



TMPW OUTTHiNK

**BDO and TMP Worldwide:
Building an authentic Global EVP**

BDO International

Contents

Executive Summary	2
Stage 1: Education and engagement in developing a global EVP	4
Stage 2: Your approach and process for developing a global EVP	18
Stage 3: Why you – your difference in a crowded sector	33
Stage 4: What success looks like when developing a global EVP	40
Pricing	50



Executive Summary

Thank you for the opportunity to respond to your RFP. We admire your history, identify with your values and are excited by your global vision. We believe we have the unmatched diversity of expertise, technology and ideas, all underpinned by our outthink philosophy, to engage your stakeholders and:

- Deliver an EVP that reflects, energises and promotes the diversity and the real viewpoints that unite your people globally.
- Provide a messaging framework that is clear, magnetic, compelling, authentic and inspiring.
- Provide support, guidance and best practice on how best to deploy your new global EVP with local resonance.

The challenge

The global accountancy sector is evolving more rapidly than ever before. This dynamic environment, shaped by technological innovation, regulatory shifts, and changing market demands, presents a unique set of challenges for professional services firms.

These challenges are not just fleeting obstacles but pivotal factors that will determine the future trajectory of the profession.

The role of accountants has transcended the traditional boundaries of financial reporting and tax compliance. In today's interconnected and digitalised world, they are expected to be advisers, strategists and technologists, all rolled into one.

The multifaceted nature of the profession moving forward demands not only a deep understanding of reporting regulations and numbers but also a keen insight into how these numbers can drive business strategy in an increasingly complex and volatile world.

From a talent perspective, competitors extend beyond traditional firms to include Fintechs, as well as technology and consulting firms more generally.

For BDO, as an international network of independent accounting, tax and advisory firms, this means evolving your positioning from the heritage service lines of accounting and audit into broader, more future focused technology solutions and attracting different talent. As a result, your EVP and employer brand needs to evolve and reflect the bold new corporate vision.

Our experience of working with partner-led professional service firms, such as Linklaters and Clifford Chance, highlights the challenges in getting fee-earners globally (and support teams) to buy into a collective corporate approach.

A consistent global EVP needs local nuancing to ensure engagement and adoption. These need not be in conflict, however we recognise that this project presents unique challenges and will not be easy.



Executive Summary

Unmatched expertise

We'll provide the brightest minds from the whole of TMP Worldwide to deliver our solution for BDO. We'll conduct detailed research and interviews to truly get under the skin of the firm(s) and, perhaps most importantly, introduce a project plan which will enable us to quickly identify the key service lines and jurisdictions, together with the loudest voices, key stakeholders and potential derailleurs (different groups), ensuring that they are given opportunities to appropriately feed into the project.

True differentiation

At TMP Worldwide, we have extensive experience of working on global EVP and Employer Branding projects – often for organisations going through change or business transformation.

Our global reach, deep technical expertise and capabilities, together with robust programme and project management will enable us to deliver a robust, distinctive and effective EVP for BDO which will create clear blue water between your firm and the competition.

Our philosophy

We will lead with our established and proven outthink philosophy which will ensure we build a solution that provides a measurable, competitive edge immediately; a solution which is future proofed to provide long-term benefit.


Whatever your challenges, through outthink we'll bring customer focus, creativity, insight and stress-tested expertise to deliver a world class EVP.

Commitment to partnership

We look forward to you reading our proposal and meeting with you to bring our solution to life in person.

We have created a website to accompany our response which houses our proposal, research and additional case studies. We have created this to demonstrate the importance of this opportunity to us and our commitment to serving as your strategic Talent Advisory partner. Please find the link here: <https://bdo.promotingpeople.net/>



A photograph of a woman with long dark hair, wearing a dark blue top with a gold polka-dot collar, smiling broadly. To her right, a man with a beard and mustache, wearing a dark blue shirt, is also smiling. The background is a bright, out-of-focus office environment. A large, dark red diagonal graphic element is overlaid on the right side of the image.

Stage 1: Education and engagement in developing a global EVP

Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP



The big ask:

How would you enable us to articulate what an employer brand and EVP is, and incorporate the voices of people from BDO member firms, so that we can gain support from CEOs, business leads, and Heads of People & Culture across BDO firms globally so that they take the necessary actions to implement and embed the global EVP locally?



Stage 1.

Education and engagement in developing a global EVP



Stage 2.

Your approach and process for developing a global EVP



Stage 3.

Why you – your difference in a crowded sector



Stage 4.

What success looks like when developing a global EVP



How we would enable BDO to articulate what an employer brand and EVP is, and incorporate the voices of people from BDO member firms

Understanding the challenge and framing the project with stakeholders

A best-in-class EVP is all about gaining a competitive advantage over rival organisations. And that starts with understanding how your business behaves and operates. Gaining buy-in across a global network of partner managed firms can be challenging. A centrally driven, ‘top down’ approach will clearly not resonate.

This project will play a key part in driving a fundamental organisational repositioning – both internally and externally. You’re looking to shift perceptions and allegiances – from a collective of local firms, with individual strengths, who are part of a global alliance, to a truly global firm with collective strength and depth, both internationally and regionally. The result will be a consistent international employer reputation with distinctive local flavours for different regions. There’s no such thing as a cookie-cutter EVP.

At TMP Worldwide, we put particular emphasis on framing and communicating global employer brand projects. We recognise the need to engage all relevant stakeholders, across multiple geographies, service lines and cultures. A project of this nature needs to succeed – and be seen to succeed – for all.

As part of the detailed scoping at project implementation stage, we will work with a core BDO project team to:

- Review current regional EVPs, and audit staff and recruitment messaging across key markets.
- Understand the individual service lines and key markets more deeply, noting maturity/market presence for BDO in regional markets and talent challenges.
- Map communications ecosystem and channels. We know that in the UK you use Viva Engage as a comms and survey platform, but we’re not aware of your full suite of tools across the globe.
- Identify key geographies and change influencers. It is important that this list is not limited to Leadership and includes those further down the organisation with strong voices whose support will be vital to maximise the project. Examples would include **Dr Keith Keating**, your Chief Learning & Development Officer and **Dr Zaheer Ahmad**, Head of Unifying Culture, who post regularly on LinkedIn and have over 60,000 followers between them.

As part of this mapping process, we’ll also identify possible ‘derailers’ – either individuals or locations/teams with potential to limit local engagement.

This will ensure we are aware of those whose input is critical to success. It will also provide us with a detailed understanding of the potential challenges and areas of friction.

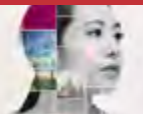


Case study: Mitigating local resistance

Linklaters


When we worked with Linklaters on their global EVP project, it was indicated that the partners and teams in Germany and Belgium were likely to resist a more global approach to EVP, having recently developed their local EVPs. We overcame this by ensuring they were consulted throughout the project and the regional nuancing enabled them to dial up some of their local differences, within an overall global framework. Those who wanted a seat at the table and felt invested in shaping the output had that opportunity. This strengthened the final output without derailing the project.

Great change is here.
Linklaters



Are you ready?

Great change is here.
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Are you ready?

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Are you ready?

From a shifting geopolitical landscape to the exponential growth in FinTech, this is a time of unprecedented change.

At Linklaters, we're ready. Our people go further to support our clients, with market-leading legal insight and innovation. And we go further for each other, too. We're people you want to work with, generous with our time and ready to help. So no matter what the future holds, with us you'll be one step ahead. Great change is here. Get ready.

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ON BEING THE BEST
We need to provide the best training and development for lawyers in the world. For us to work in the most challenging, demanding and diverse continents worldwide results for the most demanding clients, we need to have exceptional lawyers who are at the very best of their game.

What's more, professional development is a moving target. The global economy is changing so fast that each new generation of lawyers needs to have new skills and apply new types of thinking. This makes our work exhilarating, but it demands dynamic, ongoing learning and development.

LEARNING THROUGHOUT YOUR CAREER
We have created an entirely new framework for learning continuous professional development and it's called the Linklaters Law & Business School. By bringing business, legal and technical knowledge from holistic curriculum, our people receive the mix of expertise they need to thrive in a changing world. Now we can guarantee that our lawyers will receive the same high quality learning experience no matter where they are in the world.

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「最高の持つ意味
私たちは、世界の最優秀な法律家育成のために、最高の教育プログラムを提供しています。リンクレーターズロー&ビジネス・スクールは、法律家としてのキャリアを築くための最高の機会を提供しています。また、グローバル市場は、法律家としてのスキルを常に更新し続ける必要があります。

グローバル市場は常に変化しています。そのため、最新のスキルを常に更新し続ける必要があります。これは、常に新しいスキルを学ぶ、新しいスキルを適用している必要があります。また、グローバル市場は、常に新しいスキルを常に更新し続ける必要があります。

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World-class career development for lawyers.

世界トップクラスのキャリア開発

LINKLATERS IS BREAKING DOWN BARRIERS BETWEEN THEORY AND PRACTICE. IT IS EXCITING TO WORK WITH AN ORGANISATION THAT HAS SUCH AMBITION AND ENERGY

Harriet Smith, Head of Development from London, Linklaters Law & Business School and a past member

Stage 1.

Education and engagement in developing a global EVP



Stage 2.

Your approach and process for developing a global EVP



Stage 3.

Why you – your difference in a crowded sector



Stage 4.

What success looks like when developing a global EVP



We will then refine the proposed EVP research phase, ensuring that the methodology covers all key partners, staff and jurisdictions.

It's vital to articulate to the business up front what a good employer brand and EVP are and what they can achieve. We'll work with your core project team to create an energising and evidence-based communications plan. This will set out the business case for a consistent global EVP, generating belief, understanding and interest, and outlining the key activities and milestones in the project. The plan will be aligned to your audiences, key communications channels and organisational habits.

We will draw on research from industry sources such as: Gartner, Towers Watson, CEB, LinkedIn, Glassdoor, Cornell University, and TMP proprietary research, linking the benefits of being a destination employer to your wider corporate ambitions.

Developing your global EVP

We'll develop an authentic BDO global EVP that will be nuanced for implementation across a complicated internal communications ecosystem. Having defined the strategy, we will design the EVP in strategic partnership with BDO, including your internal communications teams.

We'll run diligent listening exercises to ensure the EVP can be embedded across the full range of your communication channels.

Our methodology, including extensive desk research, interviews and consultation, will facilitate a seamless implementation process, providing us with a high degree of flexibility and the capacity for nuanced regional localisation.



Case study: Research methodology



Our global EVP project for Ericsson highlights the depth of TMP Worldwide’s research capabilities. Ericsson is a highly collaborative business, employing over 100,000 people across 180 countries. Their diverse teams, from Technology and Digital through to Sales and Corporate, operate across a range of cultures and time zones.

Our solution involved a high level of qualitative and quantitative research, involving over 30 senior interviews and 20 focus groups across their core geographies.

The research identified which elements of the EVP pillars resonated most with different countries (and staff groups). We developed an overarching EVP, with proof points that were consistent, but weighted differently across major markets.

While there was broad agreement with the EVP pillars overall, the ranking differed by country*

- ‘Just be you’ was ranked 1st by 4 out of the 6 countries
- This highlights the strength of feeling that Ericsson’s culture is a key differentiator
- ‘Pioneering easy’ was consistently ranked 5th
- While this theme did score well overall, its ranking suggests colleagues feel this is more aspiration than reality

Canada	China	India
Just be you: 1 st	Just be you: 1 st	Technology for good: 1 st
Technology for good: Joint 2 nd	Together the brave: 2 nd	Live for change: 2 nd
Together the brave: 3 rd	Live for change: 3 rd	Just be you: 3 rd
Live for change: 5 th	Technology for good: 4 th	Together the brave: 4 th
Pioneering easy: 4 th	Pioneering easy: 5 th	Pioneering easy: 5 th

France	United States	Sweden
Just be you: 1 st	Technology for good: 1 st	Just be you: 1 st
Technology for good: Joint 2 nd	Live for change: 2 nd	Technology for good: 2 nd
Live for change: 3 rd	Just be you: 3 rd	Live for change: 3 rd
Together the brave: 3 rd	Together the brave: 4 th	Together the brave: 4 th
Pioneering easy: 4 th	Pioneering easy: 5 th	Pioneering easy: 5 th

*The focus is on the countries with double-digit survey response rates and that made up more than 5% of the overall number of respondents.

Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP



Coordinating with your global corporate brand refresh

We believe running the EVP project concurrently with BDO's global corporate brand refresh could generate significant benefits. Particularly in cutting research time and costs and capitalising on pre-existing engagement.

By leveraging insights into competitor positioning and Leadership/employee research, we will be able to develop prototype EVPs more quickly, which will be tested and validated with different internal audiences.



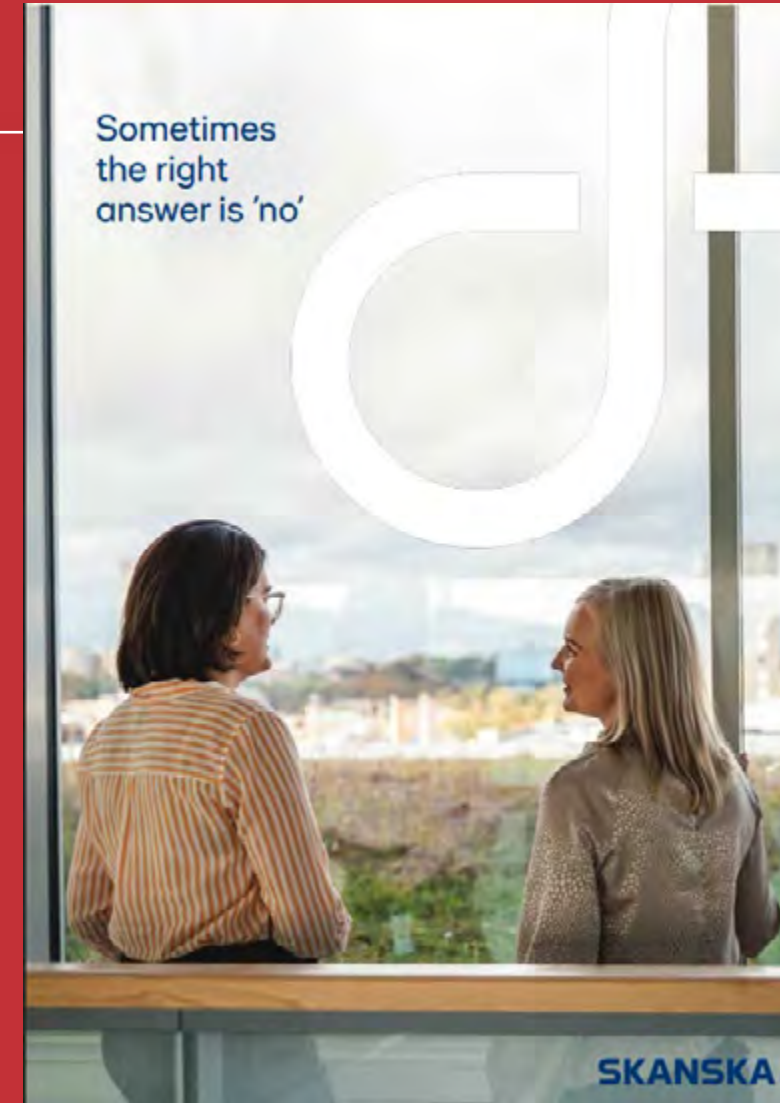
Case study: Delivering projects simultaneously

SKANSKA

Skanska, the global construction business, were launching a new corporate brand, with an increased focus on community, society and the environmental impact.

While this was being finalised, we were asked to develop an EVP which sharpened their people promise and connected it with the new corporate ambition.

We aligned our strategy, tactical ideas and deliverables with Skanska's Marketing and Corporate Comms teams. This gave us access to the latest customer and staff research and influential internal support to get the new EVP off the ground in a way that achieved maximum alignment.



Stage 1.

Education and engagement in developing a global EVP



Stage 2.

Your approach and process for developing a global EVP



Stage 3.

Why you – your difference in a crowded sector



Stage 4.

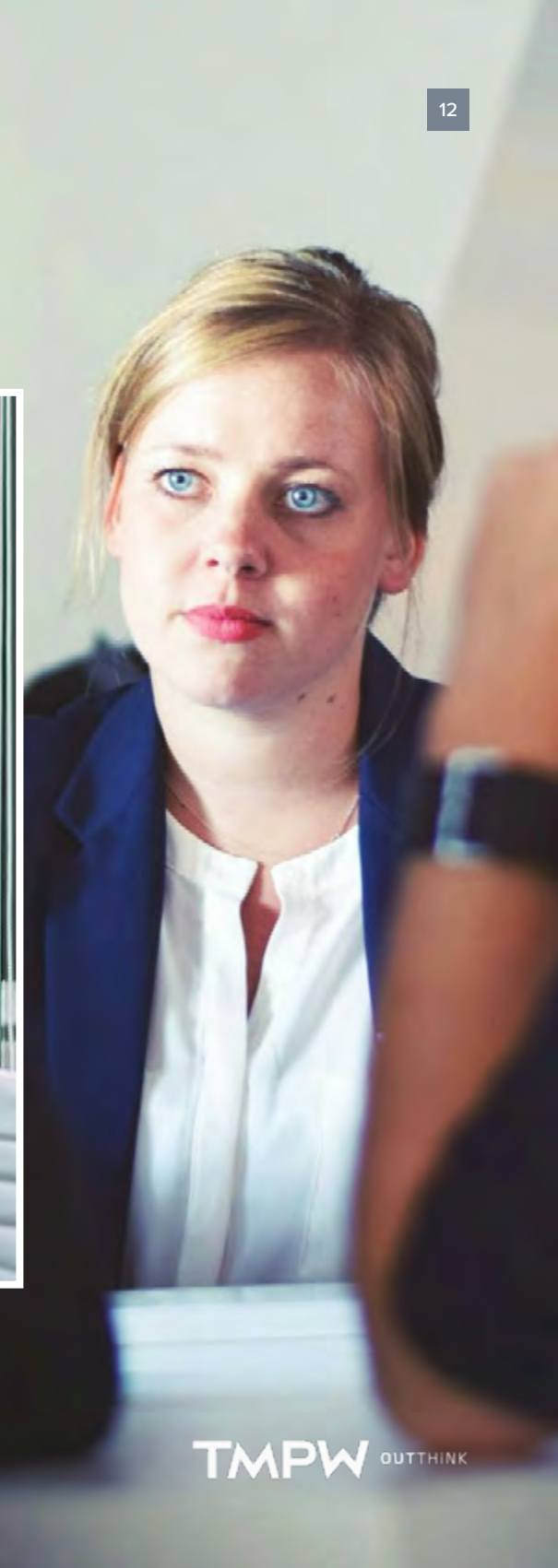
What success looks like when developing a global EVP



Engage with multiple stakeholders across multiple geographies and cultures

Partnership structures are uncommon and BDO's network-led arrangement is particularly unique. To engage multiple stakeholders effectively, we will work with BDO to create defined steering groups of both senior and junior representatives, from each geography, who would be most involved in implementing and embedding the new EVP.

We will create bespoke communications plans for each group, defining the method and frequency of communication throughout project delivery.



Case study: Building steering groups

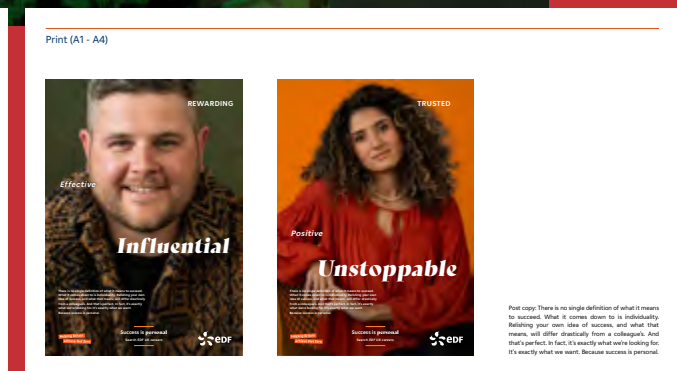


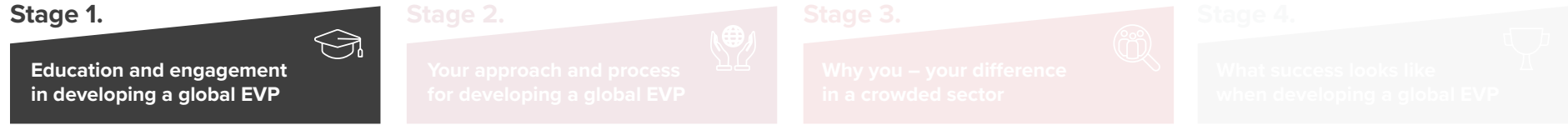
We recently partnered with EDF UK, the French-owned multinational, to develop a compelling EVP. The client is truly diverse, with global operations spanning from nuclear power stations through to contact centres.

As an organisation that is heavily regulated, unionised and the product of multiple national and commercial mergers, there was distrust amongst many business units regarding senior management and corporate leadership. This extended almost to hostility in some respects.

To generate collective buy-in, we developed two primary steering groups: a Leadership Forum and the 21 Group, a collection of operational colleagues who represented all diverse parts of EDF.

We met with the Leadership Forum on a regular basis to provide updates on milestones and met with the 21 group at key points in the project to ensure operational personnel could contribute to both design and feedback and feel their voices were heard. Through these two layers of activity, we successfully engaged all stakeholders and delivered the project on time, on budget, to the delight of the business.





Leveraging and engaging multiple teams to ensure successful project delivery

We'll work with BDO to engage representatives from multiple teams at the very outset of the project; this will enable us to generate buy-in and identify key requirements which will inform the overall solution.

Engaging Communications, Marketing & PR teams will be vital from the contract award stage. We will keep in close partnership with them at every stage of the project lifecycle.

We will create distinct workstreams of personnel from different departments, responsible for contributing to and running different elements of the project.

Underpinning all this will be a rigorous project planning and methodology to ensure these teams are engaged at the right times, including defining responsibilities from the outset and agreeing the format and frequency of meetings. Detailed project documentation and regular communications will ensure stakeholders are always informed and ready to contribute at the optimum points.

Addressing potential resistance in adoption from local member firms

We are experts in delivering global EVP projects and recognise that a 'one size fits all' approach will not work for BDO centralised, top-down implementation and engagement will

almost certainly fail to generate engagement across your complex global network of firms.

We will ensure local member firms feel their voices are heard. We will engage the right representatives at the very start of the project and provide these individuals with opportunities to contribute to the overarching design and strategy of the solution throughout.

As part of phase 1 activity, we will provide any local market with the opportunity to self-nominate representation to the project. This will not involve perpetual approval and involvement but will ensure long-term engagement for those who are excited about being involved, giving clear sight of the before and after as the project evolves.

We will also include these representatives within our workstream steering groups, tasking them with ensuring the EVP relates to their local markets as we continually develop and refine our overarching proposition.

Supporting local priorities with maximum impact

A global EVP should be a well-articulated expression of a business's identity, both globally and locally. We will therefore conduct localised desk research, across multiple geographies, to build a detailed understanding of local priorities.

We will factor this research into our overarching design, enabling us to create content (both written and visual) which speaks to local audiences and addresses local priorities.



