted on the issuing of a Satisfaction Certificate by the Buyer in accordance with Contract schedule 8 (Implementation) and in line with the Buyers internal approval process, see Appendix “A03. Deliverables Approval Process”.

#### 6.2.8. Stage 2: **Expo Live Period**

- The Expo Live Period will begin from the UKP opening, on the first day of Expo and run until the Contract End Date.
- Payment for delivery of the Services will be made in accordance with Schedule 3 (Charges).

6.2.9. Expo Live Deliverables have been presented as a series of five tables throughout this Specification. The tables provide a non-exhaustive list of Expo Live stage Deliverables which must be actioned by the Supplier, subject to final Approval from the Buyer. The tables can be found under the following titles:

- Table 1b: Events Management Services, Expo Live Deliverables
- Table 2b: Retail Services, Expo Live Deliverables
- Table 3b: Restaurant & Bars Services, Expo Live Deliverables
- Table 4b: Staffing & Operational Services, Expo Live Deliverables
- Table 5b: All Service Areas, Expo Live Deliverables

(together the “**Expo Live Deliverables**”)

### **6.3. Exit Management**

6.3.1. Any Exit Management costs shall be included in the Management Fee as contained within Schedule 3 (Charges).

## **6.4. Appendices Referenced**

A03. Deliverables Approval Process

## 7. Overview of the FOS Requirements

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### 7.1. Ways of Working

- 7.1.1. The Supplier is responsible for maintaining regular effective communication with the Buyer. The Supplier will be expected to attend regular meetings with the Buyer, on a schedule to be agreed with the Buyer. The Supplier will be expected to respond to queries from the Buyer within a reasonable timeframe, to be agreed with the Buyer. Points of contact for the Buyer will be confirmed by the Buyer.
- 7.1.2. The Supplier will be responsible for providing services to support MI and Data Collection. The Buyer will provide input and will have final approval of all strategies proposed by the Supplier.
- 7.1.3. The Supplier will be required to take minutes during all formal meetings with the Buyer and send a copy of the minutes to all attendees within 24 hours after the meeting.
- 7.1.4. The Supplier will be responsible for naming key staff who will undertake Buyer-facing roles. This must include a separate named contact for each of the four Service Areas. Should the Supplier wish to change a key staff member, they will need to submit the CV of their proposed replacement to the Buyer for Approval.
- 7.1.5. The majority of the Buyer management team will be based in the UK during the Implementation Stage. The Supplier is expected to schedule appropriate meeting times based on British and Japanese time zones, where necessary.
- 7.1.6. When requested, the Supplier will be required to attend face to face meetings in the UK with the Buyer.
- 7.1.7. During run phase, the Supplier is required to have a named management contact on the UKP at all times during opening hours.

### 7.2. Collaborative Working with Other Suppliers

- 7.2.1. The Supplier is responsible for maintaining regular, effective communication with the other relevant suppliers contracted by the Buyer, including but not limited to the Strategic Suppliers detailed under 'Current Strategic Contracts', to ensure the effective and cohesive running of the UKP.
- 7.2.2. The Supplier will attend regular progress meetings with relevant suppliers, on a schedule to be agreed by the Buyer. The Supplier is expected to respond to queries from other suppliers within a reasonable timeframe, to be agreed with the Buyer.
- 7.2.3. A single point of contact for the other suppliers delivering the UKP will be confirmed by the Buyer upon contract award.
- 7.2.4. The below table highlights some of the areas where the Supplier may be required to work together with the UKP's other suppliers on. This is not an exhaustive list, and the Supplier shall be required to work with the other suppliers whenever requested to do so by the Buyer, particularly when the other supplier requires input to meet a deadline.

Area of Responsibility	FOS Supplier	DBMD Supplier	ICDS Supplier
Pavilion Design, Construction and Fit-out	To be consulted on design, time permitting. Responsible for branding, merchandising, decoration and temporary signage for events space, restaurant, bars, and Retail Space.	Responsible for all other areas.	Consulted.
Pavilion Cleaning	Responsible for cleaning of kitchen, bars, and restaurant furniture. Responsible for reporting cleaning issues to DBMD Supplier in other areas.	Responsible for all other areas.	
Pavilion Maintenance	Responsible for reporting maintenance issues to DBMD Supplier.	Responsible for all other areas.	
Waste Management	Responsible for collecting and sorting waste created in their areas of operation.	Responsible for all other areas.	
Mascot Design	To be consulted on Mascot Design and plush toys. Responsible for the production of Mascot costume and plush toys.		Responsible for Design.
Staff training	Responsible.	Consulted on building operation.	Consulted on visitor experience module.
Loose Equipment required for UKP Operation (e.g. laptops, radios, crockery)	Responsible.		

### 7.3. Working With Expo 2025 Osaka

7.3.1. Upon appointment, the Buyer will arrange for the Supplier to be registered on the Expo Online Portal (where all Expo guidance, documentation, Expo regulations and applications are stored). Once access is granted, the Supplier will be responsible for reviewing existing guidance, checking for newly released guidance, documentation, and applications, completing all relevant applications, and submitting these to Expo ahead of the deadlines provided. See Appendix "A04. Preliminary List of Applications".

- 7.3.2. The Supplier must read and comply with all relevant Expo regulations, including but not limited to those attached in the appendices to this Specification and must adapt accordingly to comply with any new guidance which is later published. In the event of a conflict between the guidelines and the Specification (or any instruction given by the Buyer under the Specification) the Supplier shall notify the Buyer of that conflict at the earliest opportunity and the Buyer shall give such instructions to the Supplier as are reasonable to ensure that neither the Supplier nor the Buyer are not in breach of any mandatory guidelines set out in the appendices and on the Expo Online Portal.
- 7.3.3. The Supplier's recruitment, onboarding and management of staff must be carried out in line with all Japanese labour laws, and it is the Supplier's responsibility to ensure that they are aware of and comply with all applicable labour laws.
- 7.3.4. An Expo Operations Guide is expected to be published in due course and will be made available to the Supplier. The Supplier will be expected to comply with this guide.
- 7.3.5. All FOS Service Areas please see the below Appendices for a non-exhaustive list of relevant Expo guidance, including:
- Appendix "A05. Guidelines for Sanitation and Public Health" for considerations regarding customs sanitation and safety procedures for imported items.
  - Appendix "A06. Guidelines for Handling of Freight".
  - Appendix "A07. Guidelines for Customs Procedures" for further Expo guidance regarding imports.
- 7.3.6. FOS Retail, Restaurant & Bars Services, please see below Appendices for a non-exhaustive list of relevant Expo guidance, including:
- Appendix "A08. Guidelines for Commercial Activities".
  - The Supplier will be required to assist the Buyer in completing a Commercial Activities Submission Form to Expo, providing an outline of the service and associated pricing. See Appendix "A09. Commercial Activity Submission Form" for more information.
  - Expo points-based reward schemes are offered by Expo and the Buyer would encourage the Supplier to participate in these schemes. See Appendix "A10. Guidelines for Cashless Payment & Expo Digital Wallet" for more information.

## **7.4. Financial Operations**

- 7.4.1. The Supplier is expected to be responsible for all banking operations required to run the Restaurant & Bars and Retail Services. The Supplier is also responsible for VAT returns for commercial activity undertaken at the UKP and any other tax payable in respect of the Goods and Services provided under this Contract.
- 7.4.2. A commercial bank account is needed for the operation of the Restaurant & Bars and Retail Services. Responsibility of the Supplier includes, but is not limited to; setting up, operating, and closing a bank account/s in line with Expo and Buyer guidelines.
- 7.4.3. Goods and services purchased in Japan for the UKP are eligible for consumption tax reclaim. See Appendix "A11. Guidelines for Consumption Tax Refund Procedures" and Appendix "A12. Supplement Guidelines for Consumption Tax Refund Procedure" for

further information. The Supplier will be responsible for following all necessary procedures relating to consumption tax, in line with Expo guidance, and shall submit accurate VAT returns. This includes ensuring purchase invoices are the correct format, retaining information in case of audit, and submitting the relevant information needed for VAT returns.

- 7.4.4. Should the Supplier require specialist staff to perform the duties outlined above, these staff will need to be recruited by the Supplier at no extra cost to the Buyer.

## **7.5. Use of the UKP**

- 7.5.1. The Supplier will be responsible for the operation of the UKP and, as such, is required to treat the building, its fixtures and fittings with care. Any faults or damages should be reported to the DBMD maintenance team immediately and reported to the Buyer through a reporting mechanism to be agreed between the Buyer and Supplier upon Contract Award. The Supplier is liable for any damage caused by failure to take due care or negligence by its staff and/or sub-contractors.
- 7.5.2. The Supplier will need to operate within the Expo power allowance for the UKP, as stated within Appendix "A13. UK Pavilion Power Allowances".
- 7.5.3. During Expo run phase, the Buyer will conduct daily inspections of the UKP, accompanied by representatives of the Supplier. The Supplier will be required to fix any issues highlighted during these inspections within 24 hours, unless agreed otherwise.

## **7.6. Health & Safety**

- 7.6.1. The Supplier is responsible for the Health & Safety of all UKP site staff and visitors. The Supplier is expected to produce sufficient Health & Safety plans including but not limited to the UKP site and each individual Service Areas. These should include regular inspections and processes for reporting potential Health & Safety issues to the DBMD Contractor's maintenance team and the Buyer.
- 7.6.2. The Supplier must comply with all required food safety standards. Please see Appendix "A14. Guidelines for Designing a Restaurant Kitchen" for further information".
- 7.6.3. The Supplier must comply with all local legislation and Expo guidance relating to health and safety, sanitation, and hygiene standards. Please see Appendix "A05. Guidelines for Sanitation and Public Health". This is expected to include the nomination and training of First Aiders and Fire Officers.

## **7.7. Accessibility**

- 7.7.1. The Buyer wishes to be as inclusive as possible in its approach to staffing. The Supplier must endeavour to provide opportunities for staff with accessibility needs where appropriate,
- 7.7.2. The Supplier must ensure the visitor experience meets accessibility requirements (e.g. handing out and recovering portable hearing loops/braille information sheets).
- 7.7.3. The Supplier must read and adhere to the Guidelines for Facility Implementation set by the Expo organisers, see Appendix "A15. Guidelines for Facility Implementation".

## **7.8. Licensing**

7.8.1. The Supplier must hold all the correct licence(s) and obtain all necessary approvals and consents to carry out all the activities listed under this Specification.

## **7.9. Deliveries**

7.9.1. The Supplier is responsible for managing their deliveries to the UKP, including the scheduling, acceptance, and safe storage of goods once they arrive at the UKP.

7.9.2. Deliveries to the UKP are only permitted between 22:00 – 08:00.

## **7.10. Opening Hours**

7.10.1. Expo site opening hours are 09:00 to 22:00.

7.10.2. Opening hours for the UKP are 09:00 to 21:00 (this includes the ticketed visitor experience, Restaurant & Bars and Retail Space). Please see “Appendix A08. Guidelines for Commercial Activities”.

## **7.11. Uniform**

7.11.1. The Supplier is responsible for the provision of uniforms for staff. The Supplier will design the uniform, adhering to branding guidelines. A draft branding guidelines document can be found in appendix “A16. UK Pavilion Anticipated Brand Guidelines”. The Supplier will also be responsible for providing costumes for the mascots, based on the design presented by the ICDS Supplier. A final mascot design will be provided to the Supplier following contract award.

