

Schedule 2 (Specification)

1. Introduction

- 1.1. The purpose of this Specification of Requirements (the “Specification”) is to outline the requirements for the provision of International Content Design Services (ICDS), that will support His Majesty’s Government (HMG)’s approach to delivering a self-build, temporary UK Pavilion (UKP) at Expo 2025 Osaka (“Expo”) taking place in Osaka, Japan from 13th April – 13th October 2025.
- 1.2. HMG, through the Secretary of State for International Trade, is seeking the services of a creative and/or experiential events industry agency or organisation (the “Supplier”) to develop and deliver the concept for the UKP at Expo.
- 1.3. HMG is taking a content-led approach to the UKP with the visitor experience to take precedence over the architecture of the pavilion design itself, which will need to be a truly temporary, and potentially movable, structure to tie in with Expo’s and HMG’s sustainability goals, whilst ensuring value for money is achieved.
- 1.4. World Expos are a global gathering of nations dedicated to finding solutions to pressing challenges of our time by offering a journey along a universal theme through engaging and immersive activities. World Expos welcome tens of millions of visitors, allow countries to build extraordinary pavilions showcasing their nations and transform the host city for years to come.
- 1.5. World Expos are unrivalled among international events in their size, scale, duration, and visitor numbers. They are large-scale platforms for education and progress that serve as a bridge between governments, companies, international organisations and citizens.
- 1.6. Participants in World Expos are given a unique opportunity for global promotion in terms of soft power, cultural, education and economic objectives together with the opportunity to collaborate with both the host country and other participant nations.
- 1.7. Each country’s participation in World Expos should be carefully designed around a message that reflects both major issues at the top of the global agenda and a particular vision of the country in question.

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- 1.8. The result is a unique combination of remarkable pavilions, which creates an ensemble ('The World In One Place') that is unique in its capacity to inform, inspire and amaze.
- 1.9. Expo 2025 Osaka has two (2) objectives¹:
 - 1.9.1. To be a key platform leading to the achievement of the United Nations (UN) Sustainable Development Goals (SDGs) by 2030 – the target set by the UN; and
 - 1.9.2. To progress Japanese society, economically and socially, and to resolve global issues through new technologies including Artificial Intelligence (AI), robotics, big data, and biotechnology.
- 1.10. The overarching theme for Expo 2025 Osaka is "*Designing Future Society for our Lives*". The key ambitions under this overarching theme are:
 - 1.10.1. Bringing the world together to demonstrate breakthrough technologies to create and communicate new ideas;
 - 1.10.2. Increasing Japan's trade and investment with the rest of the world;
 - 1.10.3. Innovation; and
 - 1.10.4. Supporting the growth of regional economies and SMEs.
- 1.11. The sub-themes for Expo are: "Saving Lives"; "Empowering Lives"; and "Connecting Lives".
- 1.12. Under the overarching theme and the sub-themes, the UK has an excellent story to tell as a science superpower with world-beating health and technology industries.
- 1.13. Expo 2025 Osaka will be an important milestone in the UK/Japan relationship following the signing of the Free Trade Agreement (FTA) in 2020, the UK's potential accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and the importance of the UK's trade, security and foreign policy bilateral relationship with Japan.

¹ 1.9 and 1.10 are Expo organiser's (in Osaka) objectives and ambitions, **not** HMGs, and are provided for context only

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- 1.14. With one hundred and fifty (150) expected participating nations, it will be a major platform to promote an outward looking Global Britain boosting our international reputation, prosperity and engagement with global partners, catalysing global collaborations and taking stock of progress towards the UK's 2030 milestones for Sustainable Development Goals (SDGs)
- 1.15. A strong UK presence through delivery of a UKP will also strengthen the UK's partnership with Japan and support achievement of the objectives for the region as described at 1.14.
- 1.16. HMG has secured a medium-sized Type-A plot (plots A33 & A34 combined on attached Site Plan at Annex A) in the "Saving Lives" district of the Expo site.
- 1.17. The UKP will be a content-led, temporary structure focussing on visitor experience and promoting the UK's strengths to the world, including world-class universities, ground-breaking research, high-tech start-ups, creative industries and goods and beverage sectors.
- 1.18. The UKP will tie in with HMG's GREAT Campaign of "See Things Differently", which is already resonating with the Japanese public – the primary demographic for visitors to the UKP.
- 1.19. HMG requires the services of a Supplier to take (through a value for money approach), the Strategic Objectives (Section 5), Critical Success Factors (Section 6), and Audience and Content Expectations (Section 8) and deliver an overarching narrative, creative concept, and visitor experience, along with the development of engaging and unique content and potential concepts for the design of UKP itself².
- 1.20. In delivery of the outcomes set out in 1.19, the Supplier will need to work together with appointed sponsors of the UKP, who must be fully integrated into the concept and design of what is to be delivered. The Supplier must work with sponsors in the design of all deliverables, across both Work Packages (see 1.22). More on how sponsors are classified and the rights they hold can be found in Section 2 (The Requirement).

² For avoidance of doubt, the Supplier of this Contract is not required to deliver full architectural design and/or any construction related services. Any mention of the design of the UKP is in reference to high-level creative ideas of what it could look like. This Supplier may be required, under Work Package (B), to provide creative direction towards the architect that is contracted under a separate Design, Build & Operate contract (to be confirmed).