Case study: Supporting local priorities

HITACHI Inspire the Next

Our work with Hitachi Rail is an excellent example of our ability to develop global EVPs which support local priorities. Hitachi Rail operates across 38 countries and they engaged TMP Worldwide to create an EVP that would bring together the many cultures and organisations that make up their business.

The global nature of the Hitachi Rail business meant that we needed to create an EVP that was sensitive to cultural differences and priorities.

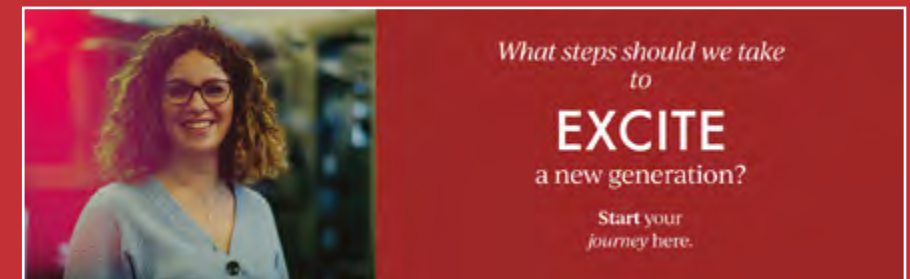
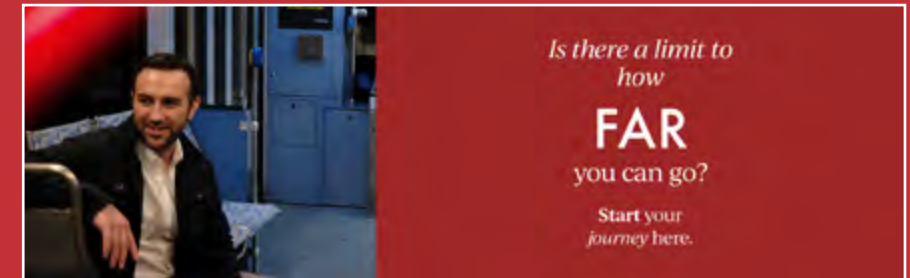
The messaging needed to resonate and bring people together regardless of their background or which part of the world they lived in. Diversity has different meanings to different parts of their world. Attracting more diverse talent therefore required a unique approach for the many branches of Hitachi Rail underpinned by communications assets that provided assurance all branches were part of the same brand.

To address local requirements, we conducted interviews with senior stakeholders across the world to get insights into what makes Hitachi Rail unique.

We then ran regional workshops to see how the insights we had gained from our research and analysis resonated with each team. Using this research, our creative team developed a variety of distinctive brand identities for Hitachi Rail to choose from.

We identified two key pillars that resonated with the regions we held workshops in – ‘Innovation that sustains’ and ‘A global business with a multi-cultural nature’. Using these key pillars, we created an employer brand consisting of a core proposition – “Full of life.” We then gave Hitachi Rail a variety of routes for copy and art direction to choose from.

Hitachi Rail appreciated our detailed, collaborative approach and were so pleased with the final work they’re involving us in vital future employer brand and campaign work.



Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP



Transparency on the costs and timelines involved at every stage

We will apply waterfall project management methodology to provide total transparency regarding costs and timelines and to deliver the project on time, within budget. We will map out the project into distinct, sequential phases, with each new phase beginning only when the previous one had been completed.

We will define and outline all activity using MS Project, which we will use to develop a cost schedule, a project schedule, assign resources to tasks, track progress, manage the budget and analyse workloads.

All activity will be undertaken by our dedicated team of PRINCE2 qualified project managers. We'll assign a dedicated team for BDO who will maintain the project plans and produce weekly status reports who will support both TMP and BDO stakeholders in meeting milestones.



Case study: Delivering award-winning support

The team has delivered award-winning global EVP projects for clients including Linklaters, Maersk, Clifford Chance and Diageo and are highly adept at delivering the solution and service you need.


Linklaters

C L I F F O R D
C H A N C E



MAERSK

DIAGEO

A photograph of two men in a modern office setting. They are seated at a white table in a booth with wood-paneled walls. The man on the left, with a beard and wearing a light blue shirt, is looking at a yellow folder. The man on the right, wearing a dark blue t-shirt, is looking at a laptop. A smartphone is on the table. The scene is lit with warm, golden light.

Stage 2: Your approach and process for developing a global EVP

Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP




The big ask:

*What would be your approach and process
to helping us develop our global EVP?*



Stage 1.
Education and engagement in developing a global EVP




Stage 2.
Your approach and process for developing a global EVP



Stage 3.
Why you – your difference in a crowded sector



Stage 4.
What success looks like when developing a global EVP



Our approach and process to helping you develop your global EVP

We have the largest and most professionally diverse group of subject matter experts. For BDO, we will deploy hugely experienced, dedicated personnel and apply proven methodologies which have enabled us to build, implement and embed award-winning global and national EVPs. Our track record includes organisations like Linklaters, Bombardier, Diageo, KPMG, Hitachi, EDF and Maersk.

As a global business operating in the talent arena, we will ensure BDO truly stands out from both local and global competition. In a world experiencing seismic change and unprecedented technological change, we will outthink this competition and challenge industry conventions, developing a winning global EVP, informed by key insights and driven by data.

Our approach and process

Our overarching approach and process will focus on what makes BDO unique, which will be found in a close understanding of the motivations and stories of your people. Our approach will be broken up into several key stages; primarily, we will selectively interrogate inputs to build a proposition, test this, and refine outputs to deliver a successful strategy and roadmap for success.

Our insight approach and research process cover five key steps:





1. Define

Key activities will include:

- Initial desk-based review of all existing materials to enable us to build an understanding of your current state. This includes workforce planning insights, retention data, global talent types, among much else.
- Competitor analysis of a chosen group (up to 5) organisations to review their global proposition and establish BDO’s current offering in this context.
- Stakeholder mapping to gain a sense of who the key audiences are internally for the project. This will include key territories, central functions, influencers and prominent advocates.
- An invitation for regional involvement offering all global territories the opportunity to participate in this opening phase of the project through three global drop-in sessions. This ensures no region feels marginalised and helps to yield the key territories invested in the development of the project.

Our insight strategists have a range of tools other don’t have access to, including LinkedIn Talent Resources, Indeed Insights and Horsefly, to carefully understand labour market behaviours and preferences. All of this will enable us to build a picture of the wider scene and allow us to be truly targeted in the insight-gathering phase.

2. Discover

Key activities will include:

- Having identified the top 10 most engaged global regions, an initial survey will be sent to these audiences to understand the current state amongst the target talent types.
- Refining our qualitative research model to match the involvement from key groups. Developed in collaboration with the project steering group, we will confirm the qualitative research model.
- Qualitative insight gathering, will be undertaken as remote focus groups, across volume, early careers, contingent and key talent groups (10 x focus groups)
- Functional focus groups will be created to recognise local nuancing and needs for activation roll-out (7 x focus groups).

With the background set, we’ll engage with your people directly. We’ll conduct focus groups, concentrating on your business requirements which we will manage remotely over Teams (or your preferred channel). Our strategists will capture the lived experience of your people across all key areas, focusing on high-performers, diverse groups, new starters and long-standing professionals.

These inputs will allow us to understand the motivations and priorities that are unique to BDO. We will also conduct executive interviews at this stage (again managed remotely) to get a sense of the future focus and leadership angle.

We recognise lots of information will have been produced as part of your global brand refresh project; we will work with you to understand what this means for your talent requirements and how can we ensure the EVP project fully aligns with this.





3. Develop

Key activities will include:

- Consolidation and review of initial findings in collaboration with the steering group. This will help us refine the areas to probe and validate with the wider survey activity as we evolve this prototype proposition further.
- Surveys of the wider business to gather additional augmented input and test the prototype proposition.
- High-level executive insight activity (we're conscious that your corporate brand refresh is underway and we do not want to duplicate effort needlessly). This will involve 1-2-1 interviews with your senior regional leads to ensure the proposition has future-proofed considerations for your key regions (9 x executive 1-2-1 interviews).

We'll consolidate our research, draw meaning and commonalities and spotlight individual findings to build a picture of the proposition at large. We'll feed this back and collaborate with BDO to understand where we can stretch and adapt what's included to align with your future vision and guarantee that any new priorities are captured.

4. Deploy

Key activities will include:

- Close collaboration with your brand and marketing leads, senior communications stakeholders and regional messaging owners. We will use the final proposition to create three powerful, contemporary conceptual creative routes, from which you'll make your definitive choice.
- Five global in-person launch workshops, providing local stakeholders with the opportunity to hear directly from our team on how the proposition can work for them and what it offers locally. Key locations will include Canada, USA, UK, continental Europe and APAC (exact locations to be determined).

Following a final consolidation, we'll agree and sign off the basis of the proposition. At this stage, we'll also build out recommendations for the launch stage, which will come following the creative development.

Our strategists will then join forces with our in-house creative team who will take the agreed insight and validated findings and build this into a full messaging framework that aligns with your future focus. Our creative team will build this out into three creative expressions, from which BDO will select. These creative expressions will then be finalised and developed.

As part of this stage, we will also create a bespoke EVP toolkit which will cover all the key articulations. The toolkit will include examples of recommendations for key media channels, from digital marketing assets, advertising and job posting templates through to website content. This will become the living embodiment of your brand and the reference point for all activations.

5. Launch

The EVP will need a strategy to ensure its success. We'll use insight gathered during the earlier stages and our combined knowledge of what will be most impactful to support with your ongoing activation and launch.

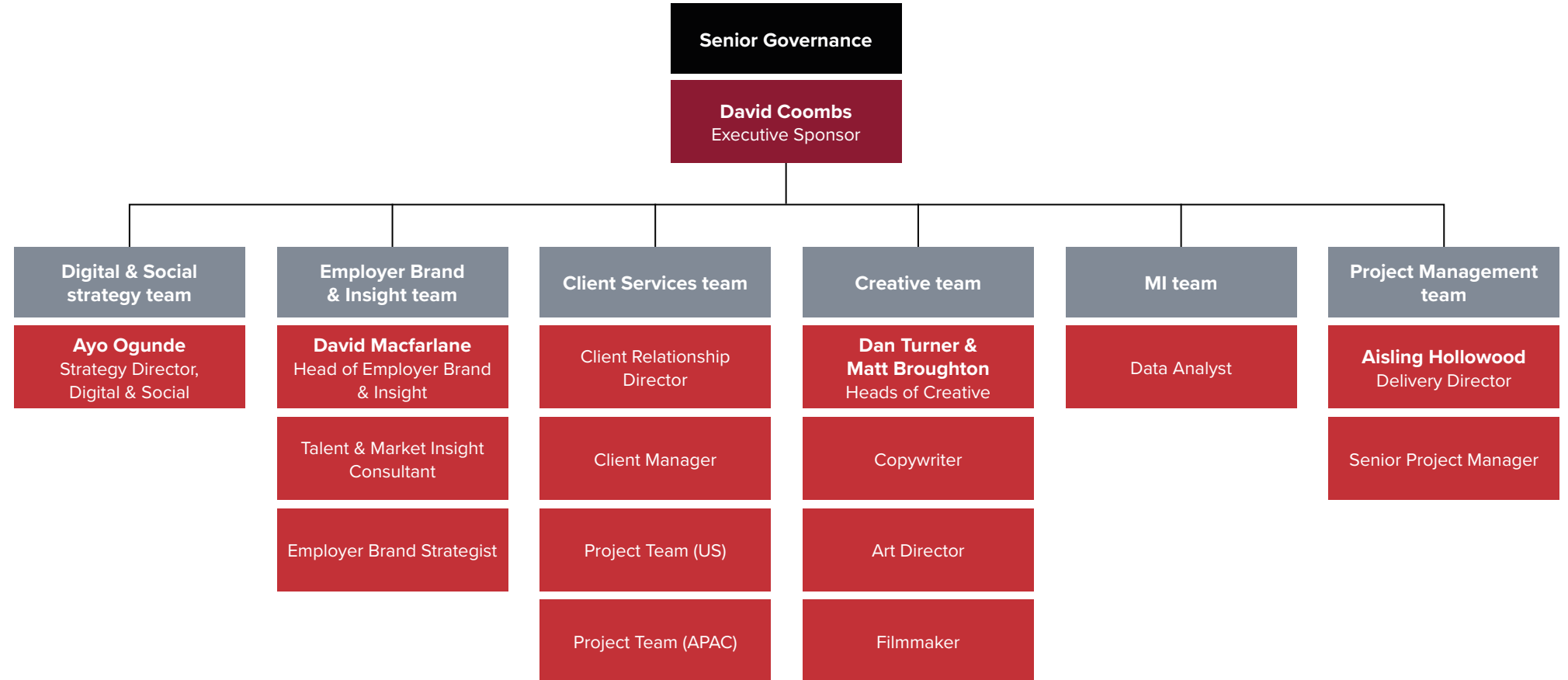




Our team

A key benefit of selecting TMP Worldwide is that we can deliver all services in-house; facilitating knowledge sharing and enabling us to make changes and alterations to both our processes and solution in real time. This structure also allows us to create better, more sophisticated solutions, as it facilitates rapid idea generation between subject matter experts.