7.11.2. Suggested uniform for staffing roles is provided in Appendix “A17. UK Pavilion Anticipated Uniform Requirement”.

7.11.3. All uniforms must be made of materials suitable for the local climate.

7.11.4. The Buyer will have final signoff approval of uniforms, including their design and overall finish. Number of clothing items per staff member to be proposed by the Supplier and Approved by the Buyer.

7.11.5. The Supplier is required to provide UKP name badges (in Japanese and English) for all staff. All UKP staff name badges must be the same design and will be Approved by the Buyer.

7.11.6. The Supplier is responsible for their staff being well presented in clean uniforms for every shift.

7.11.7. Uniforms that have been approved by the Buyer will be commissioned via “Schedule 38. Statement of Works for Miscellaneous Services”.

## **7.12. Miscellaneous Commissions**

7.12.1. The Buyer and Supplier will work collaboratively to deliver operational services for the UKP. It is therefore possible that there may be further equipment or services which need to be commissioned to fulfil the full operational services set out in this Specification. Miscellaneous Services will be ordered in accordance with the process

set out in Schedule 38 (Statement of Work for Miscellaneous Services) of the Contract. Any further services or equipment commissioned under this provision will be to support the UKP operational services and will not materially change the nature of the contract. The Charges for these Miscellaneous Services will be as set out in Annex 8 of Schedule 3 (Charges).

### **7.13. Accreditation & Passes**

7.13.1. The Supplier is required to obtain and manage all Expo accreditation and entry passes. Staff and visitors will require either an Expo pass (short-term staff/visitors e.g. events guest, speakers/performers, driver) or Expo accreditation (staff/personnel returning to the site). This includes UK-based staff or personnel entering the site. Guidance on the process for acquiring accreditation is expected to be published by Expo organisers to the Expo Online Portal in due course.

7.13.2. A limited number of day passes will be available to the UK from Expo; however, these must not be relied upon.

### **7.14. Waste Management**

7.14.1. The Supplier is responsible for correctly separating and storing all waste generated during the operation of their service, in accordance with Appendix “A18. Guidelines for Waste Management”. Efforts must be made to minimise waste in accordance with Expo guidelines.

7.14.2. The Supplier will coordinate with the DBMD Supplier regarding waste removal. The DBMD Supplier will have responsibility for the removal of waste from the UKP.

### **7.15. Sustainability**

7.15.1. The Supplier must comply with all Expo regulations on sustainability, including Annex “A19. Code of Sustainable Procurement”. Specifically for Restaurant, Bars, Retail and Events catering, please see Appendix “A08. Guidelines for Commercial Activities”.

7.15.2. In relation to Appendix “A19. Code of Sustainable Procurement” the Supplier will be required to:

- Comply with the code.
- Cooperate with the Organiser of Expo in the verification and monitoring of their compliance statuses.
- Accept the audit of third-party designated by the Expo Organiser.

7.15.3. The Supplier is required to seek innovative ways to meet or exceed the Expo sustainability guidelines to help showcase the UKP as a leader in sustainability.

### **7.16. Staffing**

7.16.1. The Supplier is responsible for the provision and management of suitable staffing in accordance with the Buyer’s requirements.



- 7.16.2. All staff must be suitable to represent the UKP in terms of their behaviour, presentation, and training. The Buyer can request the removal of staff who are not deemed to be suitable.
- 7.16.3. The Buyer is seeking the Supplier to provide staff who are enthusiastic about representing the UK.
- 7.16.4. Staffing numbers and shift patterns must be Approved by the Buyer prior to final implementation, including any changes made to the strategy during the Expo Live Phase.
- 7.16.5. The Supplier is required to provide wage rates for each role to be Approved by the Buyer. The Supplier is required to provide information about wage rates for similar job roles in the market against which to benchmark UKP wages.
- 7.16.6. There may be a need to increase staffing levels temporarily for certain special events, such as the UKP National Day. The Supplier will be expected to provide these additional staff, with the Buyer giving the Supplier at least one week's notice at the Rates set out in Schedule 3 (Charges).
- 7.16.7. Placement of staff (e.g. guides) around the UKP may be Approved by the Buyer depending on operational needs.
- 7.16.8. For Retail, Restaurant & Bars' staff, the Supplier must ensure that at least one member of visitor-facing staff per shift is bilingual (Japanese and English) with a minimum TOEIC speaking score of 140-160 or equivalent.
- 7.16.9. Where bilingual (English and Japanese) staff are requested elsewhere by the Buyer, these staff must have a minimum TOEIC speaking score of 140-160 or equivalent. See Appendix "A20. UK Pavilion Job Descriptions".
- 7.16.10. The Supplier is required to fill all other front of house roles (visitor guides, receptionists, Restaurant staff, Bars' staff, Retail staff) with people who speak fluent Japanese and speak English to a minimum TOEIC speaking score of 110-120 or equivalent.
- 7.16.11. Supplier staff will be required to attend morning and/or evening briefings with the wider UKP staff team.
- 7.16.12. Expo currently has plans for 2 subsidised staff cafeterias to be built on the Expo site.
- 7.16.13. The Supplier is required to offer a discount to UKP staff for Food and Beverage services.
- 7.16.14. The Supplier will be responsible for all HR-related duties required to deliver the contract including but not limited to:
- Payroll.
  - Annual leave entitlement.
  - Managing planned and unplanned leave.
  - Staff retention strategy.

- Management of UKP staff.
- Performance-related management.
- Issues of bullying and harassment.

## **7.17. Training**

7.17.1. The Supplier is responsible for ensuring all staff are trained to an appropriate standard to fulfil their job requirements.

7.17.2. All staff must have a basic level of knowledge about the UK, as such the Buyer will provide the Supplier briefing material to this effect. Staff within the Restaurant & Bars and Retail Service's Areas must have a good knowledge of the products on offer within the UKP.

7.17.3. It will be the responsibility of the Supplier to translate any materials provided by the Buyer in English, into Japanese for the training of staff.

7.17.4. It is expected that the Buyer will want to conduct up to three test events on the UKP prior to 13/04/2025. The Supplier will be asked to provide staff for these test events, which will be an opportunity for operational training. Staffing requirements and dates for these test events to be confirmed by 13/03/2025.

## **7.18. Appendices Referenced**

A04. Preliminary List of Applications

A05. Guidelines for Sanitation and Public Health

A06. Guidelines for Handling of Freight

A07. Guidelines for Customs Procedures

A08. Guidelines for Commercial Activities

A09. Commercial Activity Submission Form

A10. Guidelines for Cashless Payment & Expo Digital Wallet

A11. Guidelines for Consumption Tax Refund Procedures

A12. Supplement Guidelines for Consumption Tax Refund Procedures

A13. UK Pavilion Power Allowances

A14. Guidelines for Designing a Restaurant Kitchen

A15. Guidelines for Facility Implementation

A16. UK Pavilion Anticipated Brand Guidelines

A17. UK Pavilion Anticipated Uniform Requirements

A18. Guidelines for Waste Management

A19. Code of Sustainable Procurement

A20. UK Pavilion Job Descriptions

## **8. Service Area 1: Events Management Services**

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### **8.1. General Overview of Service Area**

- 8.1.1. The Buyer requires a full end to end Events Management service from event planning, through to events delivery.
- 8.1.2. The Supplier will work with the Buyer to design and create a programme of events which will complement the overall UKP theme and visitor experience and be consistent with the other FOS Service Areas.
- 8.1.3. Multiple events will take place at UKP throughout Expo. Please see Appendix "A21. UK Pavilion Event Examples".
- 8.1.4. It is expected that there will be approximately 6 events in the UKP per week, but this may vary during special weeks, e.g. Saving Lives week. See Appendix "A22. Expo Themes Schedule".
- 8.1.5. Occasional additional events will be required due to opportunities arising at short notice. The Supplier must therefore remain flexible to accommodate such requests and changes in the events programme (to be shared upon award of Contract).

### **8.2. Events Services Strategy**

- 8.2.1. The UK's 6-month events programme at Expo will support the delivery of the Project's objectives, as referenced within this Specification, through a range of interesting activities and engagements. The events programme will engage and strengthen relationships with key Japanese stakeholders through the range of events, from roundtables and panel discussions to high profile showstopper events.
- 8.2.2. Events will be primarily held at the UKP. However, the Buyer will also make use of the venues across the Expo site for some 'Star Events'. 'Star Events' are standout events which will highlight the Best of British through mediums such as large-scale musical performances, theatrical performances, artistic performances, showcases and activities. The most notable 'Star Events' will take place during the UK National Day.
- 8.2.3. The UKP events programme will seek to showcase what makes us uniquely British with promotion of British goods & services (e.g. food and drink, retail and science and green technology), the UK's creative arts, music and film panels and thought leadership sessions promoting UK innovation, technology, research, and capabilities in UK Japan priority sectors, and cultural programmes to engage the audiences.

### **8.3. The UK in Japan Priority Sectors**

- 8.3.1. HMG in Japan have identified sectors of significant importance which have been named the 'UK in Japan Priority Sectors'. The UKP events programme will align with the UK in Japan priority sectors, and link in with Expo theme weeks, See Appendix "A22. Expo Themes Schedule".
- 8.3.2. The UK in Japan priority sectors are:
  - Space

- Life Sciences
- Energy, Renewables & Nuclear
- Automotive & Aerospace
- Technology
- Retail & Luxury
- Food & Drink
- Cyber Security

8.3.3. These will be consolidated into 6 Expo-related themes spanning each month of the Expo run time.

## **8.4. Events Programme Framework**

8.4.1. The UKP programme will align its cultural programming to wider Expo activity, to enable access to wider Expo visitors.

8.4.2. The majority of events will fall under two delivery programmes; the 'Business Programme' or the 'Cultural Programme', definitions of which can be found below:

### **8.4.3. Business Programme**

- The Business Programme will align with the UK in Japan priority sectors as previously mentioned: Space, Life Sciences, Energy, Renewables & Nuclear, Automotive & Aerospace, Technology, Retail & Luxury, Food & Drink and Cyber Security.
- The Buyer expects approximately 2 business events to take place per month, with the potential for additional events during relevant Expo theme weeks.

### **8.4.4. Cultural Programme**

- The Cultural Programme will provide educational elements that allow visitors to learn about the UK's rich cultural heritage, art, music, and traditions. It will showcase a diverse and authentic representation of the Best of British culture. Encouraging cultural exchange by inviting Japanese artists, musicians, and performers to participate alongside UK counterparts. The programme will offer interactive activities where visitors can engage and will deliver 'Star Events' through large performances/events.
- The Buyer expects approximately 2 cultural events per month, and to align activities to key events/dates taking place in country, the UK and Internationally.

8.4.5. Further details on the types of events that form the two programmes can be found in appendix "A22. Expo Themes Schedule".

## **8.5. UK National Day**

8.5.1. The UK National Day (an obligatory event for all participant nations) will be held on 22<sup>nd</sup> May 2025 and is an opportunity to showcase the 'Best of Britain' with a day showcasing British music, fashion, arts, film, food, and drink etc across the whole Expo site. The Supplier is required to collaborate with the Buyer to design and deliver a UK National Day programme of high-profile events including a VVIP visit to ensure maximum impact. Some elements of UK National Day may require catering (e.g. VVIP visit may include a reception with canapes).

