Media Buying

Carat

Question 1.2.3 The Briefing Process

CARAT
Redefining Media

1.2.3

The Briefing Process

The Briefing Process - Please detail your organisation's processes for taking Framework Public Body briefings and any subsequent processes to develop the brief internally. Detail how media outcomes and KPIs are identified and proposed based on the objectives from the contractor's marketing brief, including, but not restricted to:

- **How will the right media outcomes be delivered to achieve the marketing objectives from the outset;**
- **What is your approach to measuring performance, and how this will deliver real-time, detailed and comprehensive media outcomes reporting at campaign, and framework level, identifying if market objectives are being achieved;**

What is your approach to incorporating new or innovative media solutions to meet the brief

(Weighing 10% - Word Count 1,000)

The Path is Carat's end-to-end briefing, planning and activation process.

The first stage is Brief Diagnosis. To deliver the best approach we identify the role and objective for media. Taking a comprehensive brief, and interrogating it, allows us to respond with an approach that best meets objectives. Our proprietary resources, including 'Real People' data from [Redacted] and category and competitive data are used to develop the brief.

DIAGNOSIS STAGE	Personnel	Output
[Redacted]	[Redacted]	[Redacted]

Taking a brief

We set up a face-to-face meeting with the Partner to gather the following information using our Briefing Template:

[Redacted]

Developing the brief

The Strategy and Account Team meet to prioritise objectives to ensure we reach the right outcomes and develop the brief internally before passing to media specialists.

Objective Tiering

We start with policy/business objectives, moving down to marketing objectives and then to media objectives. Working in this way ensures:

- [Redacted]

The Strategist identifies insight gaps. The Insight Specialist collates insight across the [Redacted].

We determine an initial budget breakdown - [Redacted].

On [Redacted]*, we used the brief to objective-tier;*

- [Redacted]

From here we collected insights into t[Redacted]. This information went into the comprehensive brief for Partner sign-off.

Measurement Framework

A measurement framework is developed using a [Redacted] process:

[Redacted]

The Systems Specialist – [Redacted] - is responsible for determining the most appropriate measurement sources. They link outcomes to measurable KPIs and set up activity to capture all data.

For [Redacted], we built a measurement framework across several data points to understand advertising effect and behaviour change. We set out to affect three categories:

[Redacted]

A key requirement of the measurement framework is that it delivers real-time data. The Systems Specialist builds a dashboard in [Redacted], to be accessed by all stakeholders. The Account Handler and Media team is responsible for turning real-time data into actionable insight. They annotate the dashboard with optimisation decisions made from the data, ensuring that everyone working on the account can view changes.

A comprehensive report is delivered at the end of every campaign – the Post-Campaign analysis report. This ladders up to over-arching campaign objectives as determined in briefing. We use this to determine success and deliver actionable insight for future campaigns.

Stakeholder Management and Sign-off

The team pulls client brief, additional insight, measurement framework and initial budget breakdown into one templated Word brief, with supplementary information in PowerPoint, to be passed to any other agency involved and Partner for feedback and sign-off.

We arrange a call to discuss the brief in detail and discuss feedback from the Partner. If changes are required, we amend and send following the call.

Delivering the brief internally

The process for delivering the brief internally:

- Face-to-face meeting with all media specialists
- Briefing forms
- Regular status meetings throughout the planning process to ensure we're aligned on objectives

The Strategist and Account Handler facilitate a meeting with relevant media specialists to relay brief, insight, budget and measurement framework. We then brainstorm media routes as a team.

Incorporating new and innovative media solutions

As part of our service level agreement with media owners, we request regular updates on innovation, which are fed in at the internal brainstorm.

As part of campaign development, our media specialists reach out to partners to discuss original options that meet requirements.

For [Redacted]*, we developed a response in tandem with* [Redacted]*. We recommended* [Redacted].

We host weekly breakfast meetings, an opportunity for media owners to present developments. To pass this information on to Partners we arrange for [Redacted].

[Redacted]

Media Buying

Carat

Question 1.2.4 Audience Insight

CARAT
Redefining Media

1.2.4

Audience Insight

Audience Insight - What resources, including proprietary tools, methods and processes are utilised to uncover audience insight to identify behaviours of interest and preferred media choices and channels to make media strategy, planning and buying recommendations. Include reference to any primary or secondary sources for audience and behaviour data, including, but not restricted to:

- How will you use data to propose media strategy and media buys and audience to ensure marketing practice and media outcomes are achieved that deliver against the marketing objectives and support continuous improvement;

- How will you provide quality through effective communications, horizon scanning and situational insights across the media industry to deliver high quality opportunities and highlight risks;

(Weighing 25% - Word Count 1,200)

CARAT Redefining Media

Resources, tools, methods and processes used to uncover audience insight, behaviours of interest and inform media strategy

Resource overview

Our resource consists of [Redacted] to ensure our strategy, planning and buying recommendations identify high quality opportunities, relevant risks and deliver the media outcomes desired.

In [Redacted] we have [Redacted].

Methods and processes; defining target audience

Our process begins by [Redacted].

Alongside the information in the client brief, we use our proprietary tool [Redacted] to deliver detailed quantitative insight into [Redacted].

[Redacted] incorporates an extensive set of [Redacted].

As an example, [Redacted].