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- 1.21. The appointed Supplier may subsequently be commissioned (in accordance with the commissioning process set out Schedule 38 of the Contract attached at Schedule 06 to this ITT) in a supporting role to work with architects and construction contractors to fully realise the design of the UKP; to oversee the eventual content and visitor experience implementation (fit-out); and finally, management of the live experience in delivery.
- 1.22. The services to be delivered by the Supplier under this Contract will be split into two (2) Work Packages (A) and (B). The services described above at 1.19 constitute Work Package (A) as detailed in Section 3 of this Specification. The services described at 1.21 constitute Work Package (B) and are a Contractual Option.
- 1.23. As an indication of the potential scope and types of services required for Work Package (B), a list of services and potential deliverables has been provided in Section 4 of this Specification. Exact deliverables for Work Package (B) will be discussed and agreed with the Supplier prior to commissioning of Work Package (B).

2. The Requirement

- 2.1. The Supplier will have responsibility for interpreting HMG's vision for the UK's presence at Expo 2025 Osaka, which will ultimately lead to the delivery of a temporary, engaging and value for money UKP.
- 2.2. The Supplier must produce the creative concept, visitor experience and content that leads to the delivery of a best-in-class UK Pavilion visitor experience. The Supplier must:
 - 2.2.1. Deliver within the parameters of the UK's Theme Statement (included at Annex B) and stated expectations; and
 - 2.2.2. Take into consideration Japanese audience insights and Expo's overarching theme
- 2.3. The experience, and the UKP itself, must ultimately be designed within Expo's guidelines. Please review the Organiser Guideline documents within Annexes D-J for more information. Much of this information is most relevant to full architectural design and build, which does not form part of this Contract. However, the experience must be delivered in accordance with these Guidelines (to the extent applicable).
- 2.4. The visitor experience must be engaging and inspiring, showcasing a view of the UK as a leading and forward-thinking nation with a rich cultural heritage.

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- 2.5. The experience must be future-proofed, so that what is relevant at the time of concept development remains relevant when Expo goes live in 2025, and then throughout Expo and beyond.
- 2.6. The experience must also address the wider themes of Expo, including sustainability and the environment – see Annex K for Expo’s Theme Guide.
- 2.7. The experience (including concept, visitor journey and content) and the physicality of the UKP must be linked. The experience, and the pavilion it sits within, must be recognisably British without over reliance on stereotypes and needs to ‘hit a sweet spot’ balancing tradition and modernity. The design of the UKP as a structure must be suitable for the experience and content being delivered, whilst at the same time the physical structure should be used as part of the experience and narrative. For the avoidance of doubt, the content and experience within the UKP is the primary focus (rather than the pavilion structure itself).
- 2.8. As referenced at 1.20, HMG will also be partnering with a range of sponsors for this Expo. In return for cash and/or value-in-kind sponsorship of the UKP sponsors will be afforded certain rights, which will include for example: exhibition space within the visitor experience; access to dedicated event space to hold summits, networking events, workshops, and bilateral meetings; dedicated showcasing space; and branding and promotional rights.
- 2.9. Depending on the level of sponsorship provided, sponsors will be classified into the following levels:

Sponsor Classification	Target Number
Founding Partner	1-4
Official Partner	4-6
Supporting Partner	4-6

- 2.10. In addition to the three main classifications of sponsor, other organisations may also have certain sponsor rights:

Sponsor Classification	Who are they?
Devolved Administrations (DAs)	The devolved governments of Scotland, Wales, and Northern Ireland.
Official Suppliers	Suppliers that are contracted to support delivery of the UK Pavilion, including the awarded Supplier of this Contract.
Official Hospitality Provider	HMG intends to partner with a third-party UK hospitality provider to implement and run the restaurant and bar service on the UK Pavilion

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Official Merchandiser	HMG intends to partner with an experienced third-party operator - to operate a gift shop on the UK Pavilion who will be responsible for merchandising
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2.11. The three (3) primary classifications of sponsor defined in the table at 2.9 will be secured from several key sectors/industries that tie in with Expo's Theme (Section 7), the UK's Theme (Section 7) and the overarching objectives of HMG's presence at this event (Section 5). The likely business sectors in which the sponsors will operate includes:

- Automotive
- Banking
- Consumer and retail
- Education
- Energy
- Insurance
- Professional Services
- Technology
- Telecommunications

2.12. It is anticipated that some sponsors will be known once the Supplier begins to deliver on the Work Package (A) deliverables as outlined in Section 3. The Supplier must maintain flexibility in their proposed concepts and content for the onboarding of additional sponsors at later stages.

2.13. The Supplier, in delivery of all services of this Contract, must ensure that sponsors' products and services are fully integrated into and form part of the visitor experience and customer journey.

2.14. The Supplier must give consideration, in all planning of concepts, narratives, visitor journey, and early conceptual pavilion designs, towards sponsors and how they fit into the UK Pavilion. Sponsors should not be considered an "extra" but form an integral part to the story being told.

2.15. The Supplier is expected to hold consultations with sponsors in its delivery of Work Package (A), and will be responsible, if so commissioned (in accordance with the commissioning process set out in Schedule 38 of the Contract attached at Schedule 06 to this ITT), for ensuring sponsor expectations are delivered upon in Work Package (B).