We will select team members upon award. We will seek to deliver the majority of this solution from our London office, supported by colleagues across the US and APAC.





Our foundational principles

Our overarching approach will be founded on three core principles:

1. Occupational psychologists provide quality deep listening results

True deep listening goes beyond surveys and focus groups, picking up verbal and non-verbal cues to provide more rounded and valuable insights. We will involve our team of Occupational Psychologists as part of the project team in generating ‘Hearts and Minds’ research. They help develop topic guides and question sets, observe focus group activity and add to reporting – generating richer, more robust results.

2. Implementation is the first step

Once the research, analysis and EVP creation/validation have been completed – the way in which it comes to life across the business is where the global EVP will really deliver on its strength. We will develop detailed toolkits which will serve as key tools for training and the development of all messaging and storytelling both internally and externally. This will ensure there is consistency of message and brand alignment from the day of launch. This will be a valued additional step following our in-person global stakeholder workshops.

3. A communications plan from launch to BAU

Upon project launch, we will begin to develop the communications plan that will bring the EVP to life across all employee touchpoints. We will work closely with your corporate brand, marketing and internal communications teams to ensure we deliver in a way that is consistent with your existing workflows and processes. Ideally, we will create a plan that is in sync with your wider company communications plan to become part of the holistic conversation where relevant.



Stage 1.

Education and engagement in developing a global EVP



Stage 2.

Your approach and process for developing a global EVP



Stage 3.

Why you – your difference in a crowded sector



Stage 4.

What success looks like when developing a global EVP



What BDO should focus on or consider to differentiate yourself

BDO needs to differentiate itself both globally against key competitors (such as RSM) and locally against major employers in each country. We will support BDO in identifying differentiators through collating, synthesising and acting upon a wide range of data sources.

These will provide us with a robust understanding of local landscapes and competitors. We will use this knowledge to identify ways of making your proposition truly stand out in the marketplace, with effective nuance for each location.



Case study: Identifying the right message

DIAGEO

We worked with Diageo, responsible for some of the world’s most renowned drinks brands, to build a compelling global EVP and help the organisation move away from misconceptions it was simply a stakeholder/ shareholder brand.

We conducted extensive research and developed a number of ideas to articulate the EVP within the business and the external marketplace. Two ideas were put into research and the winning route developed more fully. The chosen concept was ‘Character is Everything’. The EVP and concepts were tested extensively with staff groups across the world before we developed a full range of recruitment marketing materials.

The quality of the concept drew this comment from one of our most important stakeholders:

“I have no doubt that the creative look and feel of ‘Character Is Everything’ will stand the test of time due to its effective communication of Diageo’s message. The photography and tone of voice especially helped create a brand with beauty and craft.”

Kate Siddiqui, Global Employer Brand Lead, Diageo





Identifying what you should be proud of locally and globally, and building on that

BDO comprises an amalgamation of different firms, some of whom will have been in existence for decades. Our qualitative research will enable us to uncover individual, authentic localised stories and feed these into the global overview. We will blend these insights and stories with information regarding the future direction of the firm, which we will collate from our Executive-level 1-2-1 interviews.

Developing the global communication framework for launching and implementing the EVP

We will collate our internal and external research and our understanding of your leadership vision and strategy. These data points will then be synthesised to identify territories that BDO can own from an EVP perspective. Our award-winning Creative team will then distil and clearly articulate these territories into messaging.

Creating content

Our Creative Teams will develop the messaging and visual approach which brings the EVP to life across different platforms.

The team will look at all elements, including the strapline, headline structure, body copy tone, visual assets such as illustration or photography and the layout and design feel.

We will test the messaging and visual treatments to ensure they resonate across key audiences. We'll engage with your key stakeholders throughout this process, as well as colleagues from the diversity, talent, culture, leadership and career advancement workstreams.

This is to ensure that they steer the creative development and importantly, that they are champions of the chosen direction of travel.

Once the messaging has been created, we will build a robust global communication framework to ensure your stakeholders understand both the value of the EVP and how to use it effectively in everyday content and communications.

To implement and embed the EVP effectively, we will:

Align Owners of Key Touchpoints

Without capturing the hearts and minds of your senior players the brand penetration and adoption company-wide is unlikely to succeed. We will therefore identify the owners of key touch points along the candidate and employee journey. It is likely we will begin with a special focus on those involved in recruitment within the organisation so that they are aware of the tools available to them – and how to use them effectively.





Launch the EVP internally through advocacy

We propose conducting launch events at key BDO locations across the world to underline the value of the EVP in meeting local, as well as global, business objectives.

As part of this, we'll support the core BDO team by preparing supporting collateral to ensure events are a success.

We will agree audience segments for the launch as well as communication objectives for each, as not every employee will need to know or be interested in the same details of the employer brand.

Having agreed the message objectives, we will agree what exactly is communicated to each group and how, in order to secure engagement with each audience. Our approach will encourage belief and emotional engagement to mobilise the brand successfully.

Provide a master EVP toolkit

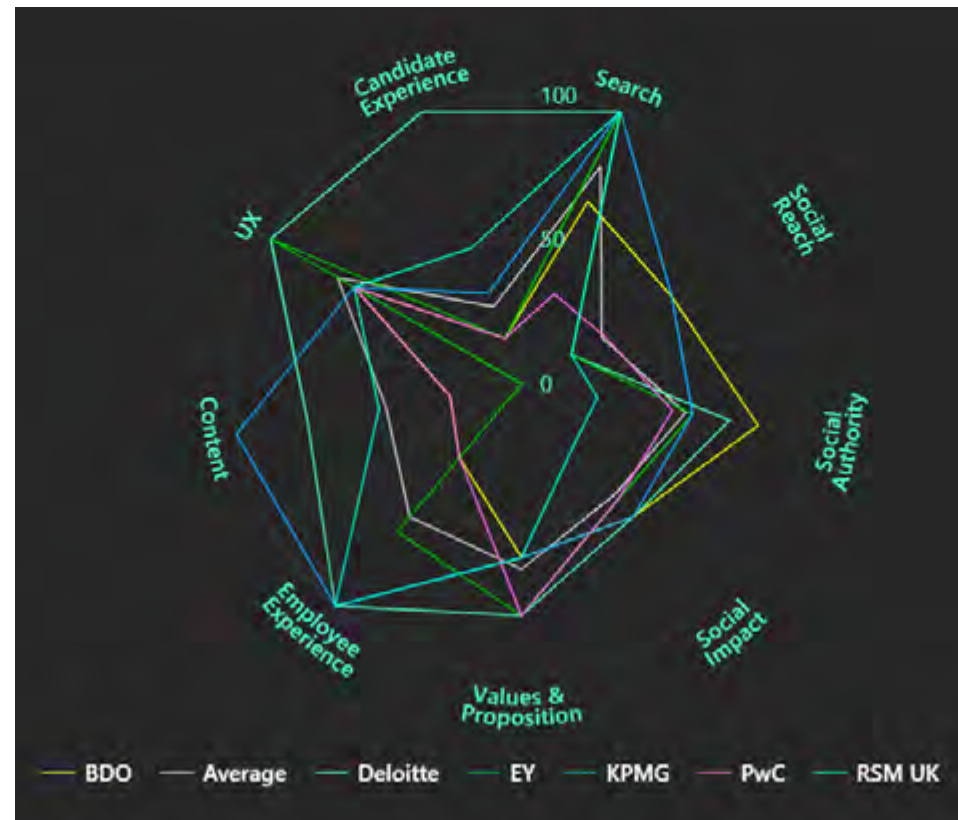
We will publish a toolkit which will serve as an instruction manual for your wider teams, providing the necessary messaging framework, together with guidance around how they might localise it for specific markets.

Setting metrics to measure effectiveness

Everything we do is powered by data; this is best evidenced through our proprietary **Outthink Index**. We use this industry leading benchmark to measure an organisation's employer

brand strength via numerous data points and nine vital indicators.

We have recently incorporated BDO into the Index. We will use this to measure your overarching EVP performance, against your key competitors, at the start of the project, and then again at various future points. The true value of the Index is that it tracks employer brand performance over time – informing your decision-making and brand evolution.





We pride ourselves on our data capability; it is not just a case of tracking and measuring data but using data intelligently to provide useful and actionable insights that will drive improvements. During the implementation period, we will therefore work with BDO to agree tangible and objective metrics that will enable us to accurately measure the effectiveness of both our project delivery methodology and the global EVP. Key metrics will include:

Tactical measurements

This will involve tracking the more immediate impact of the EVP. Typically, this is about reviewing metrics, such as:

- **Engagement:** Any increase in traffic to careers pages of corporate sites and engagement with social media activity; and levels of engagement with dedicated careers sites or campaign microsites.
- **Quality of candidates and hires:** Are recruitment and hiring managers seeing a difference in the types of people who are expressing an interest in, engaging with and then joining the organisation? How are their skill sets different/ better than before?
- **Time and cost to hire:** What does the data look like? Is the organisation finding people more quickly, which then reduces the resource required to fill vacancies?

Wider measurements

We will measure metrics including (but not limited to):

- BDO’s desirability as an employer (measured through publications such as Times Top 100 employers and Great Places to Work).
- Candidates’ predisposition to join BDO/how existing employees to refer the company.
- Cost per Application (CPA).
- Time to Hire (TTH).
- Candidates renege at later stages of the hiring process.



Case study: Establishing measures of success

BOMBARDIER

With Bombardier, the Canadian-owned transportation business, we played an active role in setting the measurements of success, as these were required to gain approval for the initial EVP business case.

The EVP covered over 40 countries globally from geographies where Bombardier were well-established to locations where they were relatively unknown.

We worked closely with the project team, which included HR Intelligence and Data specialists, to identify baseline data which included both hard and soft metrics around recruitment costs, sources and timelines through to perception, awareness and sentiment trackers. This was then tracked and reporting in monthly TA reporting pack.





Transparency on the costs and timelines involved in each stage of the project

We appreciate BDO will require a partner who are creative in their thinking and have robust processes in place to ensure we deliver on time and to budget. We will provide a dedicated team of Project Managers who will deploy clearly defined methodology to ensure the project is delivered in a controlled and consistent manner.