Methods and processes; beyond target audience

It is important to understand wider market factors that will influence media activity to ensure the activation plan is appropriate for both the audience and wider environment and is more likely to deliver the media outcomes and objectives set.

Ahead of a [Redacted].

Beyond other campaigns that may influence the campaign, we also consider [Redacted] and adjust media strategy and channel consideration to suit.

[Redacted].

Tools used to generate insights

[Redacted]

Resources, tools, methods and processes used to guide media channel selection

With the strategic approach defined, we use [Redacted], which uses the same data as [Redacted], to inform media channel selection to reach the audience and deliver the desired media outcomes.

[Redacted] enables the setting of brand communications objectives specific to the target audience and marketing brief, displays the performance of each channel against these objectives, delivers scenario planning capability comparing the performance of different channel mixes and the optimum mix to achieve the objectives.

In addition, [Redacted] goes beyond channel level and delivers insight right down to [Redacted].

Example; [Redacted].

Tools used to guide channel selection

[Redacted]

Continuous Improvement

We regularly evaluate our insight platforms to ensure we are working with best-in-class systems delivering market-leading insights, so we can be confident our media strategies and plans deliver the objectives of the campaign and desired media outcomes.

*Example; **[Redacted]**.*

Providing quality through effective communications, horizon scanning and situational insights to identify opportunities and risks

Effective Communications

In addition to continuous improvement of our insight systems, we ensure effective communication through our [Redacted].

Horizon Scanning

To ensure effective long-term scenario and impact planning for future trends we follow a three-step process that ensures effective communications internally, with industry leaders and clients;

[Redacted]

Example; [Redacted].

Situational Intelligence

To dynamically gather, interpret and effectively communicate information relevant to evolving client campaigns we follow three-steps;

[Redacted]

Identifying High Quality Opportunities and Risks

When identifying media environments and key suppliers for campaign activity, we analyse four areas to understand the opportunity available and highlight potential risks:

[Redacted]

This rigorous approach ensures we only work with quality suppliers and do not expose our clients to a situation which may pose reputational risk.

Media Buying

Carat

Question 1.2.5 Campaign Development

CARAT
Redefining Media

1.2.5

Campaign Development Process and Methodologies

Please outline your process for campaign development, paying particular consideration to the following:

• the resources, methods and processes that are drawn on to inform the development of a robust and effective media strategy
• the resources, methods and processes that are drawn on to inform the media planning and process, including price negotiation and clash management;
• how insights are drawn from specialists in the full range of services and activities as listed in the Statement of Requirement and combined to inform the optimal media selection and tactics;
• how your organisation manages this process to ensure all recommendations represent the greatest value, to the Framework Public Body;
• detail your proposals to bring forward and develop on-going cost reductions for the Framework;
• the formal activities your organisation employs to ensure the quality of specialist insights and the continuing currency of sector knowledge;
• the processes employed internally to evaluate proposals, prior to making recommendations;
• your internal approval process, including criteria, prior to presenting proposals to the Framework Public Body;
• how the evaluation of media campaign effectiveness is selected and agreed internally prior to proposal to the Framework Public Body; and
• an outline of meetings and touch points with all internal and external stakeholders, taking account of the size and complexity of a campaign, throughout the development process.

(Word Count 2,000)

Our Development process is used once the brief is signed-off by Partners, to ensure we deliver effective and impactful strategies that are aligned with outcomes.

[Redacted]

Resources & Tools

There are numerous resources and tools that are central to developing a strategy and media response:

- **People**: [Redacted]
- **Network:** [Redacted]
- [Redacted]**:** A proprietary data platform [Redacted].
- [Redacted]**:** A proprietary tool [Redacted]

Clash Management

We understand that the government must have an effective clash management procedure in place. This ensures that campaigns do not [Redacted].

Procedure:

- At planning stage, we advise Partner stakeholders on [Redacted].
- Our bespoke system, [Redacted].
- *On the* [Redacted].
- The Clash Plan also [Redacted].

The Clash Management procedure was first developed [Redacted].

Digital Procedure

- Online Display; Double Verify enables us to 'black-list' sites and block multiple ad calls to one page, thus managing potential clashes.
- PPC; keyword lists are de-duplicated against campaigns, flagging clashes. [Redacted].

Roster Clash Procedure

- Devolving campaign management across multiple agency partners necessitates a collaborative approach to clash management. We propose that we [Redacted].

Price Negotiation

We work to deliver best possible prices throughout a campaign:

- All buyers are skilled negotiators, developed through negotiation training.
- We use [Redacted] tools to assess value [Redacted].
- We collaborate with media owners to drive innovation and additional value.

Carat negotiated [Redacted].

Drawing insights from specialists

Insight gathering is managed by [Redacted], who involve [Redacted] to draw specialist insight and sector developments. We have specialists in [Redacted].

They draw on proprietary and third-party tools to inform media selection:

[Redacted]

The [Redacted] work with media specialists to combine insights and pass them back to the full team to deliver one integrated solution. *In* [Redacted].

Ensuring value

A core focus of our process is to deliver the greatest value to Partners. This includes:

[Redacted]

Programmatic trading can involve multiple third-party intermediaries in the margin chain. This can mean that [Redacted]. Current programmatic supply paths also mean the industry has little exposure to supply end costs. We propose that we [Redacted].