2.16. The Supplier must also consider how sponsors can best contribute to the development of the UKP.

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- 2.17. Section 9 of this Schedule 05 also includes a list of potential spatial requirements for sponsors that must be considered in the concept and visitor journey, particularly in the early pavilion designs.
- 2.18. The experience must be suitable for the Japanese market and specifically for visitors from the Osaka Kansai region. Therefore, local market testing must be undertaken prior to delivery of the content.
- 2.19. Under Work Package (A) this will be high-level testing that the Supplier must organise with support from HMG's Embassy in Japan. The Embassy will support the supplier with making appropriate connections, however the Supplier will deliver at cost under the testing deliverable of Work Package (A).
- 2.20. For Work Package (B), this is likely to be a more focus-group type research organised solely by the Supplier, the requirements of which will be refined if Work Package (B) is commissioned.
- 2.21. All content and directional signage should be in both Japanese and English as a minimum. It should be noted that written communication should be kept to a minimum at the UKP, and the content should be able to be understood in any language and by all people.
- 2.22. The visitor experience must also be suitable for an Expo environment where individuals will visit multiple Pavilions in one day and the UKP must have a USP which will enable it to compete/attract visitors in this competitive and crowded environment. Thought should be provided to creating a set area within or outside UKP which contrasts from the crowded environment of Expo. Please review section 3.11 of Expo's Universal Design Guidelines document (Annex F) to understand the requirement for calm down/cool down rooms or spaces.
- 2.23. The experience must lead to the design of a UKP that is suitable for all anticipated weather conditions and can be enjoyed both day and night and consider opportunities for 'destination' retail and hospitality offerings.
- 2.24. Content should also be designed that is engaging for different levels of interaction. Different visitors will have different dwell times on the UKP, that can often be categorised into three (3) levels, with the content satisfying all of them:
 - 2.24.1. Skimmers – Visitors who spend minimal time browsing content and move on quickly;

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- 2.24.2. Swimmers – Visitors who engage with content to satisfy their curiosity and move on; and
 - 2.24.3. Divers – Visitors who fully engage with content with a view to maximum understanding and inspiration
- 2.25. Expo visitors will be from all age groups so there must be content that is accessible and appropriate for all, particularly for children (i.e., family friendly) so that everyone can enjoy the UKP.
- 2.26. The queueing experience should be considered as an extension of the experience to keep visitors engaged and feel welcomed from the outset. Queueing must be fully accessible, and provision should also be made for a VIP/fast-track queueing experience. The design of the queueing experience must take note of all possible weather conditions and ensure its design counters queue reluctance by visitors due to adverse conditions. (Note: that the plot has a 10m² no-build zone at the interface with the concourse so could be used for queue entertainment).
- 2.27. The experience must also have a virtual version that can be visited online by people who are unable to attend in person to enable global access to Expo. The virtual version of the experience must tie in with Expo's virtual platform (see Annex L). Expo has communicated that the virtual experience must be of equal importance to the physical. For the purposes of this Contract, in Work Package (A), the Supplier is required to demonstrate that any concept, content and experience that they develop can be easily translated to a virtual setting. Any actual development of the virtual solution will be delivered if/when Work Package (B) is commissioned, and the Authority may procure these development services elsewhere.
- 2.28. The UKP must deliver on the Strategic Objectives outlined in Section 5 of the Specification and will be measured against the Critical Success Factors in Section 6 to understand if it has achieved those objectives.
- 2.29. It will be the Supplier's responsibility to ensure the concept, visitor experience and content developed ensures the Authority achieves the Strategic Objectives. The level to which the Supplier achieves this will form the basis of a number of Key Performance Indicators (KPIs) under the awarded Contract in respect of Contract performance (this is detailed in terms and conditions of the Contract at Schedule 06).
- 2.30. There is no intention for the UKP to remain in-situ following the end of Expo. The expectation is that the UKP will need to be decommissioned and the site returned to its original state: however, legacy, both physical, digital, and virtual

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will still need to be considered from the early design stages to ensure it is part of the life cycle of the UKP.

- 2.31. The Supplier is expected to provide solutions on possible options for creating a legacy. This could be, but is not limited to:

2.31.1. Physical assets being used for another purpose post-Expo; and

2.31.2. Digital or virtual assets being transferred for use elsewhere.

- 2.32. If, as expected, the UKP is to be taken down and the site returned as was, full consideration should be given to reusing/ recycling and responsibly disposing of any assets relating to the content of the UKP including its content, and thus the Supplier should ensure this is developed into the plans and concepts developed under Work Package (A).

- 2.33. As per 1.22, the Contract will be awarded in two Work Packages (WP) – WP(A) and WP(B).

- a) WP(A) is committed at this stage, and the Supplier will be asked to deliver this upon award of the Contract.
- b) WP(B) is considered as a contractual “Option” – the terms and conditions surrounding how this “Option” will function within the Contract are described in the terms and conditions of the Contract at Schedule 06.

- 2.34. WP(B) is provided as an option to this Contract and the Authority makes no commitment to the commencement of WP(B). The Authority reserves the right not to commission WP(B) and terminate the Contract after completion of WP(A) and/or in line with the termination clauses in the Contract. The Authority reserves the right to use an alternative supplier for any or all of the services under WP(B).