## **8.6. Voluntary Events**

8.6.1. 'Voluntary Events' is the term used by Expo (which the Buyer will build into the programme as Star Events) for one-off events held in Expo site venues, such as Expo Hall 1 or 2 (capacity for 2000 or 500 people respectively) instead of the UKP (See Appendix "A23. Guidelines for National and Special Days". These are optional and need to be bid for officially. The Buyer has submitted a voluntary event bid and expects to hold at least 1 voluntary event, in addition to National Day. The date and content are yet to be confirmed, with the venue expected to be Expo Event Hall 1.

## **8.7. VIP/VVIP Visits & Events**

8.7.1. The Supplier will be expected to deliver visits by VIP/VVIPs, sometimes at short notice. The type of events for VIP/VVIPs will range from small private dinners to larger events.

8.7.2. A VVIP visit is expected to coincide with UK National Day and the VVIP programme will need to be integrated into plans for National Day.

## **8.8. Stakeholder/Sponsor Events**

8.8.1. The Supplier will be strongly encouraged to support third party events, which may include Sponsors and OGDs. In these instances, the Supplier is expected to provide an Events Manager who will act as the main point of contact for the stakeholder for each event. It is anticipated that there will be around 80 – 100 Stakeholder/Sponsor Events during the Expo Live period.

## **8.9. Approval Process & Events Planning**

8.9.1. Events will be commissioned via the Schedule 37 (Statement of Works for Events) as contained within the Contract Schedules. Multiple events may be commissioned via a single Statement of Works (SOW).

8.9.2. The SOW shall detail what services are required for the event and will set out the Critical Success Factors which will be used to monitor service levels under Schedule 10 (Service levels) of this contract. Payment for events shall be made in accordance with Schedule 3 (Charges). The Supplier shall keep accurate timesheets for all events which detail actual hours worked with clear identification of the staff member, role, hours worked and rates.

8.9.3. Events planning will be done collaboratively with the Supplier based on the principles which will be laid out in the Events Handbook.

8.9.4. Some events may require a guest speaker or entertainer which will be agreed between the Buyer and Supplier during the Event planning process. Any applicable Travel and accommodation for guest speakers/ entertainers will be treated as a Cost under this contract. The Supplier should provide the Buyer a full cost for the services of the speaker, including any travel or accommodation arrangements and speaker fee if applicable. This Cost will go into the Events Rate card when known, and used to form the fixed fee for the Event which is commissioned via Schedule 37 (Statement of Work for Events)

## 8.10. Functional, Spatial & Operational Considerations

8.10.1. The Buyer will provide the following within the UKP:

- Hospitality Suite.
- Hospitality Lounge/Meeting Room.
- Hospitality Terrace (outside).
- Meeting Room.
- Green Room.
- Hospitality kitchen.
- Hospitality WCs.
- Events storage and Coat Cupboard.

8.10.2. For further information including area sizes, please see Appendix “A24. UK Pavilion Floorplan”.

## 8.11. Implementation Period Deliverables for Events Management Services

8.11.1. The **required** Deliverables anticipated for the Events Management Services Area during the Implementation Period are listed below; this list is non-exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 1a: Events Management Services, Implementation Deliverables		
Deliverable	Description	Submission Date
Events Management Implementation Plan	The Supplier shall deliver an initial proposal outlining the overarching Events Management strategy, encompassing all of the Events Management requirements outlined in the Specification is to be delivered four weeks after contract award for review and Approval by the Buyer.	Four weeks after Effective Date (For initial Proposal)  Final plan to be delivered by the end of Phase 1

	Final Events Management Implementation Plan shall be delivered to the Buyer for Approval at the end of Phase 1.	
Catering Menu Options	<p>The Supplier is required to provide 4x tiered menus ranging in quality from “Basic” to “Premium” with different price points in the Events Handbook for British-style canapes/small bowls and buffet to cater for the various events to be hosted at the UKP.</p> <p>A variety of menu options are also required for business lunches and tea/coffee breaks (with sweet and savoury bites). The menu tiers and price points will be agreed with the Buyer and included in the Events Handbook.</p>	To be delivered by the end of Phase 1
Events Programme Plan	The Supplier shall provide a final Events Programme Plan, mapping all known events, venues, logistics, speakers, and VIPs to the Buyer for Approval.	15/12/24 (Phase 3)
National Day Programme Plan	The Supplier shall provide a final National Day Programme Plan, mapping all known events, venues, logistics, speakers and VVIPs to the Buyer for Approval.	15/12/24 (Phase 3)
Events Handbook	<p>The Supplier will work with the Buyer to provide a detailed Events Handbook with content as agreed by the Buyer. The Events Handbook is expected to include (but is not limited to):</p> <ul style="list-style-type: none"> <li>• Set up and take down service for different styles of events.</li> <li>• Rate cards that outline staffing costs and operational costs associated with delivering event of varying sizes.</li> <li>• Evidence of how each event meets the relevant Critical Success Factors.</li> <li>• Catering options for different events from small meetings to large scale receptions.</li> <li>• Provide and manage dedicated and appropriate resources for all events.</li> </ul> <p>The Supplier will require an amended Events Handbook that can be issued to Sponsor/Stakeholders, in the event of a third-party event being hosted at the UKP.</p>	To be delivered by the end of Phase 1



## 8.12. Expo Live Period Deliverables for Events Management Services

8.12.1. The **required** deliverables anticipated for the Events Management Services Area during the Expo Live Stage are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 1b: Events Management Services, Expo Live Deliverables	
Deliverable	Description
Events planning	<p>An end-to-end Events Management service is required, from events planning through to events delivery and evaluation.</p> <p>The Supplier is required to:</p> <ul style="list-style-type: none"> <li>• Work alongside the Marketing and Communications Supplier, and UK at Expo Comms team, to promote public facing activity.</li> <li>• Produce a stakeholder management strategy for planning of UK's National Programme including National Day, OGD events and Voluntary days. This strategy is to be Approved by the Buyer.</li> <li>• The Supplier will appoint an account manager for each event who will be the main point of contact for stakeholders and the Buyer for the event.</li> </ul> <p>For UK National Day there will be multiple venues, not just the UKP, holding events across the Expo site over a whole day. The Supplier is required to manage all events for UK National Day across the Expo site.</p>
Unscheduled Events	<p>As is the nature of Expo there will be occasions when the UKP is visited by other participant nation delegations (e.g. visiting International Ministers accompanied by Pavilion teams/Commissioner Generals) or other VIPs, at short notice. On such occasions, the Supplier is required to provide room setup, catering and any other services when requested.</p>
Planning Events Programme	<p>The Supplier will be responsible for working with the Buyer to identify the key opportunities to showcase UK excellence in areas particularly relating to Expo's overarching themes. The Supplier is required to work with the Buyer to consider factors that may impact on the events calendar, e.g. wider international trade events, to avoid clashes and maximise opportunities, delivering compelling propositions for international buyers and investors, and a platform for UK companies. The Buyer will decide the events that make up the Events Programme.</p>
Events Concept & Design	<p>Depending on the type of event, the Supplier is required to deliver idea/content generation for events design, in collaboration with the Buyer and to an agreed timetable. This will primarily be required for the cultural programme, National Day activities and Voluntary events.</p> <p>The creative concept for the activity needs to reflect the strategic priorities highlighted in the SOW from the Buyer and address all the</p>

	required elements of the events. The Buyer will decide the final content for events.
Events Production	<p>Provision, set-up and maintenance of necessary events assets e.g. chairs and tables, screens, projectors, lectern etc.</p> <p>Provision, set-up and maintenance of necessary staging and audio-visual equipment for events.</p> <p>Delivery management for all events-related items and storage of all events related items from the UKP (there is limited storage available on-site).</p>
Hosting	<p>Hosting of all onsite events at UKP as required by the Buyer, ensuring staffing levels as appropriate.</p> <p>Management of events guest lists (guest lists will be provided by the Buyer to the Supplier) including dietary requirements and accessibility needs.</p> <p>Design and delivery of invitations with approval from the Buyer and, where relevant, approval from Sponsors/OGDs.</p> <p>Provision of necessary interpretation and translation services (notably English and Japanese) including provision of any related equipment as required. This includes translation of event documentations and real time event interpretation where required.</p> <p>Provision of name badges and/or name cards on tables for all guests (in both English and Japanese).</p> <p>Some sit-down events may require seating plans to be designed and agreed in collaboration with the Buyer.</p>
Virtual Services	<p>It is required that the Supplier is able to provide and manage live streaming services for events, where specified by the Buyer.</p> <p>Use of external streaming services may be required.</p>
Guest Speakers/ Performers/VIPs	<p>Acquiring talent/guest speakers for events where required, including maximising opportunities of those already in country or in the region. This will be a mix of securing targeted speakers and identifying speakers. The Buyer to approve all proposals.</p> <p>Managing accommodation and travel logistics for guest speakers/performers, including gaining access to the Expo site, and visas if required.</p> <p>Working with relevant stakeholders to ensure that security and protocol procedures are adhered to across the events, including ensuring appropriate and dedicated management of any VIPs alongside delivery of the main programme.</p>
Content	<p>Design and implementation of bespoke graphics/animation/video and brand assets provided by the Buyer in production of events (may also be required to provide artwork/video cuts for social media for UK Expo Comms team to use).</p> <p>Provision and management of events photography and videography, as briefed by the Buyer.</p>

	<p>Production of events 'highlight videos' where requested by the Buyer for use in social media and other platforms as instructed by the Buyer.</p> <p>All content created must adhere to the UK at Expo brand guidelines (to be provided upon award of Contract) and Approved in advance of such content being used by the Buyer.</p> <p>Where required, the Supplier shall be responsible for securing third party IPR rights/consents and ensuring that any licences or other rights that are necessary to use such third party IPR is obtained and that such licences or other rights are not breached.</p> <p>Any content created through the delivery of the Contract will be owned by the UK Government and as such, the Supplier is required to upload anything created to the Department for Business and Trade's asset library as directed by the Buyer.</p>
Catering	<p>The Supplier will be responsible for providing catering, where required, for events taking place on the UKP including all equipment, crockery, glassware, and consumables necessary. All menus and equipment are subject to approval from the Buyer.</p> <p>This includes planned events as part of the events programme but will also cover the occasional unscheduled event.</p> <p>Where the main Pavilion kitchen is used for the preparation of events catering, it is the Supplier's responsibility to ensure there is no impact to the operation of the Restaurant &amp; Bars.</p> <p>The Supplier will need to provide the appropriate number of staff to prepare and serve food and drinks to events guests to a maximum of approximately 120 people, to be confirmed by the Buyer. Please see Appendix "A21. UK Pavilion Event Examples" for the number of guests expected at each event type.</p> <p>The hospitality bar must be stocked with drinks (alcoholic and non-alcoholic) from UK brands as first choice and whenever possible. The Supplier will be responsible for sourcing, and procuring all food and drink and will be responsible for any associated importing, fees, or licensing.</p> <p>The Supplier must design catering menus for the following options:</p> <ul style="list-style-type: none"> <li>• British-style canapes/small bowls</li> <li>• Buffet</li> <li>• Business lunch</li> <li>• Tea/coffee break (with sweet and savoury bites)</li> </ul> <p>For each option above, the Supplier must provide 4x tiered menus ranging in quality from "Basic" to "Premium". These menu options will be reviewed and Approved by the Buyer. The Buyer will select the most appropriate menu for each event.</p> <p>Non-perishable food items must be, where possible, from UK brands as first choice. Perishable food items can be sourced locally unless there is a UK product available already in market.</p>