Ensuring quality of insights and sector knowledge

Technology is driving unprecedented media change and continuous improvement of sector knowledge is essential. Main activities include:

[Redacted]

Evaluation process

1. Media specialists evaluate and select channel proposals using key criteria:

[Redacted]

2. Recommendation shared with channel head and approved

3. Account Handler evaluates recommendations using tailored checklist. Likely criteria:

[Redacted]

4. Account Handler presents proposal to account team head for approval

The Partner brief can call for specialised means of interrogation. In these cases, the [Redacted] will work with the [Redacted] to determine means of evaluation.

In [Redacted].

[Redacted]

The [Redacted] provides the [Redacted] with the scoring checklist to provide rationale and an audit trail.

Agreeing how to measure effectiveness

We select evaluation measures through the Measurement Framework at briefing stage.

[Redacted]

Meetings and touchpoints with stakeholders

Touchpoints are imperative to ensure we are tracking to deliver:

STAGE	MEETINGS / TOUCHPOINT	REQUIRED
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

We are flexible to Partner needs. We engage via email / phone / Skype where required, to keep parties abreast without meetings.

In some cases, we require increased touchpoints. [Redacted].

Media Buying

Carat

Question 1.2.6 Campaign Management

CARAT
Redefining Media

1.2.6

Campaign Management

Please detail your organisation's campaign management process. Please include all activities including reporting and all stakeholder touch points paying particular consideration to the following:

• an outline of all meetings and touch points with all internal and external stakeholders, throughout the campaign life-cycle;

• a list of all outputs and reports including all approval stages internal and external;

• full detail of the monitoring, management, optimisation (where relevant) and reporting on all media activity, including information on real time and end of campaign reporting;

• indicative timings for all activities where possible;

• any further processes and systems to be used in the provision of the services including back office support;

• clarification of any parts of the requirements to be contracted to 3rd parties including how these will be identified, appointed and managed; and

• how information will be managed and, where appropriate, quality assured within your organisation

(Word Count 1,500)

Campaign Management Process

The table below sets out the processes we follow once a media plan has been signed off by the client. There are nuances by channel that are managed internally and our process, approval and status meetings ensure the campaign is delivered on time, to budget, within the agreed quality parameters and that the client is always informed.

Timescales detailed are recommended, but are flexible to respond to individual situations.

Campaign Stage	Action	Timing
Pre-campaign	[Redacted]	[Redacted]
During-campaign	[Redacted]	[Redacted]
Post-campaign	[Redacted]	[Redacted]

For the [Redacted] *campaign we* [Redacted].

[Redacted].

Monitoring, Management, Optimisation and Reporting of Media Activity

Across all media channels, we follow a process for the management of campaigns to ensure clients are regularly informed of performance and campaign optimisations.

Campaign Monitoring

Activity across all channels is monitored by [Redacted].

If an issue is identified, this is rectified immediately by [Redacted] and reported to [Redacted] who informs the client directly.

We offer [Redacted]. This proprietary tool gives clients a [Redacted].

The following campaign metrics are available in real time:

[Redacted]

Access to real-time reporting allows our [Redacted] to react quickly to market changes that affect campaign activity; [Redacted].

Dashboards are tailored to fit client needs;

[Redacted].

Campaign Management and Optimisation

Real-time dashboards power real time decision making for live campaigns. Our [Redacted] management and optimisation process is:

[Redacted]

Campaign Reporting

In addition to real-time reporting through [Redacted], the [Redacted] deliver reporting updates to clients in weekly status meetings. During status meetings, campaign results, including insights, are analysed and recommendations regarding relevant optimisations are made.

At the end of a campaign, the full post-campaign analysis report is delivered to the client by the [Redacted] and includes the following;

[Redacted]

In addition to the report, a post-campaign review meeting will be scheduled within a week of the campaign ending to discuss the report with the client and agency partners if appropriate.

Further processes used in the service provision

Back-office support plays a key role in the timely and effective delivery of the service. Our back-office structure consists of four disciplines, all delivered in Edinburgh with back-up from teams in London and Manchester;

Finance

[Redacted] role is to:

[Redacted]

Following an initial meeting with the Partner, a finance process document is drawn up detailing Carat and Partner [Redacted]. *Year-to-date we have* [Redacted].

IT

Our [Redacted] is based in [Redacted] to manage the delivery, maintenance and improvements of the IT systems as required for [Redacted] staff, and is backed up by both [Redacted] as required.

They are responsible for the management of IT security, and deliver maintenance and upgrades to all systems as required. Data is automatically backed up to [Redacted].

Facilities

Our [Redacted] ensures the working environment meets the necessary regulatory standards and requirements. They also lead the coordination of our Corporate Social Responsibility policy.

Administration

Our [Redacted] share the required tasks for the smooth running of the office.

Requirements delivered by third parties

Due to the broad range of capabilities and global scale of the Dentsu Aegis Network that Carat is part of, based on the scope of work, we do not anticipate a need to outsource fulfilment of any part of the service. Should a later need for a third party arise, our process for identifying, appointing and managing third parties is as follows;

Identifying and Appointing Third Parties

- Agree need for third party resource with client.
- Approach [Redacted] companies identified through professional trade body where available (e.g. IPA).
- Arrange face-to-face meetings and pitch process, involving client as required.
- Confirm references and assess financial stability through credit insurance/diligence tests.
- Provide a written brief with assessment criteria.
- Receive written proposals.
- Provide an assessment of each proposal involving client as required. Criteria will vary by project but will include:
    - Understanding of the task
    - Capability to meet the requirement
    - Adequate resource
    - Quality of proposal

- Innovation
- Price
- Sustainability

- Seek points of clarification from third parties.
- Consultation with client and winning bid selection.
- Inform successful tenderer and provide feedback.
- Set kick-off meeting and agree mobilisation plan.
- Inform unsuccessful tenderers and feedback.