- 2.35. Under WP(A) the Supplier will be required to deliver for the UKP:

- 2.35.1. the narrative of the story to be told through the UKP;
- 2.35.2. Outline the forward development plan for the visitor experience and journey, including virtual version;
- 2.35.3. Full design concept of the appropriate content to support the experience (potentially includes designs for a mascot for the UK);
- 2.35.4. a conceptual design for the UKP that houses the visitor experience, content and the potential spaces required for a fully functional pavilion;
- 2.35.5. An itemised cost plan for implementation and delivery of the experience; and

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- 2.35.6. early market testing of the proposed concepts and content
- 2.36. Should the Authority commission the Supplier for delivery of WP(B) (see Schedule 38 of the Contract attached at Schedule 06 of this ITT for the Work Package (B) commissioning process), the Supplier may also be required to:
 - 2.36.1. Work with an architectural designer/consultant and/or Principal Designer³ to take the design of the UKP from concept to full architectural design (RIBA S4);
 - 2.36.2. Produce the full virtual proposition for the virtual pavilion experience;
 - 2.36.3. Develop and produce the content required for the UKP, including acquisition of any physical objects.
 - 2.36.4. Take a lead role in ensuring the construction of the UKP fully realises the visitor experience and delivers the content as planned, and ensure sponsor requirements are fully integrated;
 - 2.36.5. Ensure the appropriate audio-visual and technology requirements are procured and implemented to support delivery of the experience;
 - 2.36.6. Support the fit-out of the UKP to ensure it remains aligned with the concept;
 - 2.36.7. Work with the Authority to ensure appropriate government and sponsor branding is incorporated into the experience where required;
 - 2.36.8. As and if required, support the delivery of the live phase of Expo, to ensure the experience delivers as expected, issues are resolved, sponsors rights are delivered on, and the programme of activity on the UKP aligns with the design; and
 - 2.36.9. Any other services required to deliver the proposed concept/design/content for the UKP as specified by the Authority at the time of Commissioning.
- 2.37. The specific deliverables and key milestones for each WP are detailed in Sections 3 and 4 of this Specification.
- 2.38. For the avoidance of doubt, across both Work Packages (A & B), the deliverables will only be considered completed ("delivered") once the deliverable has been completed to the satisfaction of the Authority. The Supplier agrees to work in good faith with the Authority to ensure the deliverables are produced/delivered to the satisfaction of the Authority and its stakeholders, including where that requires a reasonable number of re-writes and drafts. The Supplier should consider this in its pricing.

³ Under WP(B) the Authority lists a number of roles that the Supplier may have to work with. The Authority may appoint these roles via another supplier, or, in the commissioning of WP(B), the Authority may assess the capabilities of the Supplier of this Contract to appoint these roles from within their organisation or supply chain.

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3. Work Package (A): Narrative, Visitor Experience, Content Design and Conceptual Pavilion Design

- 3.1. The deliverables and associated key milestones are listed in the following table.
Milestone dates are to be agreed within 2 weeks of contract award:

Deliverable No.	Deliverable	What is to be delivered	In consultation with	Format	Milestone Date
1	Narrative / Storyboard / Concept	Building upon what is developed and submitted during the Tender submitted by the Supplier during the procurement of this Contract, produce finalised version of a written document supported by sketches/renders to explain the interpretation of the theme. To include a full narrative on how you envisage the visitor interacting with the experience.	DIT, GREAT Campaign, Consulate General Osaka, British Council, Sponsors, and any other stakeholders as advised by the Authority	Document	*to be agreed within 2 weeks of contract award
2	Visitor Experience (Physical & Virtual)	Extension of deliverable 1 to include visitor flow, potential number of touchpoints/interactions and list of potential technology & equipment needed to deliver.	DIT, GREAT Campaign, Consulate General Osaka, British Council, Sponsors, and any other stakeholders as advised by the Authority	Document, Diagrams, Renders	*to be agreed within 2 weeks of contract award
3	Content Design	Expand upon the media type, virtual and physical programming that brings the touchpoints to life (including comms channels, messaging hierarchy, and social presence. Provide a roadmap of how and where they will be sourcing content, artwork, physical exhibits and any necessary programming. This may also include designs for a potential mascot.	DIT, GREAT Campaign, Consulate General Osaka, British Council, Sponsors, and any other stakeholders as advised by the Authority	Document, Diagrams, Renders	*to be agreed within 2 weeks of contract award
4	Early Pavilion Design	Production of high-level concept plans of what the UKP building could look like that houses the experience and meets objectives on sustainability and value for money. (The Authority is not seeking full architectural designs from the Supplier).	DIT, GREAT Campaign, Consulate General Osaka, British Council, Sponsors, and any other stakeholders as advised by the Authority	Collection of sketches, renders with explanatory notes	*to be agreed within 2 weeks of contract award

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5	Cost Plan	Itemised cost plan showing the estimated cost of the Pavilion against the two proposed total project budgets as outlined in paragraph 3.3 below	DIT, and any other stakeholders as advised by the Authority	Spread sheet	*to be agreed within 2 weeks of contract award
6	Early Testing	<p>The Authority, via its team in Osaka, will facilitate local market testing of ideas and concepts through connecting the Supplier to appropriate stakeholders. The Supplier will be responsible for working with the Osaka Team to undertake this, collect information, make refinements to its approach, and produce a report of this testing and what it has changed / not changed and why. The Supplier will be responsible for all costs of this deliverable, paid for by the Authority through the costs of this deliverable under Work Package (A).</p> <p>The Supplier will also need to test with Sponsors to ensure that the proposed visitor experience and designs align with their expectations and objectives. The DIT Global Sponsorship Team will support the facilitation of this.</p>	DIT, Consulate General Osaka, British Council, Sponsors/DIT Sponsorship team, and any other stakeholders as advised by the Authority	Document	*to be agreed within 2 weeks of contract award

3.2. The Supplier must deliver a concept, content and visitor experience that is unique, engaging, and scalable, both in terms of usage of space across the UK's plot and in terms of cost.