	<p>When not using crockery and glassware, serve food and drink in materials that are sustainably sourced, 100% recyclable or compostable and easy to dispose of. All materials must comply with the Expo 'Code of sustainable procurement.' For full details, please see Appendix "A08. Guidelines for Commercial Activities" and Appendix "A19. Code of Sustainable Procurement."</p>
Facilities Management	<p>The Supplier is responsible for the preparation, co-ordination, and organisation of the events spaces. This includes, but is not limited to, set-up, arrangement and on-site storage of events furniture, technology, assets, and any other necessary equipment required in order to run events, tear down of furniture and other events equipment.</p> <p>The Supplier is responsible for planning the layout of the events spaces to best suit each event. The Buyer will Approve the proposed events layouts.</p> <p>The Supplier is responsible for maintaining any equipment they provide themselves. Any equipment provided as part of the building fit-out will be maintained by the DBMD Supplier.</p> <p>The Supplier will be required to coordinate with the DBMD Supplier regarding cleaning of the events spaces.</p> <p>The DBMD Supplier will provide fixed signage for the events space. The Supplier is responsible for providing all other temporary signage and decorative items for the events space, as outlined, and Approved by the Buyer.</p>
Translation	<p>The Supplier will be required to provide translation of miscellaneous items such as, sub-titling, running orders, artwork, and videos for events purposes.</p> <p>Live simultaneous translation for certain events will be required e.g. Japanese to English or English to Japanese.</p>
Marketing/ Communications	<p>The Supplier will be responsible for:</p> <ul style="list-style-type: none"> <li>• Securing audience acquisition – as per Buyer-agreed target audiences.</li> <li>• Delivering events promotion to Buyer-agreed target audiences.</li> <li>• Securing high-profile attendees (i.e. Japanese dignitaries and celebrities).</li> <li>• Producing targeted communications for Business and General Public audiences to engage with UKP events.</li> <li>• Capturing images, videos and soundbites that can be reused across HMG channels and for media.</li> <li>• Amplifying the GREAT brand and UK presence through creative design and experiential marketing activities.</li> <li>• Providing support, monitoring, and evaluation to assess UKP KPIs and success factors.</li> </ul>

	<ul style="list-style-type: none"> <li>Ensuring pre, during and post-event communications strategy must include plans to promote the capability and showcase of UK excellence. As well as engaging delegates for the business programme and the wider audiences for educational and cultural activity.</li> </ul> <p>The Supplier will be responsible for email marketing and ensuring events are advertised across applicable platforms, as instructed by the Buyer, working collaboratively with other Suppliers and stakeholders where appropriate. See appendix “A25. UK Pavilion Events Platform” for further details.</p>
Security and Risk Management	Provide plan and associated costs for required site visits, to include stakeholder input (such as Sponsors) and clear objectives/outputs. To liaise with Buyer and relevant parties to ensure all security and contingency protocol is included in each event plan.
Evaluation	<p>The Supplier will be responsible for providing post event evaluation to cover the following and other events specific indicators that will be identified with the Buyer during the event planning stage:</p> <ul style="list-style-type: none"> <li>Number of visitors.</li> <li>Event split by basic profile (such as demographics/country).</li> <li>Number of VVIP.</li> <li>Number of meetings/events.</li> </ul> <p>Tailored visitor counting software to capture the wider visitor numbers (e.g., general public numbers to the UKP including gender, age, country).</p>
Admin	<p>For the duration of the contract the Supplier will develop and deliver, to the Buyer, a MI dashboard, which will highlight progress and delivery of the whole events programme. The MI dashboard is required to include, but not limited to:</p> <ul style="list-style-type: none"> <li>Upcoming milestones.</li> <li>Visitor numbers (including visual graphical representation).</li> <li>Qualitative feedback from visitors including VVIPs.</li> <li>Key meetings (and related outcomes).</li> <li>Refinements to the visitor experience.</li> </ul> <p>The format and regularity of updates to be agreed with Buyer on contract award.</p> <p>The Supplier is required to upload all creative content to DBT asset library as directed by the Buyer.</p>

### 8.13. Appendices Referenced

A08. Guidelines for Commercial Activities

A19. Code of Sustainable Procurement

A21. UK Pavilion Event Examples

A22. Expo Themes Schedule

A23. Guidelines for National and Special Days

A24. UK Pavilion Floorplan

A25. UK Pavilion Events Platform

## **9. Service Area 2: Retail Services**

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### **9.1. General Overview of Service Area**

- 9.1.1. The UKP will have a retail offering located on the ground floor. The retail offering will be available to all Expo visitors and will operate from 09:00 – 21:00. The retail offering will enhance the visitor experience and be complementary to the overall theme of the UKP. The product offering and aesthetic is required to be in line with a quality museum gift shop. The retail offering will sell a limited range of products, ranging from smaller items that children can buy with their pocket money, up to mid-range items that could be bought as gifts or as mementos of people's visit to the UKP at Osaka Expo.
- 9.1.2. The Buyer will provide the Supplier with the fitted-out Retail Space and a storage room free of charge. The Supplier will be consulted on the fit-out design but responsibility for the fit-out of the Retail Space and storage area lies with the DBMD contractor.
- 9.1.3. In line with Buyer Approval requirements, the Supplier will be responsible for managing all aspects of the Retail Services operation including but not limited to, product selection, product displays, promotions, and staffing.

### **9.2. Retail Services Strategy**

- 9.2.1. The Supplier is required to make sure that all aspects of the retail operation are in line with the UKP's theme and brand. Details of the UKP brand will be communicated to the Supplier upon Contract award.
- 9.2.2. The Supplier will be required to source the products for the Retail Space. Five mandatory products have been requested in the Cost Model and included in the Contract. The Supplier is to suggest to the Buyer, for Approval, how they intend to source and procure the other products for the Retail Space. The Supplier will share all profits made from the Retail Space as a 50% split between the Supplier and the Buyer in accordance with Contract Schedule 3 (Charges).

### **9.3. Functional, Spatial & Operational Considerations**

- 9.3.1. Expo will provide POS machines which must be used during operation of the Retail Space. These will operate on a cashless system only. See Appendix "A10. Guidelines for Cashless Payment & Expo Digital Wallet" for more information.
- 9.3.2. The number of POS machines in the Retail Space will be decided collaboratively between the Buyer and Supplier. The Supplier is required to make the necessary arrangements with Expo for the ordering, delivery, and operation of the POS machines. Further information regarding POS machine acquisition will be provided by Expo in due course, for initial guidance see Appendix "A08. Guidelines for Commercial Activities".
- 9.3.3. Expo will take a 10% royalty on all sales made within the UKP. It is the Suppliers responsibility to ensure royalty payments are accurate and paid on time through the agreed payment mechanism supplied by Expo.
- 9.3.4. The UKP includes shop floor Retail Space and Retail Storage. For further information including area sizes, please see Appendix "A24. UK Pavilion Floorplan".

## 9.4. Implementation Period Deliverables for Retail Services

9.4.1. The **required** deliverables anticipated for the Retail Services Area during the Implementation Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 2a: Retail Services, Implementation Deliverables		
Deliverable	Description	Submission Date
Retail Services Implementation Plan	<p>The Supplier will provide the Retail Services Implementation Plan, outlining the overarching retail management strategy, encompassing all of the retail management requirements outlined in this Specification to the Buyer for Approval.</p> <p>This plan should include a programme of activities the Supplier will undertake to prepare for UKP operation.</p> <p>Key dates to include within the programme:</p> <ul style="list-style-type: none"> <li>01/07/24 – Pavilion design confirmed by DBMD. No further input possible.</li> <li>18/03/25 – Partial takeover of the Pavilion.</li> <li>13/04/25 – Expo opens.</li> </ul>	<p>Four weeks after Effective Date (For initial Proposal)</p> <p>Final plan to be delivered by the end of Phase 1</p>
Sample Product List (Retail)	<p>The Supplier is to present a Sample Product List of proposed products for sale in the Retail Space to the Buyer for Approval based on the requirements outlined in this Specification.</p> <p>The Supplier should highlight:</p> <ul style="list-style-type: none"> <li>Lead times for Ordering.</li> <li>Cost Price.</li> <li>Recommended Retail Price.</li> <li>Anticipated Profit margin.</li> <li>Product Quality information.</li> <li>Product Regulatory information (including Health &amp; Safety regulations).</li> <li>Storage and shelf-life considerations.</li> </ul> <p>The product list will go through a review process with the Buyer, requiring edits from the Supplier until a final product list is Approved by the Buyer. The review and approval process to be mutually agreed following contract award.</p>	Four weeks after Effective Date



Final Product List (Retail)	The Final Product List of products for sale in the Retail Space shall be based on the requirements outlined in this Specification, as well as incorporating feedback and edits from the Buyer during the review process to be delivered to the Buyer for Approval.	01/10/2024 (Phase 2)
Retail Branding	<p>The Supplier shall provide a proposal for the branding of the Retail Space, including promotional displays.</p> <p>Branding will go through a review process with the Buyer, requiring edits from the Supplier, taking onboard feedback until final Retail Branding is Approved by the Buyer. The review and approval process are to be mutually agreed following contract award.</p>	13/12/24 (Phase 3)

## 9.5. Expo Live Period Deliverables for Retail Services

9.5.1. The **required** deliverables anticipated for the Retail Services Area during the Expo Live Period are listed below; this list is non-exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 2b: Retail Services, Expo Live Deliverables	
Deliverable	Description
Merchandising	<p>The UKP Retail Space must offer a focused range of products for sale, including:</p> <ul style="list-style-type: none"> <li>• Items which are recognisable/quintessentially British.</li> <li>• Items based on recognisable British characters.</li> <li>• Non-perishable food and drink items, with a UK focus, (e.g. whisky/gin/biscuits/tea). All food and drink sold in the shop must be from UK brands.</li> <li>• The UKP will have a mascot which is being designed by the ICDS supplier. The Supplier will be required to provide at least one product for sale themed around this mascot. The Buyer will confirm the final mascot design to the Supplier, but a draft design can be found in Appendix "A01. UK Pavilion Concept Overview".</li> <li>• Items catering for children, families, and young professionals.</li> </ul> <p>The following five items must be offered for sale by the Supplier. These will need to be designed by the Supplier and Approved by the Buyer. All items should be of a good quality and priced at a mid-range for similar items in the market.</p>