Managing Third Parties

- Appoint an [Redacted] to manage the contract.
- Obtain a non-disclosure agreement and signed contract from third party.
- Conduct mobilisation meeting with third party and create a project plan.
- Agree escalation and resolution procedure.
- Agree weekly update reporting, mid-project review and final reporting documentation.
- Ensure the project(s) runs to timescales.
- Escalate problems and seek a resolution if they arise.

Information Management and Quality Assurance

[Redacted] is our formal campaign management tool. It is kept up to date by [Redacted].

[Redacted].

Quality Assurance

Information quality is assured by the following procedures;

- Senior team involvement at all campaign touchpoints
- All work is signed off by [Redacted] prior to submission
  to client

Media Buying

Carat

Question 1.2.7 Campaign Evaluation

CARAT
Redefining Media

1.2.7

Campaign Evaluation

Campaign Evaluation - Please detail your organisation's process to measure the effectiveness of the media strategy and approach deployed, paying particular consideration to the following:

• the methods your organisation employs to set benchmarks, measure and assess the impact of the media strategy against agreed targets and how these are selected;

• the formal processes employed by your organisation to ensure that this information is used to optimise current activity and is fed back to inform subsequent decision making in campaign development and media selection;

• the methodology for evaluating the effectiveness of the media in campaign delivery and reporting on value for money;

• your proposals for continuous improvement, detailing how you plan to use this information to improve your on-going levels of service.

• your proposals for effective delivery of transparency in relation to performance, outcomes, measurement and evaluation methodologies for all campaign activity; and

• how you will provide the appropriate data access and separation of data to ensure delivery of transparency across all Framework Partners.

(Weighing 15% - Word Count 1,200)

Continuous evaluation forms the backbone of our process, enabling us to optimise to deliver more impactful campaigns for Partners. We have a [Redacted] framework:

[Redacted]

Collecting and Setting Benchmarks

We collect results from related campaigns to determine media and campaign benchmarks. When this is not possible we engage with media owners to collect cost, engagement and performance from similar campaigns. We use this to forecast achievable results and set benchmarks.

Build Measurement Framework

At briefing stage we work with Partners to build a measurement framework, using a [Redacted] process;

[Redacted]

The [Redacted], who sits within the [Redacted] team, is responsible for determining the most appropriate measurement sources, using a framework containing both media and campaign measures:

- Media buying metrics – mandatory on all campaigns and assessed against pre-set targets during post-campaign reviews. Measures include impressions, clicks, conversions, dwell time, coverage and frequency.

- Campaign measures – relating directly to the objectives, these are a result of the campaign in its entirety: creative, media etc. They may include ‘hard’ data-driven measures (sales, registrations) and ‘soft’ attitudinally-driven measures (awareness, attitude).

Agree Targets

Targets are based on:

- What is achievable within budget

- What campaign success looks like

- Historic data

Our planning tool [Redacted] forecasts results, such as reach figures, for different scenarios based on survey data and campaign results. From this we set realistic, evidence-based targets which are then signed off by the Partner.

Collect Data to Evaluate Effectiveness

Methodologies are dependent on measures identified in the framework. For ‘media buying metrics’ we use a number of sources to judge performance and value for money;

- Doubleclick / Google Analytics – online

- BARB – TV
- NRS – national newspapers/magazines
- JICREG – regional newspapers
- RAJAR – radio
- FAME – cinema
- Route – out-of-home

For 'campaign measures' we work with the Partner and third parties (e.g. call handling organisation, research company) to set up data collection which meets our evaluation needs. *For* [Redacted], *we* [Redacted].

Analysing and Reporting – Real-time / Campaign

Carat has proprietary methodologies and tools for campaign reporting and evaluation, which we continuously evolve as the media landscape changes:

Methodology	Description	Proprietary
[Redacted]	[Redacted]	✓
DoubleClick Campaign Manager	Adserving system allowing us to track digital campaign deliverables and media metrics in real time independently of media suppliers.	
Crimson Hexagon	Online social media monitoring tool tracking conversations. We fuse this with media data to track how activity drives conversation.	
[Redacted]	[Redacted]	✓
[Redacted]	[Redacted]	✓
[Redacted]	[Redacted]	✓
[Redacted]	[Redacted]	✓
[Redacted]	[Redacted]	✓
[Redacted]	[Redacted]	✓

Media specialists use media-specific tools to optimise their channels during a campaign. For example, [Redacted].

Evaluation Feeding Decision-Making

- Team presentation – on completion of the evaluation, all team members attend a de-brief exploring results and implications.
- Team workshop – to identify the implications for future planning.
- Post-campaign analysis report presented to Partner including all results and implications.

- Implications summary sheet posted on Partner intranet site where relevant for future reference.

- Briefing recap – our briefing template requires the input of previous learnings. This draws attention about the findings to everyone involved.