3.3. The estimated maximum budgets for the UK's participation in the Osaka Expo are set out below (there are two (2) maximum budget price points that are being considered). The Supplier must demonstrate that it can deliver the experience and related outputs for the following two (2) maximum budget price points, whilst ensuring what is put forward can flex within the bands if required without subtracting from the quality of experience:

3.3.1. Up to £36 million; and

3.3.2. Up to £60 million

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The total project budget referred to above includes this Contract (both Work Packages); Design, Build, Fit-Out, Take-Down; Full Operation during Live Phase, and a contingency⁴.

- 3.4. The Supplier will need to test both options (as per 3.3) in respect of deliverable six (6).
- 3.5. In respect of deliverable five (5) – Cost Plan – the Authority expects the Supplier to outline its expectations for how the total project budgets as per 3.3 are divided between various elements required to deliver so that it focusses spend where most value can be extracted; however, the Authority's view is that it should be in line with the following ranges:

Element of Project	Estimated Budget % Range
This Contract + Full Design, Build, Fit-Out, Operate/Maintenance, Take-Down	50% - 60%
Utilities, T&S, Legal Fees, Comms & Marketing, Event Programming & Production, Staffing, Evaluation	20% - 30%
Contingency	10% - 20%

- 3.6. The Supplier must ensure that the story and experience delivered at either budget of pavilion are still able to meet the strategic objectives of the project and satisfy sponsor and other stakeholder expectations.
- 3.7. The Supplier should also put forward suggestions for where and how HMG may be able to secure value in kind deals with partners, suppliers or other organisations that may offset costs in one area, either achieving savings, or allowing redistribution of spend.
4. **Work Package (B) (Option): Support & Advisory Services for Full architectural design, visitor experience and content production and implementation, ongoing monitoring, and management of live experience**

- 4.1. The potential deliverables for WP(B) are listed in the table below. The Authority will refine and reserves the right to amend these deliverables ahead of formally commissioning WP (B) (if it so chooses to enable this Contract Option):

No.	Deliverable	What is to be delivered	Interdependency	Milestone Date (subject to change)
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⁴ To reiterate, these total budgets are full project costs, not only design and build

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1	Support the Full Architectural Design of UKP	Support the development of the RIBA Stage 4 design. This will include all drawings and work packages necessary to obtain sign off of the design and obtain the Construction Licence from Expo Authorities	Work with PMCC / Construction Contractor/Local Architect of Record/Authority and its Stakeholders	October 2023
2	Management / Advisory to construction of UKP (Shell & Core)	Support the delivery of RIBA Stages 5 & 6. This will include keeping an oversight of design intent throughout the build and collaboration with main contractor to solve any onsite design/construction problems.	Work with PMCC / Construction Contractor	January 2024 – December 2024
3	Production and delivery of content (Fitout & Final Exhibit)	Develop and produce the content designed in WP(A), acquire any physical objects. Test content in local market. Acquire any licences needed. This may involve management of other suppliers involved in doing the fit-out	Work with PMCC / Construction Contractor / Fit-out suppliers	July 2024 – March 2025
4	Oversight and Management of UKP Visitor Experience and Content Production	Inspections to ensure the method(s) of content delivery, including relevant technology are installed as per the design intent.	Work with Construction / Production / Fit-out suppliers	July 2024 – March 2025
5 (optional depending on complexity of content solution)	Monitoring and management of live experience	Support delivery to RIBA Stage 7	Technical aspects to be delivered by FM contractor. If experience is more of a production, production manager may be required from designer.	April – October 2025

- 4.2. Delivery of all Work Package (A) Deliverables will occur when all Work Package (A) Deliverables have been Delivered to the satisfaction of the Authority and Delivery of any Work Package (B) Deliverables will occur when those Work Package (B) Deliverables have been Delivered to the satisfaction of the Authority.

5. Strategic Objectives of delivering a UK Pavilion

- 5.1. Through the UK's participation at Expo, HMG will promote culture, soft power, further policy priorities, and present the UK as a destination of choice to visit, study, trade and do business.
- 5.2. This will contribute towards long-term economic and reputational benefit to the UK, creating a legacy to support the achievement of several strategic objectives (in current priority order):

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- 5.2.1. Increase positive perceptions of the UK in Japan and globally with international governments, multilateral organisations, businesses, communities, consumers, visitors, and students;
- 5.2.2. Increase visitors to the UK;
- 5.2.3. Increase the propensity of people to study in the UK;
- 5.2.4. Develop collaborative relationships with other nations in the Asia-Pacific region and globally;
- 5.2.5. Support key UK international policy priorities; and
- 5.2.6. Boost UK business in Japan

It is likely that as the project progresses, these objectives will be refined and may change in scope.

- 5.3. The experience of the UKP will also need to meet and exceed the expectations of visitors, being a positive, interactive, and intriguing experience reinforcing the UK's reputation for what we do well whilst challenging outdated stereotypes - 'to see things differently'.

6. Critical Success Factors Indicators to be used to evaluate the impact of the UK Pavilion at Expo 2025

How will the UK's presence at Expo be evaluated?