The team will create a portfolio of documents to underpin delivery and provide BDO with complete transparency regarding costs, activities, timelines, required resource, risk and anticipated outcomes. Key documentation will include:

- **Statement of Works:** This document will include full, transparent costings, describes the deliverables for the project, and what is out of scope.
- **Project plan:** This MS Project document will detail tasks, timings and resources required. This plan will be a working document to help both parties plan work and resource.
- **Roles and Responsibilities:** This document will record the project's key resources and outline our approach to governance (e.g. Steering group/sponsors/ exec decisions).

- **RAID:** This document will summarise the risks, assumptions, issues and dependencies for the project. This will enable us to understand and proactively manage the impact of any risks during the lifecycle.
- **Change Management:** This document will highlight the mechanism we will use to make agreed alterations to the project.
- **Highlight reporting:** Updated weekly, this document will highlight work done and what is next, enabling client-side project team members to plan ahead. It will also include general financial tracking, risk reviews and milestone monitoring information.

We are confident that our approach to governance and project management will reflect BDO's approach to good project management.

Energising, engaging, honest and impartial guidance and advice

We are committed to providing energising, engaging, honest and impartial advice; we will therefore validate every recommendation and decision we make. We will deploy our centralised market intelligence team and significantly invest in research, both internal and external, to provide recommendations that will deliver tangible impact and benefit.



Case study: Providing meaningful advice



A key benefit of selecting TMP Worldwide is that we can deliver the best of both worlds; fully costed, valid advice and recommendations that will also look good and capture your audiences' attention. Our recent work with Direct Line Group (DLG) provides an excellent example of our capability.

DLG needed a new employer brand that covered both attraction and retention. They were not looking for another 'patch up' solution. They needed something future proof, aspirational and authentic. They needed to reach the right candidates with the right skills, and they needed to do it at scale.

We deployed our robust methodology to provide valid, tested recommendations. This included an extensive desk research phase, a range of stakeholder interviews, focus groups across every facet of the business, competitor analysis and pillar development.

We then validated our pillars with internal focus groups and conducted target-audience testing regarding our messaging, look and feel.

Through our structured approach, we created an EVP that would fundamentally change DLG's employer identity:

Together we're one of a kind.

Once the EVP was defined, we created eye-catching visual and written content which enabled DLG to truly stand out from the competition whilst retaining their central brand identity. We created over 100 people images, taking photos of employees from across the business and creating a distinctive visual style for DLG to own.

Our work generated significant success, including 124% increase in applications and an 89% reduction in agency spend.





**Stage 3:
Why you – your difference
in a crowded sector**

Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP



The big ask:

What differentiates your agency from other experts in the field? We want to know what sets you apart and your areas of expertise, whether it's based on outlook, industry, company size, location, or other factors.





What differentiates our agency from other experts in the field?

We are best placed to deliver a compelling, bespoke global EVP for BDO which can be nuanced for local audiences. Our key differentiators include our outlook, our global capability, our expertise, our psychologists and experience.

Our outlook

Our key differentiator is our philosophy, **outthink**, which drives our commitment to uncovering new, more effective and more efficient ways to deliver success for our clients. Applying **outthink**, we explore every opportunity to help our clients gain a competitive advantage. We know the seismic change the world is delivering to your door, and we know how the competition for talent is not just getting hotter, but more complex.

We are a social- and digital-first employer branding agency and we will help BDO stay ahead of the game on all the latest technology, channels and innovation. Our employer branding solutions are not just built on thoroughly researched insights, they are created, activated and fine-tuned by machine learning and AI, predictive analytics and programmatic media.

Everything we do is based on trusted data. We have created an industry first: the **Outthink** Index which analyses the performance of employer brands against vital indicators and

against chosen competition and industries. Please visit our site and see what it can do.


Through outthink, we can also deliver you a partnership BDO will not get elsewhere. We will offer BDO close relationships with – and in-depth input from – a range of in-house subject matter experts others cannot match. We are talking about everything from Employer Branding & Insight to Media, Strategy to Creative, among others. Crucially, we will tailor the precise application of this expertise to the challenges you face.

Everything starts with you. We echo BDO’s commitment to client partnership. This ethos covers everything from our robust project management which ensures pinpoint delivery to the added-value insights we share with clients to provide market context, through to our Executive Sponsor programme which provides senior leadership for all major projects, connecting our teams across the globe. Ultimately, we’re always looking to be more than the sum of our parts.


The output of the **outthink** philosophy is something we are very proud of. And the work we do for our clients gets noticed. We have won over 50 major industry awards in the last decade, more than any other agency, and in the categories that really matter: Recruitment Effectiveness, Innovation and Employer Branding. The Chair of the Judges at a recent event stated: *‘(TMP Worldwide) have redefined what great looks like, setting a new standard for the industry to follow’.*



Stage 1.
Education and engagement
in developing a global EVP




Stage 2.
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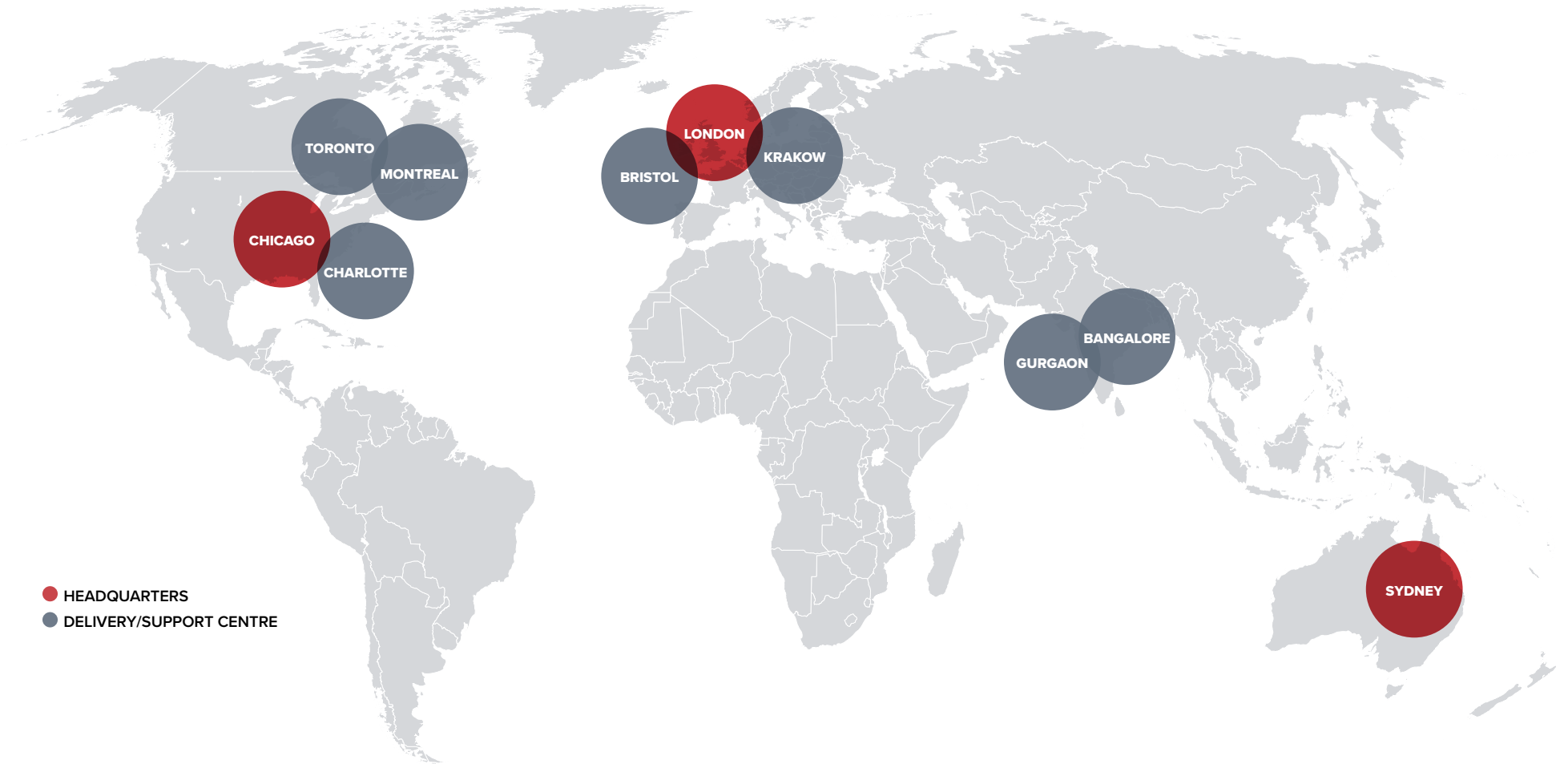
Stage 4.
What success looks like
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Our global capability

Through our parent company, PeopleScout, we are a global powerhouse; with 3000+ staff delivering talent advisory and wider recruitment services to 70+ countries across the world. We maintain key offices in North America, EMEA and APAC and we can provide BDO with dedicated, localised support for member firms in every country.

Our global capability will enable us to build truly collaborative relationships with your firms, build a detailed understanding of local nuances which need to be incorporated into our EVP design process and, just as importantly, enable us to provide hands-on support and guidance in implanting and embedding the EVP on a local level.





Our expertise

We can provide unrivalled in-house expertise and resources to support every element of the project. Because all these professionals are in-house, they can feed off each other's work in real time, enabling us to constantly fine-tune our solution to best meet BDO's challenges.

We will provide BDO with:

- Our **Employer Branding centre of excellence**, who are experts in finding, recognising and articulating the killer insights that will make BDO stand out from the competition.
- Our **market intelligence team**, who are equipped with the very latest tools, from Indeed Talent Insights to Horsefly software – helping to generate accurate, meaningful data regarding global and local markets, ensuring your EVP is grounded in validated, data-driven insight.
- Our multi-award-winning **creative team**, comprising endlessly curious, imaginative thinkers – from employer branding and other creative sectors. Our Art Directors, Copywriters, Designers and Filmmakers live in social and digital, experimenting with new, emerging and proven channels and technologies – whatever it takes to deliver the clever, thought-provoking EVP you require.

- Our **Social & Digital Strategy team**, who will ensure your new employer brand will live in social and digital worlds, enabling BDO to reach today's talent where it spends its time, before your competitors do. The team will help BDO build communities, start conversations and tell stories across these ever-changing platforms. They will work with you on advocacy and activation, influencer marketing, short and long-form content creation, UGC and more.

Our psychologists

We maintain a dedicated, award-winning team of qualified Occupational and Assessment Psychologists who will enable us to provide deep levels of scientific rigour unavailable to some competitors. The team will apply their understanding of human behaviour and motivation to design and facilitate interviews and focus groups that explore employee experiences and expectations at a deeper level than most in the industry – including understanding and removing the barriers to open and authentic communication.





The team will apply a deep listening approach to reveal insights and capture and analyse diverse perspectives. They will also apply their qualitative analysis skills to identify patterns and trends and pinpoint the priority aspects for the EVP. The team will use behavioural science principles to understand what drives employee engagement and retention.



We are proud to state the team has recently been announced as finalists for the Excellence in Facilitating Inclusion category at the Association of Business Psychology Awards.

Our experience

We have worked with some of the world’s largest organisations to build compelling, truly bespoke global EVPs which include local nuance. Key clients have included Linklaters, Clifford Chance, Maersk, Hitachi Rail, Ericsson, Accor Hotels, AB InBev, Diageo, EDF, Lloyds of London, Bombardier and Direct Line Group.

These projects have provided us with a wealth of experience which we will bring to BDO, including proven methodologies for managing complex stakeholder groups, creating global EVPs with localised messaging, launching and implementing EVPs effectively across multiple locations, successfully connecting EVP projects with wider corporate branding projects and, perhaps most importantly, delivering tangible and measurable impact. We have provided further details below:

While all these projects had different challenges, we’ve identified how they addressed different aspects of the BDO brief:

Manage complex stakeholder groups

EDF is a French owned energy business with six distinct operating companies in France and the UK.