	<ul style="list-style-type: none"> <li>• UKP enamel pin badges (butterfly pin).</li> <li>• UKP mascot plush toy (approximate height 30cm).</li> <li>• Reusable stainless steel thermal water bottle (500ml) (screw top lid, recognisably British design).</li> <li>• Bamboo ballpoint pen (recognisably British design, retractable click mechanism).</li> <li>• Cotton t-shirt with central, recognisably British, logo of the Supplier's choice (regular fit, men's, women's, and child sizes)</li> </ul> <p>The quality of products provided by the Supplier should be in line with the UK's General Product Safety Regulations 2005 or equivalent. Please see Appendix "A08. Guidelines for Commercial Activities" for a list of prohibited sale items.</p> <p>All items to be sold at the UKP must first be Approved by the Buyer via a Satisfaction Certificate (schedule 8 Implementation Plan) and comply with Expo Guidelines.</p> <p>All merchandising and branding will be the responsibility of the Supplier. This includes any themed or seasonal displays and production of any promotional assets. All promotional displays and assets must be Approved by the Buyer.</p>
Sponsors	<p>The Buyer may have a number of UKP Sponsors, some of whom may wish for their products to be on sale in the Retail Space. In such instances, the Buyer will facilitate an introduction between the Supplier and the Sponsor of which the Supplier must adhere to the following:</p> <p>If an introduction is facilitated during Phase 1 of the Implementation Period, any products acquired by the Supplier from the Sponsor will be subject to the Sample Product List Approval process.</p> <p>If an introduction is facilitated after completion of Phase 1 of the Implementation Period, it is expected that the Supplier will make best endeavours to work collaboratively with the Sponsor to consider whether their products are viable for the Retail space they are planning to stock. Viable from a space, price point and management perspective, all subject to Approval from the Buyer.</p> <p>In either circumstance, any agreement made between the Supplier and the Sponsor will be subject to the same conditions as DBT and the Supplier have in regard to Retail as per this section 'Service Area 2: Retail Provisions'. Notably that the Supplier will purchase all stock and hold ownership of the stock at their risk whilst sharing any profits made during the Expo and managing stock after the Expo.</p>
Packaging	<p>The Supplier must ensure all packaging meets the sustainability guidelines set out in section 4 of Appendix "A08. Guidelines for Commercial Activities".</p>

	All packaging must complement the quality of the products for sale and be in keeping with the theme of the UKP.
Pricing	<p>See section 3.2.13 of Appendix “A08. Guidelines for Commercial Activities” for more guidance on pricing.</p> <p>A range of items on sale must be lower priced “pocket money” products, particularly those aimed towards children.</p>
Gifts (Buyer guests)	A selection of pin badges and other products will be provided to the Buyer at cost to be used as gifts for selected visitors to the UKP and events guests. Exact quantities, costs, and product selection to be mutually agreed following contract award.
Shop Design and Fit-Out	<p>Responsibility for the design and fit-out of the UKP sits with the DBMD Supplier including the Retail space. However, where possible, the Supplier will be consulted on the design of the UKP Retail Space and the selection of fixtures and fittings within it. This will include attendance by the Supplier at design workshops when required.</p> <p>The Supplier shall have the responsibility for developing the overall look and feel of the shop, making it visually appealing to visitors with attractive stock displays.</p> <p>The Retail Space must have a look and feel similar to a museum gift shop (e.g. V&amp;A museum London, Natural History Museum London) and be aligned with the overall UKP design.</p> <p>Any input to the design and fit-out must consider cultural insights about Japan e.g. queuing, visitor flow, digital vs physical displays, vending machine proposition etc.</p> <p>The Supplier is required to design the queue system for the Retail Space, bearing in mind visitor flow and Japanese behaviours.</p> <p>The Buyer will provide final Approval for the design of the Retail Space via issuing a Satisfaction Certificate (schedule 8 Implementation Plan)</p> <p>All signage, labelling and pricing must be in both Japanese and English.</p> <p>The DBMD Supplier will provide fixed signage for the Retail Space. The FOS Supplier will be responsible for providing all other temporary signage, decorative items and point of sale.</p>
Inventory & Supply Management	<p>The Supplier shall be responsible for managing all aspects of their supply chain, including managing all aspects for the importation of any goods from the UK. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Approvals including but not limited to those required by Expo and under applicable Law.</li> </ul>

	<ul style="list-style-type: none"> <li>• Licenses.</li> <li>• Fees.</li> <li>• Taxes.</li> </ul> <p>The Supplier will be responsible for supplying all products required for operational delivery, inclusive of stock, as per the Implementation Plan. The Supplier will also be responsible for the management of inventory, inventory storage facilities, stock management and all stock for the UKP. This includes the replacement of any faulty items.</p> <p>The Supplier will manage all deliveries to the UKP in line with Expo guidelines. See Appendix “A06. Guidelines for Handling of Freight” for more information. Furthermore, the Supplier must be compliant with Japanese import/export regulations if procuring items directly from a UK Supplier.</p> <p>The Supplier must manage lead times for stock, ensuring that popular products remain available during the entirety of Expo and can be replenished.</p> <p>The Supplier will be responsible for all unsold stock at the end of Expo. The Supplier will need to seek approval from the Buyer if they wish to resell any items with UKP branding.</p>
Online Retail	<p>The Buyer does not require an online retail solution; however, the Supplier will have the right to sell UKP products online, through Expo’s e-commerce platform.</p> <p>The Buyer must Approve all proposals for any online solutions.</p> <p>All costs associated with setting up the virtual store will be borne by the Supplier.</p> <p>If selling online, the Supplier will be responsible for managing all related logistics including, but not limited to, website maintenance, physical storage, stock management and product delivery.</p> <p>Expo royalty arrangements for online sales will be provided in Expo’s “Official Online Shop Guidelines” which are yet to be released and the Supplier remains responsible for any royalty payments payable to Expo.</p> <p>Any products sold online are subject to the same conditions regarding purchasing, stock responsibility and costs as outlined within the Schedule 3 (Charges)</p>
Marketing & Promotion	<p>The Supplier is required to work collaboratively with the Marketing and Communications Supplier and Buyer to amplify their marketing activity through the UKP established social media channels.</p> <p>The Supplier will be responsible for marketing the UKP shop including promoting seasonal/themed activity.</p> <p>Any promotional activity for shop products is required to be run by the Retail Supplier, including any re-dressing of the</p>

	shop's point of sale and creation of assets in-line with UK at Expo brand guidelines (to be provided upon award of contract).
Reporting	<p>Provide management information to the Buyer detailing:</p> <ul style="list-style-type: none"> <li>• Staffing.</li> <li>• Stock levels.</li> <li>• Sales Report.</li> <li>• Profit and loss.</li> <li>• Proposed improvements.</li> <li>• Top selling items.</li> <li>• Expo Royalty Report (fixed amount Expo take on Sales).</li> <li>• Any other information the Buyer feels is required.</li> </ul> <p>Frequency of reporting to be agreed following contract award.</p>

## 9.6. Appendices Referenced

A01. UK Pavilion Concept Overview

A06. Guidelines for Handling of Freight

A08. Guidelines for Commercial Activities

A10. Guidelines for Cashless Payment & Expo Digital Wallet

A24. UK Pavilion Floorplan

## **10. Service Area 3: Restaurant & Bars Services**

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### **10.1. General Overview of Service Area**

- 10.1.1. The UKP will have a Restaurant & Bar offering located on the ground floor and a main bar located on the first-floor terrace offering views of the lagoon and Expo ring. The Restaurant & Bars offering will be available to all Expo visitors and will operate from 09:00 – 21:00. The offering will enhance the visitor experience and be complementary to the overall theme of the UKP.
- 10.1.2. The restaurant will showcase a British menu, utilising as many UK branded products as possible. Expo has requested participants provide food and drink representative of their country only. The UKP will provide UK branded products for sale, especially non-perishable snacks, and drinks.
- 10.1.3. The restaurant will provide a fast turnaround experience, offering soft and alcoholic drinks, tea, coffee, cakes, savoury snacks, and small plates of hot or cold food.
- 10.1.4. There is seating both inside and outside which can be configured to the Supplier's requirements, working alongside the DBMD Supplier, who are responsible for Pavilion fitout, and the Buyer. Final seating arrangements and design to be agreed by the Buyer.
- 10.1.5. The restaurant will have indoor seating for approximately 56 guests inside and a further 32 seated guests outside (under cover). Final seating arrangements and design will be agreed with the Buyer. See Appendix "A24. UK Pavilion Floorplan".
- 10.1.6. The UKP will also offer a takeaway option for Expo visitors.
- 10.1.7. The Bars will provide bar snacks and drinks (alcoholic and cold soft drinks). More substantial food and hot drinks will be provided in the restaurant.
- 10.1.8. The Buyer will provide the Supplier with the fitted-out Restaurant, Bars, kitchen and associated on-Pavilion storage free of charge. The Supplier will be consulted on the fit-out design but responsibility for the fit-out of the Restaurant & Bars lies with the DBMD contractor and there is an obligation on the DBMD Supplier to incorporate the Supplier's suggestions.
- 10.1.9. In line with Buyer Approval requirements the Supplier will be responsible for managing all aspects of the Restaurant & Bars operation, including but not limited to, menu production, product sourcing and supply, promotions, and staffing.

### **10.2. Restaurant & Bars Strategy**

- 10.2.1. The Supplier is required to make sure that all aspects of the Restaurant & Bars operations are in line with the UKP's theme and brand. Details of the UKP brand will be communicated to the Supplier upon Contract award.
- 10.2.2. The Supplier will be required to source the products for the Restaurant & Bars space unless the Buyer identifies otherwise in writing. The Supplier is to suggest, source/produce and procure the menus for the Restaurant & Bars. The Supplier will share all profits made from the Restaurant & Bars space as a 40% split between the Supplier and the Buyer in accordance with Contract Schedule 3 (Charging).

## 10.3. Functional, Spatial & Operational Considerations

10.3.1. There will be provision for the following spaces related to Restaurant & Bars:

- UKP Restaurant Kitchen Cold Store and Storage.
- Kitchen Preparation and Servery.
- UKP Bar (Located on the first-floor terrace).
- Bar Storage.

10.3.2. For further information including area sizes, please see Appendix “A24. UK Pavilion Floorplan”.

10.3.3. See Appendix “A14. Guidelines for Designing a Restaurant Kitchen” for limitations and considerations relating to design.

10.3.4. Expo will provide POS machines which must be used during operation of the Restaurant & Bars Services. These will operate on a cashless system only. See Appendix “A10. Guidelines for Cashless Payment & Expo Digital Wallet” for more information.

10.3.5. The number of POS machines in the Restaurant & Bars will be decided collaboratively between the Buyer and Supplier. The Supplier is required to make the necessary arrangements with Expo for the ordering, delivery, and operation of the POS machines.

10.3.6. Expo will take an 8% royalty on all food and beverage sales made within the UKP. It is the Suppliers responsibility to ensure royalty payments are accurate and paid on time through the agreed payment mechanism supplied by Expo.

10.3.7. The DBMD Supplier will provide fixed signage for the Restaurant & Bars space. The Supplier will be responsible for providing all other temporary signage, decorative and promotional items. Buyer approval will be required for all such items.