- Benchmarking – use previous results as a benchmark for future campaigns.

We have worked with [Redacted].

Continuous Improvement

We use information from campaign evaluation to improve service levels in three ways:

Planning – feeding learning from evaluations into future planning to deliver greater effectiveness.
Real-time optimisation and feedback – [Redacted] delivers immediate ongoing results as the campaign progresses. This enables effective optimisation during the campaign management phase to maximise value and delivery, as well as management information for the Partner. [Redacted].

[Redacted]

Delivering Transparency

We will only receive compensation from Government through outlined fees and performance incentives and will assure transparency of this through technology and process.

The cornerstone of our commitment to transparency is [Redacted] - it will be fully populated with real-time performance and outcome data and will be available to Partners from the start of any campaign.

Performance data feeds are taken from our programmatic DSPs, paid search and social media partners, industry data providers ([Redacted]) and measurement platforms ([Redacted]). All dashboards will display up-to-date data alongside benchmarks from similar campaigns.

We fully support the requirement to have transparency verified by a Government appointed auditor.

Data Access and Separation

To facilitate transparency and access, Framework Partner data will be isolated from the rest of our client base by having unique set-ups for advertising platforms including:

- Separate seats / traders for all programmatic platforms ([Redacted]).

- Separate trading accounts for all social and search trading platforms ([Redacted]).

- Separate accounts in Brand Safety platforms ([Redacted]).

- Separate adserver account ([Redacted]).

- Secure user permissions/hierarchies to Government reporting dashboards ([Redacted]).

Media Buying

Carat

Question 1.3.2 Brand Safety Process and Procedures

CARAT
Redefining Media

1.3.2

Brand Safety Process and Procedures

Framework Public Bodies take brand safety extremely seriously and look to pursue every possible measure to protect their brands. As such we are looking for tenderers to have a robust approach which is constantly evolving with the introduction of the latest technologies in the marketplace to ensure the Framework is at the forefront of managing any risk. As stated in Schedule 1, as a minimum, Tenderers must be able to provide the following levels of brand safety management, processes and safeguards including, but not restricted to:

- **Content** Category Exclusions – Process (explain content categories) PROCESS FOR TRACKING
- **Human** Vetted Blacklists – this is a process – explain step by step PROCESS FOR TRACKING AND DELIVERY
- **Fraud** Protection – Technology (eg Integral Ad Science & Audience Quality Optimiser– technology)
- **Keyword** Blacklists (all Programmatic) – Process
- **Specific** Content Blocking (Display only) (is this a process of a technology deployed?)
- **Channel** Blacklists (YouTube only)
- **YouTube** specific Third party ad safety (YouTube only) – OPENSLATE. OpenSlate data empowers video advertisers to eliminate waste and mitigate risk.
- **Channel Whitelist/Site** Whitelists/PMPs (all Programmatic) – Process FOR DELIVERY. How are we tracking
- **Content Filtering**
- **Negative keywords Searches**
- **Constantly audited** domains to ensure white and blacklists are kept up-to-date – Processes/explain how the process works by a step by step guide
- **Pre-bid** technology to block ads being served if risk exists – Technology
- **Semantic blocking technology – Technology**
- **Real-time content verification technology – Technology**
- **URL keyword** blocking technology (the scanning of URLs for inappropriate words) Technology

Please provide a **detailed breakdown of your processes and procedures for tracking and delivery** of all brand safety measures that will be deployed as part of the Framework, paying particular consideration to the list of processes and safeguards above. **(Word Count 1,200)**

Process to Deliver Brand Safety in all Campaigns

As a global leader in digital media, we understand the importance of a robust approach to managing brand safety for our clients, to ensure we do not expose them to reputational, political or financial damage. We ensure our clients remain at the forefront of risk management by continuously evolving our approach to include the latest technologies and procedures that safeguard against unsafe brand environments in our media campaigns.

We protect the reputation of our clients with a three-step process:

[Redacted]

Pre-Campaign Tracking and Delivery

The key safeguards in our approach to ensuring brand safety are set pre-campaign and include:

1. **Content Category Exclusions**

Excluding content categories removes topic areas that are deemed unsafe for a campaign, based on both the advertiser and message. [Redacted] content filters include;

[Redacted]

In practice, the ad-serving platform scans a page prior to bidding on an ad impression and checks the URL, page text, inbound and outbound links, images and metadata to ensure nothing contains banned category content. If no banned category content is found, a bid is made for that ad impression.

We exclude all Framework Partner campaigns from appearing against all of the above.

2. **[Redacted] Content Filtering**

As an additional safeguard, we apply brand safety filters from [Redacted]. Before a bid on an ad impression is made, the filters scan the URL of the ad opportunity to understand whether the content on the page includes any of the following:

[Redacted]

For Framework Partners, all high and moderate risk exclusions are applied across every topic and we exclude any pages that have been deemed unrateable by [Redacted].

3. Site Whitelists

A whitelist is a list of high quality domains and apps that we want our advertising to appear on during a campaign. Our whitelist includes more than [Redacted] web domains and apps that have been deemed safe by our process:

[Redacted]

The whitelist also excludes specific domains or apps which may be technically brand safe but do not align with a current campaign message.