The company was keen that all parts of the business were actively involved in developing the EVP to maximise buy-in and ensure that all their diverse voices were heard.

Our solution was a two-tier stakeholder management plan – the Executive Steer Co and ‘The 21’ – representatives from across all business units and locations. We ran separate communications and briefing schedules for each audience to maximise engagement.





Deliver global EVPs and localise messaging

For both the Canadian-owned global engineering firm **Bombardier** and ‘magic circle’ law firm **Linklaters**, we built an overarching EVP, underpinned by pillars which were nuanced according to the motivations and aspirations of different professional audiences and geographies.

Ability to launch and implement EVPs effectively

With **Diageo**, the global drinks business, we developed an internal roll out programme, which involved a team of EVP ambassadors globally, a programme of in-person and virtual events and briefings, supported by a downloadable guideline & asset library.

For **Ericsson**, we worked with a project team of HR, Communications and Marketing professionals to build out an overarching EVP, together with a number of Talent Value Propositions. There were inter-connected, but nuanced versions of the EVP created for different professional groups, together with specific playbooks and launch tools.

Ability to connect EVP projects with wider corporate branding projects

Both **Maersk** and **Skanska** were undergoing shifts in corporate strategy and correspondingly with their corporate branding when they appointed TMP to develop their EVP.

We worked closely with Communications and Marketing to land an EVP which was aspirational but fully aligned with their global business messaging.

Delivering tangible and measurable impact

Our award-winning work for Direct Line Group has delivered significant business impact, including:

- 124% increase in applications.
- 89% reduction in agency spend.
- £2 million cost avoidance.
- 98% Hiring Manager positive feedback.
- 3 million+ impressions.
- +75% bounce rate reduction on the careers website.
- +50% dwell increase on the careers website.

Our work also generated significant industry recognition, winning **two Golds** at the Employer Brand Management Awards 2024.



Stage 4: What success looks like when developing a global EVP

Stage 1.

Education and engagement
in developing a global EVP



Stage 2.

Your approach and process
for developing a global EVP



Stage 3.

Why you – your difference
in a crowded sector



Stage 4.

What success looks like
when developing a global EVP



The big ask:

*How would you define success in developing,
launching and implementing a global EVP at BDO?*





How we would define success in developing, launching and implementing a global EVP at BDO?

We will work with BDO to develop robust success criteria encompassing the global EVP’s development, launch and implementation. These are the criteria at each stage:

- **Develop:** We define a global EVP project as successful if it is judged to have been managed internally at all levels by key stakeholders and is able to elicit meaningful, deep observations. The EVP should be representative of your organisational nuances and local requirements, inclusive of aspirations from local entities globally. Above all else, a clear marker of success is a project that is delivered to scope, on time and within budget, with collective engagement from all key stakeholders.
- **Launch:** The EVP will be deployed successfully across multiple channels, both internally and externally. It will be brought to life by powerful, bespoke content for each channel and tailored for audiences geographically. The EVP will be embraced by local teams, well understood and acknowledged, seen to be fit for purpose, driving both engagement and brand advocacy across the organisation.

- **Implement:** It will be clear to all within BDO that the EVP is aligned with the new corporate branding and be judged by the organisation as providing a distinctive edge in the marketplace versus the competition. We will also implement clear, EVP-focused measurements with progress tracked effectively.

Long-term, overarching success will be achieved by an EVP that:

- Reflects the diversity and real viewpoints that unite your people across the BDO network globally.
- Is underpinned by a messaging framework that is clear, magnetic, compelling, authentic and inspiring.
- Clearly operates in tandem with BDO’s corporate brand, with each gaining strength from the other.





What will be required from the start to ensure this project is successful

We will need key BDO insights, data and points of view, in the early stages of the project. These will include:

- Baseline data on BDO’s current EVP, including its strengths, weaknesses and current perception across internal and external audiences.
- Data relating to the strengths and weaknesses of global and local competitors.
- The inside track on BDO’s future business strategy, on both a global and local level.

We will collate the majority of information during our **initial research phase**. Our in-house Market Intelligence & Insight team, Occupational Psychologists and Employer Brand Strategists will work hand-in-hand to collate accurate and meaningful data rapidly. We’ll minimise the time and input required from BDO personnel, enabling them to focus on BAU activity.

What we need from BDO

Great EVPs need great collaboration. We will require genuine collaboration to deliver an impactful and truly bespoke global EVP. As a minimum, we will require:

- A key point of project ownership, with authority to make decisions and drive internal teams to undertake required activities.
- An informative and swift internal approval process.
- Ready access to key teams, including your Communications and Marketing teams and senior level stakeholders required for focus groups and one-to-one interviews.
- Ready access to internal data and collateral to inform our research activity.
- Ready access to personnel and data related to the global brand refresh project.
- An internal commitment to the importance of the project.





What makes for a challenging or unsuccessful partnership and how we'll manage those risks

Key contributing factors include:

- **A lack of senior level sponsorship:** To mitigate, we will work with BDO to identify key senior stakeholders at the outset of the project, involve them in the research and design process and conduct weekly/monthly update meetings to share progress and agree solutions to current or upcoming challenges.
- **Absence of internal advocacy and employee engagement:** To mitigate, we will build a robust communication plan, including regular project updates, launch presentations and training sessions, to ensure all relevant BDO personnel are fully motivated and equipped to deploy the EVP in day-to-day activity.
- **A lack of decisions and conflicting internal requirements:** To mitigate, we would agree timeframes and approval mechanisms for decision making and conduct regular project meetings to discuss and chase decisions to ensure delays will not impact project delivery.

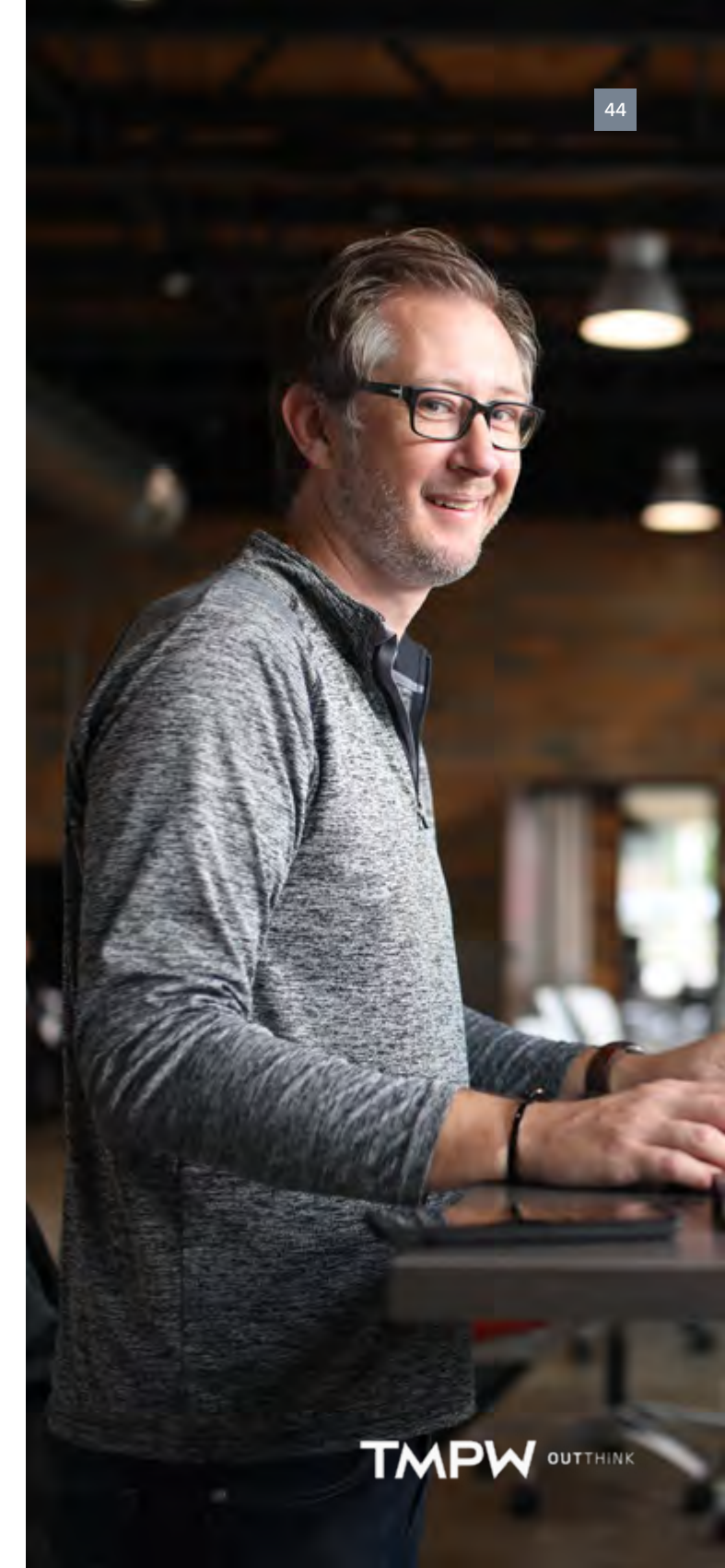
We acknowledge that seventy percent of transformations fail (McKinsey & Company). Our methodology, which includes defined points of responsibility and regular, informative engagement sessions, will ensure the project is delivered on time and to the satisfaction of all parties.

Learnings and insights from similar projects and pitfalls to be avoided

We conduct sessions at the conclusion of every EVP project to capture insights and lessons learned for future projects. We have the most relevant learnings, insights and pitfalls to avoid below:

Oversight of all client teams

When working with Ericsson on their global EVP, we focused on the core project team and, until the project was underway, we were not aware that there was a more senior HR Executive Team overseeing the programme. This caused some initial challenges, as reports were requested at short notice and we did not understand the purpose of required reporting. Once we had visibility of this additional stakeholder group, we were able to produce the appropriate reports to meet their needs.





Agreeing realistic timeframes at the outset

When working with the British Standards Institute, we agreed an initial realistic timeline with the client’s project sponsors which was principally driven by the availability of their key staff globally for interviews. The global CMO then pushed to bring deadlines forward by six weeks, which we felt was untenable at that stage. This caused a high level of friction and put the internal Employer Brand team under immense pressure.

To satisfy all customers, we refined the scope of the project, refined the plan and shaved three weeks from the timescales, thereby meeting requirements without affecting the integrity of the project.

Providing prototypes

During past projects, we undertook extensive research phases prior to producing outputs and found this approach could produce apathy in client teams. When working with Hitachi Rail, we provided a series of prototypes during the initial research phase and found that producing outputs quickly for discussion and feedback kept teams more engaged and motivated throughout the lifetime of the project.

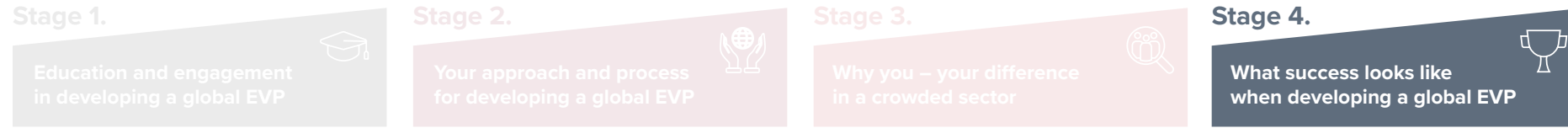
Providing research stimulus

When working with Maersk, we found that providing stimulus, such as example EVP prototypes, messaging and visual content which could be discussed and analysed, provided a better method of generating meaningful, informative feedback than open ended questions or discussion topics.