## 10.4. Implementation Period Deliverables for Restaurant & Bars Services

10.4.1. The **required** deliverables anticipated for the Restaurant & Bars Services Area during the Implementation Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 3a: Restaurant & Bars Services, Implementation Deliverables		
Deliverable	Description	Submission Date
Restaurant & Bars Implementation Plan	The Supplier will provide the Restaurant & Bars Implementation Plan, outlining the overarching food and beverage management strategy, encompassing all of the Restaurant & Bars	Four weeks after Effective Date (For initial Proposal)

	<p>management requirements outlined in this Specification to the Buyer for Approval.</p> <p>This plan should include a programme of activities the Supplier will undertake to prepare for Expo operation. Key dates to include within the programme:</p> <ul style="list-style-type: none"> <li>• 01/07/2024 – UKP design confirmed by DBMD. No further input possible.</li> <li>• 18/03/2025 – Partial takeover of the UKP.</li> <li>• 13/04/2025 – Expo opens.</li> </ul>	Final plan to be delivered by the end of Phase 1
Sample Restaurant Menu	<p>The Supplier shall develop a Sample Restaurant Menu, incorporating all requirements outlined in this Specification.</p> <p>The Supplier should highlight any long lead items within the menu (e.g. imports from the UK) and set deadlines for Buyer Approval on these items.</p> <p>The menu will go through a review process with the Buyer, requiring edits from the Supplier until a Final Restaurant Menu is Approved by the Buyer. Where practically possible the Buyer would want to undertake tastings of menu options. The review and approval process are to be mutually agreed following contract award.</p>	Four weeks after Effective Date
Sample Bars Menu	<p>The Supplier shall develop a Sample Bar Menu (including products sold), incorporating requirements outlined in the Specification.</p> <p>The Supplier should highlight any lead items within the menu (e.g. imports from the UK) and set deadlines for Buyer Approval on these items.</p> <p>The menu will go through a review process with the Buyer, requiring edits from the Supplier until a final menu is Approved by the Buyer. The review and Approval process is to be mutually agreed following contract award.</p>	Four weeks after Effective Date
Final Restaurant Menu	The Supplier shall deliver a Final Restaurant Menu for the restaurant, incorporating all requirements outlined this Specification as well as, any feedback and edits from the Buyer during the review process to the Buyer for Approval.	01/10/2024 (Phase 2)
Final Bars Menu	The Supplier shall deliver a Final Bar Menu to the Buyer for Approval, incorporating all requirements outlined this Specification as well as any feedback and edits from the Buyer during the review process.	01/10/2024 (Phase 2)



Restaurant & Bars Branding	<p>The Supplier shall provide a proposal for the branding of the Restaurant &amp; Bars, including promotional displays.</p> <p>Branding will go through a review process with the Buyer, requiring edits from the Supplier taking onboard feedback until final branding is Approved by the Buyer. The review and approval process are to be mutually agreed following contract award.</p>	15/12/24 (Phase 3)
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## 10.5. Expo Live Period Deliverables for Restaurant & Bars Services

10.5.1. The **required** deliverables anticipated for the Restaurant & Bars Services Area during the Expo Live Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 3b: Restaurant & Bars Services, Expo Live Deliverables	
Deliverable	Description
Restaurant Menu Design	<p>The Supplier will be responsible for designing the restaurant Menu and for updating menu items based on popularity/seasonality.</p> <p>The menu format must be suitable for a Japanese audience, be available in Japanese and English, specify allergens, and have images of food, where appropriate.</p> <p>The initial menu and all future changes will need Approval from the Buyer. The final menu design must follow the UK at Expo brand guidelines (to be provided upon award of Contract).</p> <p>The Supplier will showcase a British menu. The Buyer requires UK products to be used to create this menu. Where it is not possible to use UK products, locally sourced fresh/perishable produce can be used to create a British menu and dishes subject to Buyer Approval. The Supplier must deliver a child-friendly menu or a dedicated children's menu.</p> <p>The restaurant menu must always contain at least one dish suitable for vegetarians, one dish suitable for vegans and one gluten-free option.</p>
Food & Beverage	<p>The Supplier must offer small portions of hot and cold food to include:</p> <ul style="list-style-type: none"> <li>• Always-on options (e.g. Fish and chips, Afternoon tea, Curry, Cheeseboard, ice cream, cake, apple crumble, scones with cream and jam).</li> <li>• Mini tastes of British classics (e.g. Sunday roast, Yorkshire pudding canape, Cornish pasties, Bakewell tart, prawn cocktail, Welsh lamb, Scottish salmon).</li> <li>• Seasonal menu options for key moments in the 6-months of Expo being open.</li> </ul>

	<p>The Supplier must stock and utilise UK branded products. In particular, drinks (alcoholic and non-alcoholic) and other non-perishables must be from UK brands. Where it is not possible to use UK products, locally sourced products can be stocked subject to Buyer approval.</p> <p>Non-alcoholic drinks including teas, coffees, presses, cordials, mixes, and juices, must be provided in takeaway containers (e.g. cans/bottles/coffee cups) that comply with Expo sustainability requirements. See Appendix “A08. Guidelines for Commercial Activities”.</p> <p>Drinks will need to be stored behind the counter, although a small range of drinks could be available from display fridges. Vending machines could be considered but will need to be agreed with the DBMD Supplier and Approved by the Buyer.</p> <p>The Supplier may have access to a space at the front of the pavilion to sell a focused selection of food and beverages. These would be for quick purchase from a stall/cart. The food stall/cart would need to be provided by the Supplier and must be in keeping with the theme of the UKP. Any ideas/designs will need to be Approved by the Buyer.</p>
Service & Customer Experience	<p>Provide visitors with their food and drink via counter service, with visitors ordering and receiving their food at a counter and then finding their own table or taking their food away to eat elsewhere. Any system introduced to manage food collection (e.g. buzzer/pager system) will need to be installed and managed by the Supplier.</p> <p>The restaurant must be family friendly, feel welcoming, colourful, provide different textures, have a relaxed vibe, be integrated into the UKP theme and complementary to the overall design of UKP. The Buyer will provide approval for the design and look &amp; feel of the restaurant.</p> <p>The Supplier should consider how to engage children within the restaurant through the use of interactive experiences, souvenirs or similar.</p> <p>Package food and drinks in packaging that is sustainably sourced, 100% recyclable or compostable and easy to dispose of. Zero single-use plastics will be used on the UKP. All packaging must comply with the Expo Appendix “A19. Code of Sustainable Procurement”. For full details, please see Appendix “A08. Guidelines for Commercial Activities”.</p>
Special Occasions	<p>The Buyer reserves the right to take over the restaurant for special events, up to a maximum of 5 times over the duration of Expo. These events may involve a celebrity chef collaboration event or UK Food &amp; Drink Showcase. The Buyer will give at least three weeks’ notice for any such takeover. Arrangements for the events to be mutually agreed after Contract award.</p> <p>For special occasions (such as UK National Day) there may be a requirement to serve food and drink at a venue other than the UKP. Any such requirement would be communicated to the Supplier by the Buyer with at least one week’s notice.</p>

Sponsors	<p>The Buyer may have a number of UKP Sponsors, some of whom may wish for their products to be on sale in the Restaurant and/or Bars. In such instances, the Buyer will facilitate an introduction between the Supplier and the Sponsor of which the Supplier must adhere to the following:</p> <p>If an introduction is facilitated during Phase 1 of the Implementation Period, any products acquired by the Supplier from the Sponsor will be subject to the Sample Product List Approval process.</p> <p>If an introduction is facilitated after completion of Phase 1 of the Implementation Period, it is expected that the Supplier will make best endeavours to work collaboratively with the Sponsor to consider whether their products are viable for the Restaurant &amp; Bars they are planning to stock. Viable from a space, price point and management perspective, all subject to Approval from the Buyer.</p> <p>In either circumstance, any agreement made between the Supplier and the Sponsor will be subject to the same conditions regarding purchasing, stock responsibility and costs as outlined within the Cost Model.</p>
Bars Menu Design	<p>The Supplier will be responsible for designing the menu for the Bars and for updating menu items based on popularity/seasonality, with approval from the Buyer.</p> <p>Initial menu design and all future changes will need to be Approved by the Buyer.</p> <p>The menu must be dual language (Japanese &amp; English) and have pictures of products where appropriate.</p>
Bars Food & Beverage	<p>The Bars must be stocked with drinks (alcoholic and non-alcoholic) from UK brands. Showcasing different UK alcoholic and non-alcoholic flavours from different regions of the UK e.g. Scotch Whisky, regional gins, ales, cider, wine. Non-alcoholic alternatives such as cordials and pressé's (e.g. elderflower, rhubarb, apple and ginger etc) must also be provided. The Bars must also offer draught British beer and cider to visitors. As well as offering British cold savoury snacks e.g. crisps, nuts. Where it is not possible to stock a British drink or snack, the Supplier will require Buyer approval on their proposed alternative.</p>
Bars Service & customer experience	<p>The Bars must be sophisticated, modern, and welcoming – a 'destination' venue. It is a requirement that the Bars are in keeping with the theme of the UKP and is more focused on the adult audience of the Expo. The Buyer will provide approval for the design and look &amp; feel of the Bars.</p> <p>The Bars must also offer promotional events such as happy hour or taster promotions to enhance visitor experience.</p>
Restaurant / Kitchen / Bars Design & Fit-out	<p>Responsibility for the design and fit-out of the UKP sits with the DBMD Supplier. However, where possible, the Supplier will be consulted by the DBMD Supplier on the design of the UKP kitchens, Restaurant &amp; Bars Services and the selection of fixtures and fittings</p>

	<p>within these spaces. This will include attendance by the Supplier at design workshops.</p> <p>Any input to the design and fit-out must consider cultural insights about Japan e.g. queuing, flow through space, digital vs physical displays, seating, ordering, dining etc.</p> <p>The Buyer will provide final Approval for the design of the kitchen, Restaurant, and Bars spaces.</p> <p>The Supplier is required to develop and deliver all signage, labelling and pricing within the Restaurant &amp; Bars, which needs to be in both Japanese and English. General wayfinding signage throughout the UKP will be provided by the DBMD Supplier.</p>
Marketing & Promotions / Activities	<p>The Supplier is responsible for marketing the Restaurant &amp; Bars offering, including any promotions they want to run.</p> <p>The Supplier is responsible for any artwork, including production and physical or digital install.</p> <p>All marketing and promotions must be Approved by the Buyer.</p> <p>The Supplier is required to work alongside the UKP Marketing and Communications Supplier and the Buyer to amplify content through UK at Expo channels e.g. website and social.</p>
Pricing	<p>The pricing strategy for all food and drink outlets must be comparable to local market rates for similar products and follow Expo's guidance on pricing found in section 3.2.13 of Appendix "A08. Guidelines for Commercial".</p> <p>The Supplier is required to offer a discount to UKP staff, and stakeholders of the Buyer's choosing. The discount is to be agreed with the Buyer.</p>
Senior Management Catering Budget	<p>A separate budget will be allocated for ad hoc spend by UKP Director, Deputy Director or Commissioner General, allowing these staff to order food directly from the Restaurant or Bars when hosting visitors to the UKP.</p> <p>Processes and pricing for ordering ad hoc food and drink to be developed and finalised between the Buyer and the Supplier.</p>
Inventory & Supply Management	<p>The Supplier will be responsible for managing all aspects of their supply chain, including importation of any goods from the UK. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Approvals.</li> <li>• Licenses.</li> <li>• Fees.</li> <li>• Taxes.</li> <li>• Compliance with Japanese import/export regulations where applicable.</li> </ul> <p>The Supplier will be responsible for supplying all products required for operational delivery, inclusive of stock, as per the Implementation Plan. The Supplier shall be responsible for the management of food</p>