For example, [Redacted]*.*

4. Negative Keyword Blacklists

A negative keyword blacklist is an additional safeguard to prevent a client's advertising appearing alongside content that is not brand safe, on a platform which traditionally is.

We apply a negative keyword blacklist across all digital activity searching for:

[Redacted]

On [Redacted]*, we* [Redacted]

5. Channel Whitelists (YouTube Only)

The high level of user generated content on YouTube continues to make this a challenging channel to manage brand risk on. We work with [Redacted] to identify and remove YouTube channels that could pose a risk to reputation. Our brand safe whitelist contains [Redacted]channels.

6. Pre-Bid Verification

We use URL Keyword and Semantic Blocking Technology to create a filter which acts as a final suitability check before an impression is purchased. We can block an impression at the last minute should a site be deemed non-compliant with our brand safety parameters.

Pre-Campaign Ad Fraud Prevention

Ad fraud could result in wasted ad budget, poor campaign viewability and a lower than expected return-on-investment. It is primarily caused by;

- Adverts being served to non-human traffic
- Adverts being served on a site other than the one in the bid request
- Adverts being hidden behind other adverts
- Falsified user characteristics

We use [Redacted] to apply pre-bid settings across all campaigns, so we don't bid on fraudulent inventory.

Avoiding Risk During Campaign Delivery

Our dedicated team of [Redacted] protect the reputation of our clients by proactively managing brand safety procedures during a campaign. In addition to the AI procedures in place pre-campaign, they monitor and adapt throughout the campaign;

Stage	Description
Monitor	• Daily review of whitelists/blacklists • Lists are updated with data from technology partners, [Redacted] • [Redacted] • If a breach in brand safety is discovered, it is escalated to the [Redacted] who follows our process to address a brand safety breach
Adapt	• Adjustments are made to content filtering, whitelists and blacklists within four hours of identification

Example, [Redacted].

Pre-Bid Technology Supports Campaign Risk Avoidance

We use Real-Time Content Verification Technology from [Redacted] as an additional measure to our pre-campaign category exclusions to ensure content environments are brand safe before a bid on an impression occurs.

During-Campaign Ad Fraud Prevention

As an additional safeguard, we use [Redacted] to identify trends in our ad-serving data and to remove suspicious cookies from our targeting pool.

The technology works in real-time and follows a 2-step process;

Determines the quality of individual cookie IDs against [Redacted]

Assigns a score to the cookie IDs according to how “human” they appear

- Human characteristics include purchasing something on a client’s website

- Non-human characteristics include being served many impressions in a short period of time (e.g. two seconds) or being active for 345 hours in 15 days
(equivalent to one hour of rest per day).

Continuously Refining Our Approach

Constant evolution in our brand safety approach is critical to ensure clients are early adopters in new technology and at the forefront of safeguarding against threats.

We continuously refine our approach by maintaining strong relationships with leading industry experts including [Redacted].

Relevant technology and procedural advancements are incorporated to our process by our [Redacted] team and communicated directly with clients by the [Redacted] at post-campaign-analysis meetings.

Example - [Redacted]

Media Buying

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Question 1.3.3 Brand Safety Continuous Improvement

CARAT
Redefining Media

1.3.3

Brand Safety Continuous Improvement

Tenderers must demonstrate how it delivers a continuous improvement approach with feedback process to deliver best practice. This must include as a minimum all process and procedures, including timelines in place to address any brand safety breaches, along with feedback and learnings at all stages of the campaign to ensure that all post campaign analyses are embedded into ways of working. Additionally, Tenderers must demonstrate the embedded processes in place to identify and address any new threats as they develop.

1,200 words

As a global agency that has pioneered the way in digital media, we recognise the importance of constant evolution in our approach to brand safety and follow a Brand Safety Manifesto. As the technology and media markets continuously develop at pace, a failure to adapt to new planning, buying and tracking innovations puts our clients at risk of reputational, political or financial damage. It is crucial that we remain at the forefront of knowledge to ensure the Framework Partners are early adopters of the best in class defence mechanisms in brand safety.

Process to Address a Brand Safety Breach

Due to the rigour of our AI and human intelligence approach to preventing a brand safety breach, we are confident that even when a factor arises outside of our control, such as a terrorist attack, our processes act quickly and effectively to minimise the risk from such an event to our clients. However, in the instance that a breach occurs, we follow a four-step process:

[Redacted]

Process in Action

Once we identify a breach, it is immediately shared by email with [Redacted]. [Redacted] follows up immediately with a phone-call to the [Redacted] to ensure that the email is immediately actioned. The [Redacted]confirms receipt, plan-to-pause and expected timings with the [Redacted], who discusses this directly with the client.

On [Redacted] *there was* [Redacted].

Reviewing Breaches

To ensure brand safety breaches are dealt with in a timely manner, and to minimise damage to our clients' organisations, the processes detailed above run continuously. However, it is important for us to reflect on changes made to our process during a campaign and the post-campaign-analysis meeting is key to achieving this. In this meeting, the [Redacted] conduct a full review of any breach with the client, discuss the procedures implemented mid-campaign to ensure suitability and propose procedures to avoid instances in future campaigns.

Continuously Improving our Approach

The core activities that are continuously updated to maintain our high-quality ad verification standards include:

[Redacted]

This contains more than [Redacted]. [Redacted] is reviewed internally daily and recommendations are collated and shared externally with clients on a weekly basis to ensure the list is always up-to-date.