Understanding what success looks like – engaging with, educating and garnering the support of local BDO member firms

Success will be the wide scale adoption of the EVP; local member firms sharing EVP messaging across social media channels and embedding the EVP into everyday HR practices and marketing activity.





Learnings and insights – adoption, especially across a wide variety of countries and cultures

We recognise that, at times, global EVP projects may not get adopted locally owing to:

Lack of Local Relevance: EVPs designed at a global level can often overlook the unique needs, preferences, and cultural nuances of local teams. This lack of relevance can lead to disengagement from employees who feel that the messaging doesn't resonate with their daily experiences. This is something we are especially conscious of given the configuration of your organisation.

To mitigate, tailoring EVP messages for different regions is crucial, led by insight from a comprehensive research phase. For example, a global EVP emphasising “work-life balance” might resonate differently in countries with varying labour expectations and cultural norms around working hours.

Inflexible Implementation Guidelines: Global EVPs sometimes come with rigid guidelines that limit the autonomy of local teams to adapt them. This rigidity can make it challenging for local leaders to align the EVP with their existing branding and communication styles, reducing effectiveness and engagement.

To mitigate, we will provide local leaders with the flexibility to interpret and adapt EVP messaging so they can improve adoption and authenticity, ensuring that the EVP feels integrated rather than imposed, without abandoning the core components that unify your organisation globally.

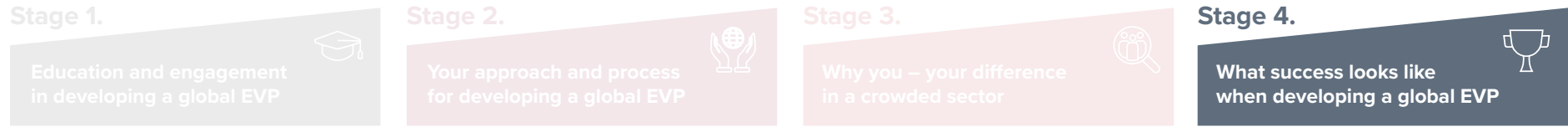
Limited Local Involvement in Development: When local stakeholders are not involved in an EVP's creation, they may not feel ownership or see its relevance. This can result in resistance or passive implementation, undermining the effectiveness of the initiative.

To mitigate, we will include local leaders and employees in the EVP design phase to enhance local buy-in, making them more invested in its success. This is supported by research suggesting that inclusive, collaborative project development leads to stronger implementation outcomes (Bain & Company, 2023).

Differences in Employee Insight: Employees' priorities often vary significantly across regions, and a one-size-fits-all EVP may fail to align with these diverse expectations. For instance, while one market might prioritise career advancement opportunities, another might value stability or inclusive policies more.

To mitigate, we will conduct regional employee surveys to uncover local preferences, which will help BDO adapt the global EVP to align with these priorities, ultimately enhancing its effectiveness.





Competing Local Brand Initiatives: Local offices may already have established employer branding initiatives, which could conflict with the global EVP, making adoption seem redundant or counterproductive.

To mitigate, we will conduct an audit of existing local branding initiatives before implementing a global EVP to ensure complementary messaging rather than competition.

Understanding how to get buy-in

We recognise that BDO’s member firms across the globe are not homogenous and that resistance may arise to adopting the global EVP. To mitigate against this, it is crucial that BDO appoints high-level sponsorship in each region who will provide us with a key point of escalation if we encounter a lack of engagement or buy-in.

In tandem with BDO, we will develop an in-depth communications strategy. This will be bespoke and woven with local nuances throughout, highlighting the benefits of a unified EVP and demonstrating to BDO staff, at all levels, that this project is not simply an HR initiative. Rather, this is a true business driver to attract and retain great talent, with all the broader commercial and productivity benefits this entails.

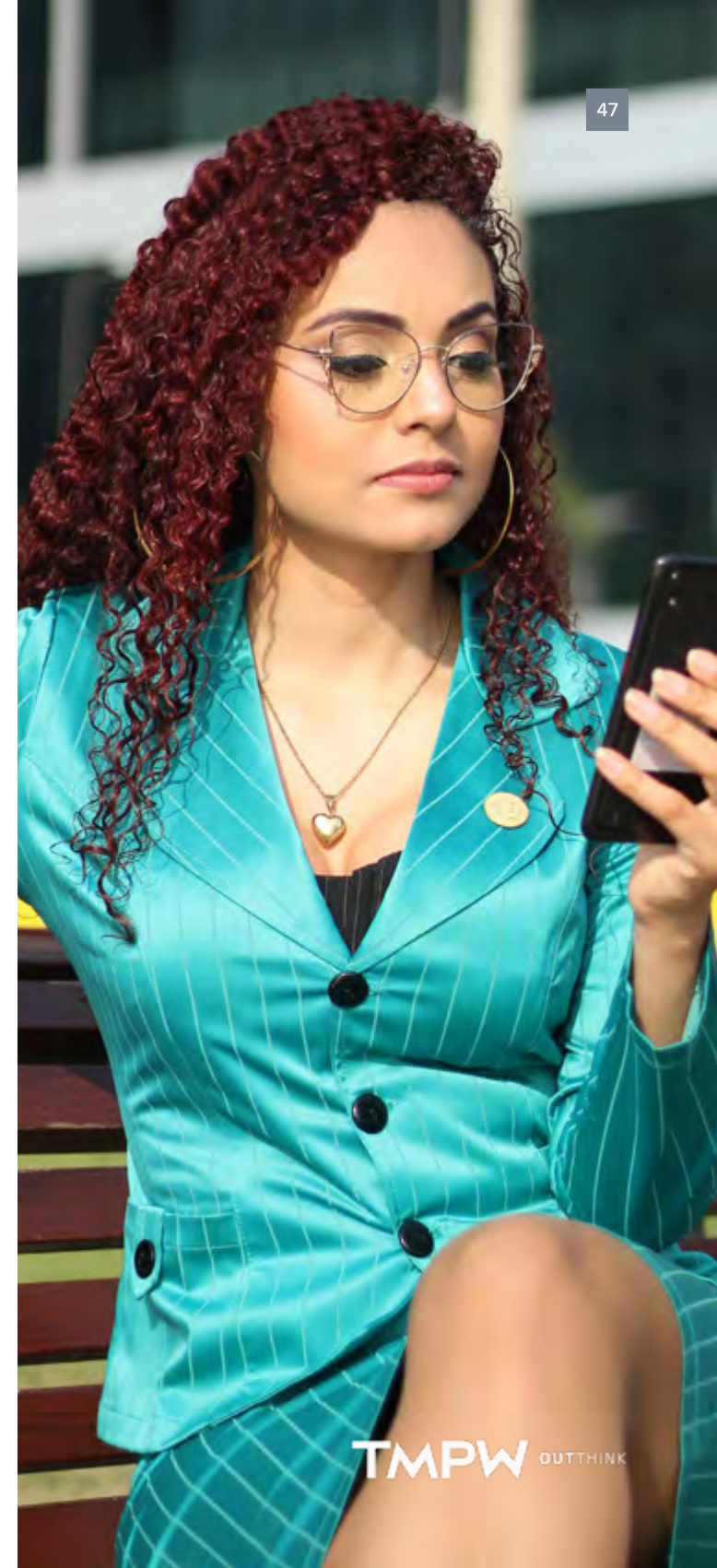
How we frame the global EVP to BDO staff globally will be key. Supported by our clear commitment to weaving local nuances, we will work closely with BDO to ensure the global EVP is framed as a business imperative.

We will provide all regional stakeholders with opportunities to engage in the early stage of the process via our workshop drop-in sessions. Once the EVP has been completed, we will also coordinate local launch initiatives including workshops in five key global locations to fire up local stakeholders and bring the EVP to life.

How to best localise

We will build strategic relationships with local Branding, Communications and Marketing teams, invite their input into the design phases and provide training and guidance on project completion. We will provide EVP guidelines, toolkits and an employer brand playbook. BDO should also provide local firms with the flexibility to create their own content and include localised imagery, all within the broader framework of the global EVP.

When working with Diageo, for example, the client allowed local Marketing and Communications teams to create content themselves. We introduced a review and sign-off processes to check, audit and approve self-made content. This led to greater and more enthusiastic adoption of the EVP.



Case study: Localising a global EVP effectively



AB InBev is a Belgian multinational drink and brewing company, with brands that include Budweiser, Stella Artois and Becks. In 2022, AB InBev announced a new 10-year strategy and corporate identity. They also launched 'Challenge Accepted' – their first Global EVP and employer brand.

The catalysts that led to this initiative included low awareness of AB InBev and the family of companies (brands), confused brand identity and inconsistent messaging. However, feedback from the APAC People Team was that 'Challenge Accepted' was an aggressive and forceful representation of their ambitious culture; they wanted to shift the focus to be more about an enriched employee experience.

TMP Worldwide were appointed to localise the Global EVP specific to APAC – leveraging 80% of the Global pillar messaging, leaving 20% to represent APAC more closely. Countries in scope included China, Vietnam, Korea, Japan and India.

Through the Discovery phase, we conducted an APAC People Team Workshop, employee focus groups, Leader interviews and an employee survey to validate our thinking. We created local EVP strapline options, and 'Cheers to Bigger Dreams' performed best in research. We subsequently created the localised master assets and EVP playbooks for each geography.



Stage 1.

Education and engagement in developing a global EVP



Stage 2.

Your approach and process for developing a global EVP



Stage 3.

Why you – your difference in a crowded sector



Stage 4.

What success looks like when developing a global EVP



How to best measure the impact of the global EVP

We will measure impact from an internal and external perspective:

- **Internal:** We know that you use the VIVA engage tool for your annual surveys. We will utilise this tool in tracking awareness and resonance of the global EVP. We will also carry out bespoke surveys among BDO's key decision-makers and hiring community.
- **External:** We will undertake third-party evaluations. We'll engage with BDO to understand and agree on the global surveys and awards you would like to feature in and seek to increase your ranking within these.





Pricing

Pricing

Brief / Scope

Costs for project K/O, weekly calls and below EBI Phases:

Phase 1

- Initial desk research – competitor analysis
 - 6 competitors
- Review of existing material
- Internal engagement
 - Project setup – Stakeholder mapping
- An open invitation for regional involvement – key regions and territories to self-identify (yielding the top 10)
 - Two 1 hr workshops effectively – (includes consolidation of key thinking)

Phase 2 (having identified the top 10 key territories)

- Initial survey activity to target talent types within top 10 territories
 - Survey design and build for c. 3,000 responses
 - Standard consolidation
- Develop qual research model from this including focus group split and discussion guide frameworks

- Qual insight gathering within top 10 territories
 - Most likely focus groups with volume, early careers, key talent groups.
 - 10 focus groups (MS teams, in English, 2 x DGs)
- Functional focus groups to recognise local nuancing and needs for activation and roll-out
 - Standard costs for 10 focus groups (MS teams, in English, 2 x DGs)
 - Consolidation for both sets of focus groups
 - Playback

Phase 3

- Consolidation and review yielding prototype proposition and framework
- Survey wider business (non top 10 territories) to gather additional augmented input and test prototype
 - Survey design and build for c. 3,000 responses
 - Consolidation
- Light exec 121 insight activity (due to corporate brand activity underway) covering direction of travel (as needed depending on future focus of project)
 - 10 x 121 interviews, (MS teams, in English, 1 x DG)
 - Consolidation

Phase 4

- Refine prototype to final proposition
 - Launch engagement activity through regional, in-person workshops (5 in total; Canada, USA, UK, continental Europe, APAC)
 - EBS prep
 - Consolidation for launch plan

Then into launch strategy, creative conceptives and toolkit.

Please note costs do not include internal testing or stock imagery allowance. Bucket costs provided for photography/film depending on chosen concept.