- 6.1. HMG will undertake an independent evaluation of the UK presence at Expo 2025.
- 6.2. This will include a process, impact, and economic evaluation to assess the UK presence at the Expo against its Strategic Objectives (Section 5).
- 6.3. Using lessons from the methods deployed to evaluate the UK at Dubai Expo 2020, evaluation activities will likely include surveys and in-depth discussions with visitors and non-visitors, students, businesses, and government officials, as well as analysis of secondary data and economic indicators.

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- 6.4. Evaluation activities will align with the programme's logic model (to be drafted). An external research supplier will be procured for this work.
- 6.5. The objectives of the evaluation will be twofold:
- 6.5.1. Monitor data to apply improvements to the visitor experience during Expo; and
- 6.5.2. Evaluate the delivery/process, impact, and economic outcomes of the UK's presence at Expo 2025.
- 6.6. See below table for breakdown of sub-objectives and method of evaluation.

Objective	Sub-objective	Type of activity
1. Monitor and analyse data in real time to be able to apply changes	What is the relative effectiveness of the different channels and messages of the UK presence at Expo 2025? What is working well and less well within the pavilion? How does the UK pavilion compare with other pavilions? What does analysis of survey data as well as other Management Information (MI) from the event tell us about the visitor experience? How can this analysis inform recommendations for optimising the UK presence?	Monitoring
2. Evaluate the UK's presence at Expo 2025 against core KPIs	Which elements of the event works best and why? Which content did people interact with? What did or did not interest them? How does this compare with other pavilions?	Process evaluation
	Did awareness of key UK messages increase? What perception shifts did the UK presence achieve amongst international business decision makers, students, and potential tourists? How do these shifts compare with baselines?	Impact evaluation
	To what extent have international business decision makers been triggered to trade with or invest in the UK against key international countries? How does this compare with the baseline / versus a control group (those not interacting with the UK at Expo 2025)? What impact has the UK presence at Expo 2025 had on prospective visitors to the UK? To what extent have prospective students been triggered to study in the UK?	
	Which perceptions were impacted? How did that inform decision making for investing, exporting, tourism and uptake of education? What actions did visitors (tourists/students/businesses) take because of visiting the UK pavilion? What was the impact of these actions?	

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	How did the UK presence (at Expo 2025) compare with selected international competitors? Was the UK pavilion impactful versus international competitors?	
	What is the cost-effectiveness and cost-efficiency of UK participation in Expo 2025?	Economic evaluation

Indicators to be used:

- 6.7. Each Expo is unique. Expos are hosted with specific objectives within a unique context and location.
- 6.8. Comparing the intended benefits for the UK at Expo 2025 with (for example) the benefits of the UK presence at Expo 2020 Dubai ignores the unique nature of each Expo. Expos are not repeat events, they operate within a specific point in time and are (at least) half a decade apart in their design.
- 6.9. Whilst HMG's understanding of the scope of opportunities which Expo 2025 will offer deepens, the following indicate what we will be looking to measure:

6.9.1. Outputs:

- 6.9.1.1. Number of visitors to the UKP
- 6.9.1.2. Percentage (%) of overall Expo 2025 visitors which visit the UKP
- 6.9.1.3. Country comparisons of visitor profile and volume
- 6.9.1.4. Online visitor interaction metrics
- 6.9.1.5. Number of Government-to-Government (G2G) meetings hosted at the UK pavilion
- 6.9.1.6. Number of overseas / East Asian companies attending UK business forum sessions

6.9.2. Outtakes/outcomes

- 6.9.2.1. Percentage (%) awareness of key UKP messages of visitors versus non visitors (to the UKP)
- 6.9.2.2. Percentage (%) difference (visitors versus non visitors) agreeing with key statements about the UK (e.g. UK is country I want to visit in the 5 years, UK is a leader in education etc).
- 6.9.2.3. Percentage (%) UKP visitors who go on to act (such as finding out more about the UK)
- 6.9.2.4. Qualitative feedback from the HMG team in Osaka on how the UK presence has supported (or not) UK bilateral relations with Japan (East Asia)

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6.9.3. Impact

- 6.9.3.1. £ value of additional Foreign Direct Investment (FDI) directly attributed to the UK presence at Expo 2025
- 6.9.3.2. £ value of additional trade in goods and services benefiting UK directly attributed to the UK presence at Expo 2025
- 6.9.3.3. Number of additional visitors to the UK directly attributed to the UK presence at Expo 2025 (and associated £ value)
- 6.9.3.4. Number of additional students to the UK directly attributed to the UK presence at Expo 2025 (and associated £ value)
- 6.9.3.5. The cost-effectiveness and cost-efficiency of UK participation in Expo 2025

7. Theme

- 7.1. Expo 2025 Osaka provides an opportunity to connect with people on the UKP, virtually and throughout the world. It will also facilitate collaboration and partnership between the UK and other participating nations, creating solutions to global challenges.
- 7.2. Each World Expo has an overarching theme which participants must respond to through their Pavilion and programmes and theme statements.
- 7.3. Expo 2025's theme "Designing Future Society for Our Lives", will challenge individuals to think how they want to live and how they can maximise their potential. This theme also aims to drive co-creation by the international community in designing a sustainable society that supports individuals' ideas of how they want to live.
- 7.4. Saving Lives, Empowering Lives, and Connecting Lives are the three sub-themes of the Expo:
 - 7.4.1. **"Saving Lives:** Fighting Infectious diseases and extending lifespans";
 - 7.4.2. **"Empowering Lives:** Education, workplace AI and robotics"; and
 - 7.4.3. **"Connecting Lives:** Promoting cross-cultural understanding and spurring innovation"
- 7.5. As part of the application for a plot at Expo, HMG has submitted and had approved a Theme Statement (this is still subject to change/refinement).
- 7.6. The UK has also chosen a sub-theme – "Saving Lives" which is aligned with the plot selection as per 1.16 of this Specification.