When we review a domain or app, we follow a three-step process to determine suitability for the whitelist:

Factor	Description
Original Content	[Redacted]
User Experience	[Redacted]
General Brand Risk	[Redacted]

If we are satisfied that a new domain or app meets our expectations on the above, then we recommend its addition to the whitelist and seek sign off from the Framework Partner.

External Platforms

Outside of our proprietary tools, we conduct ongoing reviews of the latest innovations and developments in the market by attending industry events held by the likes of [Redacted].

Process for Addressing New Threats

With our client's reputation on the line, we cannot afford to be reactive when it comes to brand safety. Our process uses a combination of Artificial Intelligence (AI) and human intelligence to identify new threats that are not covered in current pre- and during campaign procedures, such as a breaking news story, and add these to a proprietary negative keyword list.

Our dedicated team of [Redacted] manage this process and add to the blacklist immediately upon discovery of a new threat. [Redacted] escalates the updated list via [Redacted] who implements changes to all campaigns immediately.

In [Redacted] *a* [Redacted].

Delivering Market Excellence

Constant evolution is key to ensuring the Framework Partners remain at the forefront of brand safety. A pioneering development that we have made in the past [Redacted], is a [Redacted].

This gives us [Redacted]. For example, [Redacted].

Our Commitment

To ensure all Scottish Government and Framework Partners remain at the forefront of brand safety measures, we commit to [Redacted] for the Framework Partners, following appointment through the tender process.

Beyond this, we commit to following our rigorous Brand Safety Manifesto and ensuring the Scottish Government is always an early adopter in brand safety.

Media Buying

Carat

Question 1. 4. 2 Account Management

CARAT
Redefining Media

1.4.2

Account Management

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, paying particular consideration to the following;

- Detail the location of where all the services will be delivered and managed from, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing the location of relevant senior management staff, their experience relevant to their role in the contract and key skills, any strategic media planning and buying accomplishments and any innovative use of media);

- Details of account management relationship between the lead office and the in-country office;

- Details of the support staff who will be responsible for administering the Framework, their roles, location and reporting lines;

- Mechanism for approval of any change to the above;

- The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations.

- Details of formal internal methods of interfaces between the Account Manager and other internal staff within your organisation;

- How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;

- Details of complaints procedure and escalation process including where the Account Management Team are unable to resolve satisfactorily or within agreed timescales; and

- Training/development and monitoring of performance of the Account manager.

(Weighing 75% - Word Count 1,200 / 250 per CV)

The Framework services will be delivered from [Redacted] through dedicated teams for each Partner: fully integrated client service, planning, buying, insight and innovation hubs. Carat [Redacted], as part of Dentsu Aegis Network (DAN), will bring additional global buying power, resource and innovation to the Framework and is backed up by [Redacted]. DAN is wholly committed to [Redacted].

Management Team

[Redacted]

Media Buying

Carat

Question 1.4.3 Business Management

CARAT
Redefining Media

1.4.3

Business Management

Business Management - In order to meet the contract management requirements outlined, the contractor must have well established formal tracking tools to deliver the service. These do not have to be accredited but must be used as a formal monitoring mechanism within your organisation. Please provide a detailed breakdown of your processes for tracking and delivery, paying particular consideration to the following:

• details of all tools and processes to track and report on progress of tasks;

• management reporting arrangements employed to monitor tasks;

• how these outputs will contribute to the management of risk and inform future activities; and

• formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed.

(Weighting 25% - Word Count 1,500)

Tracking and reporting tools

[Redacted]

Processes to track and report on progress

Tracking/Reporting	Frequency	Who	Medium/Platform
Partner briefs, proposals, booked plans	Ad-Hoc	[Redacted]	[Redacted]
Project Meetings	Weekly	[Redacted]	[Redacted]
Status Report	Weekly	[Redacted]	[Redacted]
Media Overview Plan (all booked activity with clashes highlighted)	Weekly	[Redacted]	[Redacted]

Management reporting arrangements employed to monitor tasks

[Redacted].

As well as taking a project oversight role, [Redacted] will attend the following:

- Monthly financial status meetings to discuss invoice queries, outstanding payments and management reports
- Monthly senior management status meetings with [Redacted]

The above information will be reported back to the [Redacted], in written form.

The senior management team hold quarterly meetings with the Partners to discuss service levels, pricing and learnings across the contract. These sessions are also an opportunity to share specialist knowledge: recent sessions have included developments in the media marketplace and digital innovations updates. Future sessions could cover 'Artificial Intelligence' or 'Personalisation in Digital'.

Monitoring performance management

Performance management information will be gathered through the **Balanced Scorecard,** completed quarterly by each Partner. This rates Carat across metrics including Quality, Delivery, Service, Cost and Framework Management. This information is collated quarterly, when we:

- Communicate survey results to internal teams.
- Finalise action points to address issues.
- Notify the Partner, in writing, on actions being taken.
- Report back the results of the appraisal to senior management team.

We encourage face-to-face meetings with each Partner to discuss issues and identify solutions.

In addition, we distribute our [Redacted] to each Partner. This asks Partners to rate our service on a scale of 1 to 10. In the past year, our overall score for Scottish Government and Framework Partners has ranged from [Redacted].