	<p>and beverage inventory, food, and beverage storage (on or off site) and stock management. The Supplier shall ensure that there is sufficient inventory for popular menu items to meet demand.</p> <p>The Supplier will be responsible for all unsold stock at the end of Expo.</p> <p>Managing deliveries to Expo site in line with Expo guidelines. See Appendix "A06. Guidelines for Handling of Freight" for more information.</p>
Restaurant & Bars Equipment & Consumables	<p>The Supplier is responsible for the provision of:</p> <ul style="list-style-type: none"> <li>• Cutlery.</li> <li>• Crockery.</li> <li>• Glassware.</li> <li>• Tableware.</li> <li>• Specialised small items of equipment not included within the kitchen fit out. (e.g. blender/microwave).</li> <li>• Recyclable or compostable packaging and cutlery for takeaway offering (see Appendix "A08. Guidelines for Commercial Activity" for requirements, including sustainability considerations).</li> <li>• Any other equipment needed to run the kitchen, Restaurant &amp; Bars.</li> </ul> <p>The Buyer retains the right to secure some of these items via Value in Kind (VIK) sponsorship until the end of Phase 1 of the Implementation Period. If such a deal is made, the Buyer will communicate it to the Supplier and discuss any changes to the Restaurant and Bars Equipment &amp; Consumables requirements.</p>
Cleaning	<p>The Supplier will be responsible for cleaning the kitchen, Bars, and the Restaurant furniture. Coordination will be required with the DBMD Supplier on the demarcation between their general cleaning and the specific cleaning required to furniture in the restaurant. The Supplier is responsible for providing the Buyer with a plan detailing the extent of their cleaning and demarcation lines with the DBMD Supplier for Buyer approval.</p> <p>Cleaning of the kitchen and restaurant must be in line with Expo and local regulations on food hygiene.</p> <p>At the conclusion of the contract, the Supplier will be responsible for the cleaning down of all kitchen equipment and fittings, leaving all food and drink areas in a respectable state and equipment in good working order. All refrigeration and storage must be emptied, with waste food disposed of in accordance with Appendix "A18. Guidelines for Waste Management"</p>
Reporting	<p>The Supplier will provide the Buyer weekly management information detailing:</p> <ul style="list-style-type: none"> <li>• Staffing.</li> <li>• Profit and loss.</li> </ul>

	<ul style="list-style-type: none"><li>• Stocks.</li><li>• Supply chain/distribution.</li><li>• Best-selling menu items.</li><li>• Proposed improvements.</li><li>• Expo Royalty Report (fixed amount Expo take on Sales).</li><li>• Any other information the Buyer feels is required.</li></ul>
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## **10.6. Appendices Referenced**

A06. Guidelines for Handling of Freight

A08. Guidelines for Commercial Activities

A10. Guidelines for Cashless Payment & Expo Digital Wallet

A14. Guidelines for Designing a Restaurant Kitchen

A18. Guidelines for Waste Management

A19. Code of Sustainable Procurement

A24. UK Pavilion Floorplan

## 11. Service Area 4: Staffing & Operational Services

### 11.1. General Overview of Service Area

11.1.1. A variety of front of house and back of house staffing roles are required to ensure the smooth running and operation of the UKP. Some staff will need to be bilingual, in both English and Japanese. Whilst executing the requirements outlined below, the Supplier must work to enhance the visitor experience and be complementary to the overall theme of the UKP.

11.1.2. The Buyer requires a fully outsourced staffing model. The Supplier will be responsible for arranging payroll, shift patterns, absence cover and welfare provision for the team that staffs the UKP. The Supplier shall be the employer of all members of staff and all employment contracts will be between the Supplier and their members of staff.

11.1.3. As part of this specification, the Supplier must also manage the supply of office equipment, consumables, and other technology such as short-wave radios.

### 11.2. Anticipated Staffing Requirements

11.2.1. The Supplier must provide and manage the staff indicated in the table below for operation of the UKP. Final roles and staff numbers will be mutually agreed between the Buyer and Supplier following contract award.

Management (UKP opening hours 09:00-21:00)		
Role	No. Per Shift	Bilingual
UKP <b>Pavilion</b> Operations Lead	1	1
UKP <b>Pavilion</b> Manager	1	1
Security (24-hour coverage)		
Role	No. Per Shift	Bilingual
<b>Security</b> Team Leader	1	1
Security ( <b>Daytime</b> )	3	0
Security ( <b>Nighttime</b> )	2	0
Front of House (UKP opening hours 09:00-21:00)		
Role	No. Per Shift	Bilingual
Guide Team Leader	1	1
Visitor Guide	14	2
Receptionist	3	1

Mascot	1	0
<b>Office Staff (One shift per day, expected 8-hour shift)</b>		
<b>Role</b>	<b>No. Per Shift</b>	<b>Bilingual</b>
Deputy Protocol Lead	1	1
Marketing and Communications Support	1	0
Protocol Officer	2	1
Accreditation Officer	1	0
Executive Assistant	1	1

11.2.2. The above table of staff requirements lists the number of staff expected to be required per shift for general UKP operation. However, final staff numbers will be the responsibility of the Supplier. The Supplier should bear in mind peaks and troughs in visitor numbers throughout the day.

### 11.3. Functional, Spatial & Operational Considerations

11.3.1. There will be provision for a Staff Office, Staff Room including kitchenette Staff Changing and WCs. For further information including area sizes, please see Appendix “A24. UK Pavilion Floorplan”.

### 11.4. Implementation Period Deliverables for Staffing & Operational Services

11.4.1. The **required** deliverables anticipated for the Staffing & Operational Services Area during the Implementation Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

<b>Table 4a: Staffing &amp; Operational Services, Implementation Deliverables</b>		
<b>Deliverable</b>	<b>Description</b>	<b>Submission Date</b>
Staffing & Operational Services Implementation Plan	<p>The Supplier will provide a Staffing &amp; Operational Services Implementation Plan to the Buyer for Approval, outlining the Staffing and Operational Services management strategy, encompassing all of relevant requirements outlined in this Specification.</p> <p>This plan should include a programme of activities the Supplier will undertake in order to prepare for Expo operation.</p> <p>Key dates to include within the programme:</p>	<p>Four weeks after Effective Date (For initial Proposal)</p> <p>Final plan to be delivered by the end of Phase 1</p>



	<ul style="list-style-type: none"> <li>01/07/24 – Pavilion design confirmed by DBMD. No further input possible.</li> <li>18/03/25 – Partial takeover of the Pavilion.</li> <li>04/04/25 – Full building takeover, security staff required.</li> <li>13/04/25 – Expo opens.</li> </ul>	
Retention Plan	<p>The Supplier shall provide a Retention Plan detailing the methods the Supplier will use to retain staff working on the UKP, including full details of the staff benefits package to the Buyer for Approval.</p> <p>This plan should include proposed wages and any other financial rewards.</p>	13/09/24 (Phase 2)
Uniform Design Proposal	<p>The Supplier is to present their Uniform Design Proposal to the Buyer for Approval.</p> <p>The uniform design will go through a review process with the Buyer, requiring edits from the Supplier until the final uniforms are Approved by the Buyer. The review and approval process to be mutually agreed following contract award.</p> <p>The Buyer retains the right to secure the uniform requirement via Value in Kind (VIK) sponsorship until the end of Phase 1 of the Implementation Period, as seen within the Cost Model. If such a deal is made, the Buyer will communicate it to the Supplier and discuss any changes to the Uniform Design Proposal.</p> <p>Uniforms that have been approved by the Buyer will be commissioned via “Schedule 38. Statement of Works for Miscellaneous Services”.</p>	To be delivered by the end of Phase 2

## 11.5. Expo Live Period Deliverables for Staffing & Operational Services

11.5.1. The **required** Deliverables anticipated for the Staffing & Operational Services Area during the Expo Live Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 4b: Staffing & Operational Services, Expo Live Deliverables	
Deliverable	Description
Security	The Supplier is required to provide security guards, with relevant licenses, to manage the security of the UKP 24 hours a day, 7 days a

	<p>week. This will involve physical monitoring of the building and its surrounding plot. The Supplier is required to detail their approach to this in their security plan, which will be Approved by the Buyer. Please see Appendix “A26. Guidelines for Security Operations and Inspection Activities” for Expo Security Guidelines.</p> <p>The Buyer is currently expected to take possession of the UKP from the DBMD Supplier on 04/04/2025. The Supplier will be expected to provide 24-hour security of the site from this date (or the date when possession is gained if this changes). Full operation of the UKP will commence from 13/04/25. Security will remain the responsibility of the Supplier until the UKP is handed back to the DBMD Supplier at the end of Expo for Decommissioning. This is expected to be 24<sup>th</sup> Oct 2025 but an exact date to be agreed following contract award.</p> <p>The Supplier is required to access CCTV footage from the UKP (provided by the DBMD Supplier) in response to any incident taking place and provide access to the Buyer or Expo when requested.</p> <p>Security guards shall be appropriately accredited in line with local and Japanese laws and expo guidelines</p>
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## 11.6. Appendices Referenced

A20. UK Pavilion Job Descriptions

A24. UK Pavilion Floorplan

A26. Guidelines for Security Operations and Inspection Activities

## 12. Deliverables Applicable to all FOS Service Areas

### 12.1. Implementation Period Deliverables Applicable to Each Service Area

12.1.1. Below is a table of **required** deliverables anticipated for all Service Areas during the implementation Period; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 5a: All Service Areas, Implementation Deliverables		
Deliverable	Description	Submission Date
DBT Governance and Project Board	<p>The Supplier shall provide details of the following items for possible review at Osaka World Expo Project Board and/or DBT internal governance review:</p> <ul style="list-style-type: none"> <li>• Catering Menu options.</li> <li>• Retail product list.</li> <li>• Events Management implementation plan.</li> <li>• Restaurant &amp; Bars menu.</li> <li>• Restaurant, Bars, and retail branding.</li> <li>• National Day Programme.</li> <li>• Events Programme.</li> </ul> <p>Supplier attendance at Project Board or internal governance meetings will be required when requested. The Supplier must provide a senior representative from the relevant Service Area upon the request of the Buyer to attend Project Board meetings or other internal governance reviews.</p>	Throughout all Phases
Contract Commencement Meeting	The Supplier will attend the Contract commencement meetings as requested by the Buyer with the Buyer and other key suppliers.	Upon Contract award
Team Structure	<p>As per the tender submission, the Supplier shall provide details of its proposed team structure to the Buyer for Approval, including the following:</p> <ul style="list-style-type: none"> <li>• Breakdown of the supplier company structure.</li> <li>• Details of core subcontracts which are necessary to fulfil the FOS requirement.</li> </ul> <p>The Supplier shall provide details of the roles and responsibilities of key managerial and</p>	Upon Contract award

	<p>operational staff that will be involved in the running of this contract to the Buyer for Approval including:</p> <ul style="list-style-type: none"> <li>• If the individual is full time or part time by specifying % of time allocated.</li> <li>• Whether the individual is a direct employee, temp (agency worker) or sub-contractor (if a sub-contractor, please provide details).</li> <li>• Whether the individual is a current employee or if the Supplier is hiring additional resources.</li> </ul> <p>Sub-contracting:</p> <p>Where sub-contracting is necessary to Deliver the Deliverable, the Supplier is required to provide details of the Sub-contractor to the Buyer including the name of the company, services which they will be fulfilling under the Contract, value of Services along with roles and responsibilities of key individuals.</p> <p>The team structure will be reviewed and updated regularly by the Supplier (at least quarterly) or when there are changes in core personnel.</p>	
Communication Strategy	<p>The Supplier shall provide a Communication Strategy to the Buyer for Approval on how they will ensure regular and clear communication between themselves, Sub-contractors, other UKP suppliers, and the DBT Osaka World Expo team both in Japan and in the UK.</p> <p>The Communication Strategy should cover how the Supplier will overcome language/ cultural barriers and time differences.</p> <p>The Communication Strategy and will be reviewed and updated regularly (at least quarterly) seeking ways to make improvements to ensure effective communication flow across the project by taking onboard stakeholder feedback.</p>	Two weeks after Effective Date
UKP Overarching Staffing Strategy	<p>The Supplier shall provide details of their Staffing Strategy to the Buyer for Approval and how they will ensure that they have the correct staffing levels across all FOS Services to ensure the smooth operation of the UKP, including how they will manage surges in staffing demand.</p>	Four weeks after Effective Date
Design Phase Input	<p>The Supplier will attend weekly design workshops with the Buyer between Contract</p>	01/07/2024 (Phase 1)