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- 7.7. The UK Theme Statement has defined the name of the main exhibition of the proposed UKP: “*See Things Differently – Tomorrow, Today*” - the current GREAT Campaign, which the content should reflect. A summary of the GREAT Campaign, “See Things Differently” can be found in Annex N to this Schedule 05, which is supported by a video here:
<https://www.youtube.com/watch?v=Hc0NkODCeVM>
- 7.8. The theme and sub-theme statements can be found at Annex B to this Specification. The Supplier should pay careful attention to this and ensure the theme and sub-theme flow through all proposed concepts, content and visitor experience.
- 7.9. In relation to paragraphs 2.8 – 2.16 of this Specification about sponsors, the Supplier must also consider how to align and integrate Sponsor themes and sectors with the overarching UK Theme Statement and Expo.

8. The Audience and Content Expectations

- 8.1. This section 8 details at a high level the findings that the Authority has gained from market research on the audience profile and expectations for Expo. It is included in the specification for the Supplier to consider, however the Supplier is encouraged to do their own research on the audience and not rely solely on the Authority's findings.
- 8.2. The following are summaries of those findings. The Supplier can find a more detailed report into the insights that the Authority has gained attached at Annex C.
- 8.3. The Supplier must consider a balance between what local audiences expect and what message the UK is trying to convey. The Supplier must utilise the audience expectations as a guide to how that audience best engages to then develop a method of delivering the UK's message in a way they understand.
- 8.4. Japan is seen as a leader within the Asian market, with many Asian countries looking up to Japan. Expectations within the Asian region for the delivery of Expo 2025 Osaka will therefore be high.
- 8.5. The audience profile for Expo is expected to be predominantly Japanese and mostly from the Osaka Region, which will have a big impact on the storytelling needed for the UKP.

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- 8.6. Research suggests that a UKP should draw on a sense of the familiar and what is known of the UK (i.e., stereotypes, although without over-reliance) along with similarities between Japan and the UK to attract visitors to its experience.
- 8.7. The themes should look to create a sense of discovery about the UK, away from major cities, educating the audience on the wider UK, possibly as an opportunity to raise awareness of the four nations.
- 8.8. The UKP needs to visibly represent the UK, to ensure that visitors understand that they are essentially visiting “a part of the UK”. There should be a balance of the use of familiar national symbols (flags, red buses etc.) with the more unusual and even challenging icons.
- 8.9. However, the UK should not overly rely on stereotypical views of what the Japanese audience like to experience. Many think a technology led experience would cater to the audience, however opinions are that either regional audiences may not be as tech-savvy as stereotypes would have it, or in certain areas of technology, the Japanese are ahead of the curve, and may not find other attempts to compete with them very satisfying or be perceived as underwhelming.
- 8.10. Research indicates the focus of the visitor experience should be an engaging story (through the use of engaging content) and the use of technology should be to support the narrative and the storytelling and **not necessarily be the focus** of the story itself.
- 8.11. In addition to the above research the Authority has undertaken, additional insights can be gleaned from the following:
 - 8.11.1. Annex O – Summary Report of GREAT Campaign International Audience Survey 2021; and
 - 8.11.2. Annex P – Visit Britain Japan Market Summary

9. Functional and Spatial Requirements

- 9.1. The below table shows the rooms/spaces that will be required within the Pavilion. This is not necessarily an exhaustive list and other rooms may be needed depending on the design or stipulations from Expo/local authorities.
- 9.2. The information in the table is purely for the Supplier to consider at a high-level in the delivery of the Early Pavilion Design (Deliverable No.4 in WP(A))

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Room	Notes
Events Suite - Entrance to suite of event spaces/meeting rooms etc should be accessible from the front of the Pavilion and separate from visitor experience.	
Events Space/Exhibition	
Meeting Rooms	
VIP Lounge	
Reception	
Toilets	
Commercial Activities - Restaurant, bar and shop combined should not exceed 20% of overall covered floor space.	
Restaurant	Should be located next to the exit of the visitor experience and accessible directly from the concourse
Kitchen	Suitable size to serve a restaurant as outlined above
Bar	A space within/adjacent to the restaurant to serve drinks with indoor and outdoor seating space.
Shop	Should be located next to the exit of the visitor experience and accessible directly from the concourse
Staff Areas - Staff spaces and "Back of House" areas should be separate from "Front of House" areas.	
Office	
Changing Rooms (M&F)	
Staff Room	
Other	
Storage	Will need practical storage spaces near the restaurant and event spaces, particularly for the storage of furniture.
Public exhibition	Large enough to house your content concepts which can include indoor and outdoor spaces.
Non-build zone	10m at the front of the building, 1m on each side and at the rear.
Plant Room	
Staircases/lifts/corridors	

- 9.3. In addition to the general spaces that may be needed, the Supplier, when working with sponsors, should consider specific spatial requirements for them that ensure (a) they are integrated into the experience, and also (b) have dedicated space to deliver on their rights. This will include dedicated areas within the Public Exhibition Area that allow for permanent exhibitions for sponsors.