Pricing

Price item description	Task detail	Job title	Hours	Rate £/hr	Third-party description	Line value	Item total
Phase 1 • Initial desk research – competitor analysis • Review of existing material • Internal engagement • Stakeholder mapping • An open invitation for regional involvement – key regions and territories to self-identify (yielding the top 10)	Initial desk research – competitor analysis	Employer Brand Researcher	38	£120		£4,560.00	£29,479.20
	Review of existing material	Employer Brand Strategist	16	£148		£2,368.00	
	Review of existing material	Employer Brand Researcher	16	£120		£1,920.00	
	Talent and market insight overview	Talent and Marketing Insight Consultant	32	£120		£3,840.00	
	Internal engagement- project set up	Employer Brand Strategist	20	£148		£2,960.00	
	Stakeholder mapping	Employer Brand Researcher	12	£120		£1,440.00	
	Stakeholder mapping	Employer Brand Strategist	12	£148		£1,776.00	
	An open invitation for regional involvement – key regions and territories to self-identify (yielding the top 10)--- 2 X workshops inc prep	Employer Brand Strategist	8	£148		£1,184.00	
	Consolidation of key thinking	Employer Brand Researcher	16	£120		£1,920.00	
	Consolidation of key thinking	Employer Brand Strategist	28	£148		£4,144.00	
	Liaison with internal SMEs and BDO team	Client Manager	8	£104		£832.00	
	Project management & delivery	Project Manager	9.9	£88		£871.20	
	Strategic direction	Employer Brand Insight and Planning Director	8	£208		£1,664.00	
	Phase 2 (having identified the top 10 key territories) • Initial survey activity to target talent types within top 10 territories – Survey design and build for c. 3,000 responses – Standard consolidation • Develop qual research model from this including focus group split and discussion guide frameworks • Qual insight gathering within top 10 territories – Most likely focus groups with volume, early careers, key talent groups. – Standard costs for 10 focus groups (MS teams, in English, 2 x DGs) • Functional focus groups to recognise local nuancing and needs for activation and roll-out – Standard costs for 10 focus groups (MS teams, in English, 2 x DGs) – Consolidation for both sets of focus groups – Playback – AD x 3 days for deck	Survey design and build for c. 3,000 responses	Employer Brand Strategist	16	£148		
Standard consolidation		Employer Brand Strategist	40	£148		£5,920.00	
Develop qual research model from this including focus group split and discussion guide frameworks		Employer Brand Strategist	14	£148		£2,072.00	
Develop qual research model from this including focus group split and discussion guide frameworks		Employer Brand Researcher	12	£120		£1,440.00	
Qual insight gathering within top 10 territories - creation of 2 x DGs		Employer Brand Strategist	6	£148		£888.00	
10 x focus groups (MS teams, in English, 1.5hr each + write up time		Employer Brand Strategist	25	£148		£3,700.00	
Functional focus groups to recognise local nuancing and needs for activation and roll-out- creation of 2 x DGs		Employer Brand Strategist	6	£148		£888.00	
7 x focus groups (MS teams, in English, 1.5hr each + write up time		Employer Brand Strategist	17.5	£148		£2,590.00	
Consolidation for 20 x FGs		Employer Brand Strategist	48	£148		£7,104.00	
Creation/ styling of deck		Art Director	8	£104		£832.00	
Playback of findings		Employer Brand Strategist	1.5	£148		£222.00	
Playback of findings		Client Manager	1.5	£104		£156.00	
Playback of findings		Client Manager	1.5	£104		£156.00	
Liaison with internal SMEs and client team		Client Manager	19.25	£104		£2,002.00	
Project delivery		Project Manager	19.7	£88		£1,733.60	
Strategic direction		Employer Brand Insight and Planning Director	9.625	£208		£2,002.00	

Pricing

Price item description	Task detail	Job title	Hours	Rate £/hr	Third-party description	Line value	Item total
Phase 3 • Consolidation and review yielding prototype proposition and framework • Survey wider business (non top 10 territories) to gather additional augmented input and test prototype • Exec 121 insight activity covering direction of travel (as needed depending on future focus of project)	Consolidation and review yielding prototype proposition and framework	Employer Brand Strategist	32	£148		£4,736.00	£28,856.00
	Consolidation and review yielding prototype proposition and framework	Employer Brand Researcher	16	£120		£1,920.00	
	Survey wider business (non top 10 territories) to gather additional augmented input and test prototype	Employer Brand Strategist	16	£148		£2,368.00	
	Survey design and build for c. 3,000 responses	Employer Brand Strategist	40	£148		£5,920.00	
	Consolidation	Employer Brand Strategist		£148		£0.00	
	Light exec 121 insight activity (due to corporate brand activity underway) covering direction of travel (as needed depending on future focus of project)creation of DG incs 1 x amends	Employer Brand Strategist	3	£148		£444.00	
	9 x 121 interviews, (MS teams, in English) 1hr interview + write up time	Employer Brand Strategist	18	£148		£2,664.00	
	Consolidation	Employer Brand Strategist	40	£148		£5,920.00	
	Liaison with internal SMEs and BDO team	Client Manager	16.5	£104		£1,716.00	
	Project delivery	Project Manager	16.5	£88		£1,452.00	
	Strategic direction	Employer Brand Insight and Planning Director	8.25	£208		£1,716.00	
Phase 4 • Refine prototype to final proposition Launch engagement activity through regional, in-person workshops (5 in total; Canada, USA, UK, continental Europe, APAC)	Refine prototype to final proposition	Employer Brand Strategist	32	£185		£5,920.00	£32,595.00
	Refine prototype to final proposition	Employer Brand Researcher	12	£185		£2,220.00	
	Prep for launch	Employer Brand Strategist	35	£185		£6,475.00	
	Prep for launch	Employer Brand Strategist	48	£185		£8,880.00	
	Consolidation for launch plan	Employer Brand Strategist	32	£185		£5,920.00	
	Liaison with internal SMEs and BDO team	Client Manager	7.95	£104		£826.80	
	Project delivery	Project Manager	7.95	£88		£699.60	
	Strategic direction	Employer Brand Insight and Planning Director	7.95	£208		£1,653.60	

Pricing

Price item description	Task detail	Job title	Hours	Rate £/hr	Third-party description	Line value	Item total
Develop communications and support BDO to launch EVP globally.	Input to shaping and launching EVP strategy globally	Employer Brand Insight and Planning Director	4	£208		£832.00	£8,056.00
	Input to shaping and launching EVP strategy globally	Client Manager	4	£104		£416.00	
	Input to shaping and launching EVP strategy globally	Head of Creative	4	£88		£352.00	
	Input to shaping and launching EVP strategy globally	Project Manager	2	£88		£176.00	
		Employer Brand Strategist	2	£148		£296.00	
	Communications programme to support BDO launch	Employer Brand Strategist	24	£148		£3,552.00	
	Communications programme to support BDO launch	Client Manager	8	£104		£832.00	
	Liaison with internal SMEs and BDO team	Client Manager	4	£104		£416.00	
	Project delivery	Project Manager	4	£88		£352.00	
	Strategic direction	Employer Brand Insight and Planning Director	4	£208		£832.00	
Design: Employer brand platform – Excludes imagery. To be scoped once creative route is chosen – Testing route to be scoped separately following discussion with client	Development of 3 x creative concepts based on EVP framework including messaging, headline structure, body copy tone and visual style	Copywriter	32	£208		£6,656.00	£20,004.80
	Development of 3 x creative concepts based on EVP framework including messaging, headline structure, body copy tone and visual style	Art Director	32	£104		£3,328.00	
	Allowance for x1 presentation of concepts for decision preferred route	Head of Creative	1.5	£88		£132.00	
	Allowance for x1 presentation of concepts for decision preferred route	Client Relationship Director	1.5	£120		£180.00	
	Refinement of preferred route	Copywriter	20	£208		£4,160.00	
	Refinement of preferred route	Art Director	20	£104		£2,080.00	
	Allowance for x1 presentation of final creative route	Head of Creative	1.5	£88		£132.00	
	Allowance for x1 presentation of final creative route	Client Relationship Director	1.5	£120		£180.00	
	EB&I oversight	Employer Brand Insight and Planning Director	2	£208		£416.00	
	Creative oversight	Head of Creative	6	£88		£528.00	
	Client relationship and stakeholder management	Client Relationship Director	7	£120		£840.00	
Project Management	Project Manager	15.6	£88		£1,372.80		

Pricing

Price item description	Task detail	Job title	Hours	Rate £/hr	Third-party description	Line value	Item total	
EVP and Employer Brand Launch	Development of an Employer Brand Launch Toolkit – suite of assets and communication formats/templates to support recruitment marketing. Digital assets such as Facebook posts, Posters, Exhibition Stands, etc	Copywriter	24	£208		£4,992.00	£16,563.20	
	Development of an Employer Brand Launch Toolkit – suite of assets and communication formats/templates to support recruitment marketing. Digital assets such as Facebook posts, Posters, Exhibition Stands, etc	Art Director	24	£104		£2,496.00		
	1 x amends	Copywriter	16	£208		£3,328.00		
	1 x amends	Art Director	16	£104		£1,664.00		
	Exporting assets into required formats - print and digital (including amends)	Mac Operator High Spec	8	£88		£704.00		
	Creative oversight	Head of Creative	8.8	£88		£774.40		
	Client relationship and stakeholder management	Client Relationship Director	8.8	£120		£1,056.00		
	Project Management	Project Manager	17.6	£88		£1,548.80		
Project Set Up & Project Management	Project kick-off	Employer Brand Insight and Planning Director	1	£208		£208.00	£8,640.00	
	Project kick-off	Head of Creative	1	£88		£88.00		
	Project kick-off	Head of Creative	1	£88		£88.00		
	Project kick-off	Client Relationship Director	2	£120		£240.00		
	Project kick-off	Project Manager	2	£88		£176.00		
	Attending weekly project calls incl. prep time, based on x18 weeks - Ideation, International Discovery, EVP Messaging & Validation + Creative Development	Employer Brand Insight and Planning Director	18	£208		£3,744.00		
	Attending weekly project calls incl. prep time, based on x 4 weeks - Phase 1 -4 + Creative Development	Head of Creative	4	£88		£352.00		
	Attending weekly project calls incl. prep time, based on x 18 weeks - Phase 1 -4 + Creative Development	Client Relationship Director	18	£120		£2,160.00		
	Attending weekly project calls incl. prep time, based on x 18 weeks - Phase 1 -4 + Creative Development	Project Manager	18	£88		£1,584.00		
Notes:							TMP full rate-card price	£205,431.00
1. All costs exclude VAT. 2. All costs are subject to detailed scope. 3. Work will not commence until sign off and all required assets are received. 4. Costs are valid for 30 days. 5. Expenses associated with the delivery of this project i.e. Travel, accommodation, subsistence, etc.) will be charged back at cost. 6. This quote excludes purchase of fonts, photography and other third-party costs. 7. All quotes are based on the information available at the time. Additional requirements will be assessed and costs/timescales may be revised accordingly.							Contract/framework rate-card price	£172,048.80
8. There is 30 day warranty on development work. Bugs or issues that are not picked up in UAT or within 30 days of go-live are subject to additional charges. 9. Some website tasks may be completed outside of the UK.							Final price	£172,048.80
							Contract/framework established discount from full TMP rate-card	16.2%
							Further discount applied to contract/framework rates	0.0%
							Fee discount from TMP rate-card	16.2%

TMPW

OUTTHINK

Thank you

We hope you have enjoyed reading our submission and you have found our response interesting and unambiguous. Most importantly, we hope you have found our proposed solution compelling. We look forward to meeting with you in November, if selected. If you have any questions prior to this, please do not hesitate to contact us.