	<p>commencement and the 1<sup>st</sup> of July 2024, to input into the final UKP design and layout.</p> <p>The Supplier will be expected to input on the design in the following areas and as such must provide senior representatives for all Service Areas:</p> <ul style="list-style-type: none"> <li>• Events space.</li> <li>• Kitchen &amp; Restaurant.</li> <li>• Retail space.</li> <li>• Staff spaces.</li> </ul>	
Commercial Activities Submission Form	The Supplier will be required to assist the Buyer in completing a Commercial Activities Submission Form to Expo, providing an outline of the service and associated pricing. See Appendix "A09. Commercial Activity Submission Form" for more information.	13/09/24 (Phase 2)
Staffing Shift Pattern Proposal	The Supplier is to present a proposal of the number of staff required for each Service Area and shift patterns for operation of UKP to the Buyer for Approval. This is anticipated to be updated by the Supplier on a fortnightly basis.	13/09/24 (Phase 2)
All Roles Advertised	The Supplier is required to advertise all roles for the UKP with full job descriptions and relevant details on pay and benefits.	01/10/2024 (Phase 2)
Strategy Proposal for Management Information, Data Collection and Dissemination	<p>The Supplier will be responsible for providing services to support MI and Data Collection. The Buyer will provide input and will have final signoff of all strategies proposed by the Supplier. Below are examples of the anticipated, but not exhaustive, MI and Data Collection requirements to be provided by the Supplier to the Buyer.</p> <p>Individual Service Area <b>Customer Feedback</b>, to include but not limited to:</p> <ul style="list-style-type: none"> <li>• Method of data collection to collect feedback (e.g. surveys).</li> <li>• Basic data collection (e.g. staff member in non-busy moments).</li> <li>• What will feedback be based on (e.g. food satisfaction, prices, experience, etc.).</li> </ul> <p><b>Visitor Counting</b>, to include but not limited to:</p> <ul style="list-style-type: none"> <li>• Counting volume and profile of visitors.</li> <li>• Technological solutions to aid data collection.</li> </ul>	13/12/24 (Phase 3)

	<ul style="list-style-type: none"> <li>Attributes of visitors which will be recorded.</li> <li>Monitoring footfall throughout the UKP.</li> </ul>	
Revised Staffing Shift Pattern Plan	The Supplier is required to provide a Revised Staffing Shift Pattern Plan, outlining the required staffing levels needed for successful operation for all Service Areas.	15/12/24 (Phase 3)
Operating Procedures	<p>The Supplier is to provide to the Buyer for Approval a full list of Operating Procedures for each individual Service Area, to include, but not be limited to:</p> <ul style="list-style-type: none"> <li>Opening and closing procedures.</li> <li>Crowd/queue management procedures.</li> <li>Security procedures.</li> <li>Risk assessments.</li> <li>Method statements.</li> <li>Fire alarm test procedures.</li> <li>User guides.</li> <li>Security plan.</li> </ul>	13/01/25 (Phase 3)
Health & Safety Plans	<p>The Supplier shall provide all relevant Health &amp; Safety Plans for each individual Service Area to the buyer for Approval.</p> <p>The Health &amp; Safety Plans should cover all operations and relevant equipment use.</p> <p>The Health &amp; Safety plans will be reviewed and updated regularly (at least quarterly) seeking ways to make improvements to ensure the safety of all visitors and staff across the project to the UKP.</p>	13/01/25 (Phase 3)
Staff Onboarding and issue of uniform	The Supplier is to ensure that all staff are onboarded to the relevant systems, hold the correct licenses and have been issued the correct uniforms in order to work prior to the pavilion opening and give written confirmation of this to the Buyer.	01/04/25 (Phase 4)
Staff Training	<p>The Supplier will be responsible for delivering training to staff, enabling them to meet the requirements of their role and ensure optimal operation of the UKP. Staff training is required to include, but is not limited to:</p> <ul style="list-style-type: none"> <li>Accessibility training, as outlined in Appendix "A15. Guidelines for Facility Implementation".</li> </ul>	11/04/25 (Phase 4)

	<ul style="list-style-type: none"> <li>• All statutory requirements in line with Expo guidance.</li> <li>• A programme specific to the Expo and the UKP.</li> <li>• Visitor Guides will need to understand the visitor experience. The Supplier must work with the ICDS Supplier to design training to support this.</li> <li>• Cultural training on the UK.</li> <li>• Behavioural training.</li> <li>• Job-specific training, including the operation of building equipment.</li> <li>• First aid and fire marshal training where appropriate and in line with Expo guidance.</li> <li>• HR policy and procedures as appropriate.</li> </ul> <p>Payroll systems as appropriate.</p>	
Final Staffing Shift Pattern Schedule	The Supplier is to provide a list of named staff to the Buyer for every role appointed for all Service Areas. Highlighting where, if any, there are still vacant roles that need filling.	20/02/25 (Phase 4)
All Service Areas ready to go live	The Supplier is to ensure that all implementation Period Deliverables have been completed and Approved by the Buyer.	To be delivered by the end of Phase 4

## 12.2. Expo Live Period Deliverables Applicable to Each Service Area

12.2.1. The **required** Deliverables anticipated for all Services Areas during the Expo Live Period are listed below; this list is non exhaustive, and the Supplier shall also be required to carry out any other tasks reasonably required by the Buyer to meet the requirements set out in this Specification.

Table 5b: All Service Areas, Expo Live Deliverables	
Deliverable	Description
Staff	<p>Due to the fast-paced and varied nature of an Expo, UKP staff may be required to take on tasks outside of their designated job description on occasion. The Supplier will be responsible for managing this.</p> <p>See Appendix “A20. UK Pavilion Job Descriptions” for details of required roles. Final job descriptions for each role to be written by the Supplier and Approved by the Buyer.</p> <p>It is expected that most staff will start their role in March 2025 to coincide with the training period on site. Exact start dates to be agreed with the Buyer.</p>

	<p>The Buyer reserves the right to adjust staff numbers following a review after six weeks of operation. This will be mostly focussed on front of house staff such as guides or security. The Supplier is required to enact any changes within two weeks. The Supplier will be responsible for providing any outstanding pay due to the employees who are no longer required.</p> <p>The Supplier is required to nominate members of staff to be health &amp; safety officers and fire marshals and arrange for their training with Expo.</p>
Operations	<p>The Supplier will be responsible for visitor counting &amp; feedback collection.</p> <p>The Supplier must develop Standard Operating Procedures (to be Approved by the Buyer) to ensure staff are competent to operate all necessary equipment on the UKP.</p> <p>The Supplier must provide the Buyer with contingency and emergency plans.</p>
Equipment	<p>The Supplier will procure and maintain equipment to support staff in their duties at UKP. Exact equipment needed will be mutually agreed between the Buyer and Supplier following contract award. Leasing of equipment is preferred. The Buyer will need to approve the purchase of any new equipment. An example of the type of equipment likely to be required can be found below:</p> <ul style="list-style-type: none"> <li>• Two-way Radios and Accessories.</li> <li>• Mobile Phones.</li> <li>• Laptops.</li> <li>• Microsoft Office 365 Packages.</li> <li>• Tablets.</li> <li>• Printer, Toner, and Accessories.</li> <li>• Wastepaper Bins.</li> <li>• Air Fresheners.</li> <li>• Water Cooler &amp; Water Tanks.</li> <li>• Paper Cups.</li> <li>• Golf Buggy.</li> <li>• Office Stationery.</li> <li>• UKP Stamps for Expo Visitor Passports.</li> </ul> <p>When Expo ends, the Supplier will be responsible for all equipment purchased for the fulfilment of the contract.</p>
Staff Uniforms & Mascot	<p>The Supplier will be responsible for providing all staff with the appropriate uniforms for their specific role inclusive of the Mascot costume.</p> <p>The Supplier shall be responsible for managing all aspects of their supply chain, including managing all aspects for the importation of any goods from the UK. This includes, but is not limited to:</p>



	<ul style="list-style-type: none"> <li>• Approvals including, but not limited to, those required by Expo and under applicable Law.</li> <li>• Licenses.</li> <li>• Fees.</li> <li>• Taxes.</li> </ul> <p>The Supplier will also be responsible for the management of, uniform storage facilities, stock management and ensuring all staff are presented in clean uniforms for every shift. This includes the replacement of any faulty items.</p> <p>The Supplier will be responsible for all uniform stock at the end of Expo. The Supplier will not be eligible to resell unused stock that has been branded in any way.</p>
Shifts	<p>The Supplier is required to decide on the optimum number of shifts needed to operate the UKP 7 days a week. The UKP opening hours are 09:00-21:00 as a minimum. It is expected that some shifts will begin prior to 09:00 for set-up and end after 21:00 for close down of the UKP or for events that take place outside of the regular operating hours. Security staff will need to be provided 24 hours a day.</p> <p>The Supplier will provide plans for staff break schedules and any provisions for staff meals.</p> <p>Staffing numbers and shift patterns must be Approved by the Buyer prior to final implementation, including any changes made to the strategy during the UKP run phase.</p> <p>The Supplier is responsible for ensuring the UKP is fully staffed at all times so must have a provision to deal with unplanned leave (e.g. buffer staff).</p>
Reporting	<p>The Supplier is required to provide regular reporting, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Recruitment.</li> <li>• Absences &amp; annual leave.</li> <li>• New starters and leavers.</li> <li>• Visitor numbers and key metrics of running the UKP (to be agreed with the Buyer on appointment of the contract).</li> </ul> <p>Staff attendance and punctuality.</p>

## 13. Appendices

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- A01. UK Pavilion Concept Overview
- A02. UK at Expo Audience Strategy
- A03. Deliverables Approval Process
- A04. Preliminary List of Applications
- A05. Guidelines for Sanitation and Public Health
- A06. Guidelines for Handling of Freight
- A07. Guidelines for Customs Procedures
- A08. Guidelines for Commercial Activities
- A09. Commercial Activity Submission Form
- A10. Guidelines for Cashless Payment & Expo Digital Wallet
- A11. Guidelines for Consumption Tax Refund Procedures
- A12. Supplement Guidelines for Consumption Tax Refund Procedures
- A13. UK Pavilion Power Allowances
- A14. Guidelines for Designing a Restaurant Kitchen
- A15. Guidelines for Facility Implementation
- A16. UK Pavilion Anticipated Brand Guidelines
- A17. UK Pavilion Anticipated Uniform Requirements
- A18. Guidelines for Waste Management
- A19. Code of Sustainable Procurement
- A20. UK Pavilion Job Descriptions
- A21. UK Pavilion Event Examples
- A22. Expo Themes Schedule
- A23. Guidelines for National and Special Days
- A24. UK Pavilion Floorplan
- A25. UK Pavilion Events Platform
- A26. Guidelines for Security Operations and Inspection Activities
- A27. Come Build the Future