10. Supplier Profile for Work Packages & Service Levels

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- 10.1. The Supplier will have a multi-disciplinary team, covering all roles required to design and produce their concept proposal for the UK Pavilion. This could include, but is not limited to:

- 10.1.1. Creative Director;
- 10.1.2. Content Designer;
- 10.1.3. Exhibition Consultant;
- 10.1.4. Senior Project Manager; and
- 10.1.5. Project Manager

11. Expo Considerations

- 11.1. The Supplier will need to comply with all regulations and policies issued by the Expo Organiser, including any currently published, and any to be published.
- 11.2. The Supplier will need to comply with any audit requirements by the Expo Organiser to assess compliance with Expo Policy.
- 11.3. Policies could include, but are not limited to: Sustainable Procurement, Worker Welfare and Modern Slavery, Building and Seismic Regulations.

12. Project Budget, WP Budgets and Timeframe

- 12.1. The current maximum budget for the Contract for both WP(A) and WP(B) is £1,200,000 (excluding VAT) over the entire duration of the Contract. Within this, the Authority has the following maximum budgets for each Work Package:
 - 12.1.1. WP (A): £350,000 (excluding VAT); and
 - 12.1.2. WP (B): £850,000 (excluding VAT) (including 20% contingency)
- 12.2. Costs for Work Package (A) are fixed based on the Supplier's Tender. Costs for Work Package (B) will be agreed via the commissioning process outlined in Schedule 38 (Work Package (B) Commissioning Process) to Schedule 06 (Contract) of this ITT, and based on rates submitted in the Supplier's Tender.

13. Management of Information, Reporting & Contract Management

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- 13.1. The Supplier must refer to Schedule 13 (Contract Management) of the Contract (Award Form & Terms and Conditions) attached at Schedule 06 to the ITT for expectations pertaining to Contract Management.

14. Sustainability and Social Value

- 14.1. The Supplier must agree to comply with the Expo Organiser's Sustainable Procurement Code.
- 14.2. The Supplier must agree to cooperate with the Expo Organiser in verifying and monitoring their compliance status.
- 14.3. The Supplier must allow for an audit to be undertaken by a third-party as designated by the Expo Organiser if required.
- 14.4. The Supplier accepts that the Authority may terminate the Contract (in accordance with the Contract at Schedule 06) with immediate effect if the Supplier is deemed to be insufficient in implementing improvements to rectify their significant non-compliance with the Expo Organiser's Sustainable Procurement Code.
- 14.5. Throughout its design the Supplier must pay attention to reducing waste, minimising pollution and mitigating the use consumable non re-usable products. This includes considering the responsible disposal or reuse of products and materials after the Expo. The Supplier will be responsible for presenting new ways of doing things in an environmentally responsible manner.
- 14.6. The over-riding social value theme for this tender is Fighting Climate Change. The Supplier commits to deliver on the Social Value outcomes that it presented as part of its response to the Procurement and agrees to be measured on it as a contractual KPI, which will be agreed at contract initiation based on the Suppliers Tender response.

15. Staff and Customer Service

- 15.1. The Supplier shall provide a sufficient level of resource throughout the duration of the Contract to consistently deliver a quality service, in line with their Tender. This includes the ability to flex resource as and when required. It will however, not charge more than the People Costs agreed for Work Package (A), or any Statement of Work for Work Package (B).

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- 15.2. The Supplier has stated and agreed the required resources and services need to complete the deliverables in Work Package (A) (and will do if/when Work Package (B) is commissioned).
- 15.3. If, during the delivery of the Work Package, the Supplier utilises more resource, or in the case of Work Package (A) spends on additional Throughput Costs (one-off third party costs incurred to complete the deliverable) to service the Authority's requirements it will need to be at the Supplier's cost.
- 15.4. The Supplier shall ensure that staff understand the Authority's and Expo's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

16. Travel & Subsistence

- 16.1. It is not expected during delivery of Work Package (A) that the Supplier will need to travel for completion of deliverables. The only travel may be to the Authority's offices in the UK for contract management (or to consult stakeholders in delivery of the deliverables), which are to be at the Supplier's own cost. Travel & Subsistence is not to be included as a Throughput Costs under Work Package (A).
- 16.2. In respect of Work Package (B), if so commissioned, travel, including international travel, may be more likely required. Travel and Subsistence will be treated as a reimbursable expense under Work Package (B) and not a Throughput Cost. The Supplier must refer to paragraphs 4 and 6 of Schedule 03 (Charges) of the Contract in Schedule 06 of the ITT.

17. Quality

- 17.1. There is no specific accreditation required for this service although experience is essential and is tested at Procurement of the Contract.
- 17.2. The Supplier will obtain any quality accreditations that are required by the Authority and/or by the Expo Organisers or local authorities in Japan. The Supplier will do this at their own cost.

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Annexes

The following is the complete list of annexes cited throughout this Schedule 02, which are attached as individual documents:

Annex	Title
A	Plot Sheet (A33+A34)
B	UK Theme Statement
C	Audience Insights on Visitor Experience
D	Design Guidelines Type-A
E	Design Guidelines Appendix
F	Universal Design Guidelines
G	BIM Requirements
H	GL4-7-1 Construction Demolition Guidelines Type-A
I	General Design Plan for Type-A Pavilion
J	Final Design Plan for Type-A Pavilion
K	Expo's Theme Guide
L	Virtual Expo Guidelines
M	What is an Expo? (BIE)
N	Summary of GREAT Campaign – See Things Differently
O	Summary of GREAT Campaign International Audience Survey 2021
P	Visit Britain Japan Market Summary