We recommend a meeting between [Redacted] and each Partner, at [Redacted] performance 'check-in' sessions to highlight any concerns and discuss specific requirements.

Managing risk and informing future activities

We understand the importance of a robust approach to managing and reporting of all tasks, to ensure we do not expose our clients to any risk. Our tools and processes will manage and eliminate risks to the contract by identifying issues quickly or avoiding them altogether. Our approach is constantly evolving to include the latest technologies and procedures that safeguard against risk.

- **Weekly Status Report** to quickly identify where Partners require resource at the same time and enable our senior team to assess what is needed.
- **Weekly Media Overview Plan** to highlight periods of heavy activity for all Partners (e.g. [Redacted].
- **Monthly financial status meeting** to address invoicing issues, ensuring efficiency.
- Formal appraisal systems of senior Carat management mean that any Partner issues are identified and resolved immediately.

With our formal information flow, potential issues will be highlighted quickly to all concerned. Our cycle of continuous improvement ensures that any risk identified is fed into future activities. *For example,* [Redacted].

Identifying and addressing errors or under-delivery

As an incumbent, Carat have learnings which we use to continuously improve our level of service to the Partners. It's imperative the client is kept updated with the progress of their campaigns, and this includes the rare instances when errors or under-delivery occur.

Any errors will be reported to the Partner immediately and we will always present a potential solution. Likewise, if a campaign has under-delivered we will take immediate steps to rectify the situation by extending the campaign if appropriate, or seeking compensation. *For example,* [Redacted].

For Digital Display, we ensure we are delivering within the specifications of the proposal with no errors or under-delivery by checking site black lists and white lists to ensure we appear in the appropriate context, and by using [Redacted] software to ensure display ads are placed in the best environments. We also have a robust approach to managing brand safety for our clients. Our approach ensures that our clients remain at the forefront of risk management by continuously evolving to include the latest technologies and procedures that safeguard against unsafe brand environments in our media campaigns.

Similar procedures are in place for other channels. For example, [Redacted].

We will also upload a monthly [Redacted] report to each Framework Partner's FTP site, documenting the following information for all live activity:

- All TV and Radio spot times
- Screengrabs of all Digital Display activity
- Screengrabs of all Press ads in situ within paper
- Google PPC reports for all Pay Per Click/Paid Search advertising

Our rigorous business management systems and tools ensure that projects and campaigns are delivered within specification of the brief and proposal. Should any part of the project be delivered outside this specification, we will follow this established process:

1. Senior management to contact the Partner in writing as soon as the failure to deliver is identified and to carry out an investigation.
2. Inform the Partner, present an immediate solution to recover the project and obtain Partner agreement.
3. If the fault lies with the media owner or subcontractor, payment will be withheld until a resolution is agreed.
4. If the fault lies with Carat, we will not charge our commission fee.
5. If the fault lies with the Partner, and a third-party cost has already been incurred, the Partner will be asked to cover that third-party cost.
6. In the unlikely event that we cannot reach an appropriate conclusion; Managing Partner will be brought into the discussion to achieve a suitable agreement for all sides. If agreement is still not reached then an independent arbiter will be consulted.

Case study: [Redacted]

Media Buying

Carat

Question 1.5.2 Delivery of the Service Levels

CARAT
Redefining Media

1.5.2

Delivery of the Service Levels

Please describe how your organisation will deliver the service levels detailed in Schedule 1 of the Entire Agreement, paying particular consideration to: **financial management i.e. accurate and timely invoicing, and full detail of the management reporting and resolution of unbilled/part-paid media, audit reporting, response times, exception reporting and management reporting, Framework Public Body care methodologies and customer relationship management.**

(Weighting 20% - Word Count 1,000)

CARAT Redefining Media

Ensuring Quality Service Levels

On appointment, Carat will assign each Framework Partner an Account Director, alongside the overall Contract Manager, who will be responsible for all aspects of the service.

The performance of the Account Director in delivering exemplary service levels will form part of their annual Performance Development Plan and will be reviewed in line with the Schedule of Requirements and our commitment to continuous service improvement.

The Account Director will have direct responsibility for ensuring all departments deliver optimal service, including overseeing the following:

Financial Management

On appointment, [Redacted] and [Redacted] will meet with [Redacted] personnel to agree billing requirements. Our billing process to date has resulted in [Redacted] for the Scottish Government and we will continue to implement the following:

- Activity booked upon receipt of Purchase Order (PO).
- On receipt of the PO, media booking uploaded to DDS (finance booking system).
- Finance Controller runs draft invoices on [Redacted] for the previous month's activity and sends them to Media Specialists for approval.
- Approved drafts are sent to the [Redacted] to be countersigned and returned to Finance.
- To ensure business continuity, an alternative, named director is also available to sign off draft invoices from Finance during periods of holiday or prolonged illness.
- [Redacted] ensures bookings are within PO limits.
- Live billing run and 'billing commentary' are produced on [Redacted] and invoices are sent to Partner Finance contacts.
- Queries are reported and target resolution period is [Redacted].

Carat recommends [Redacted] meetings between relevant parties to provide two-way feedback and discuss process refinements.

All finance protocols will be documented and assigned to nominated senior managers in Carat, and are included in our business continuity process to prevent a break in service should a disaster occur.

Management Reporting

Carat subscribes to leading industry management and system reporting tools and we will deliver bespoke management reporting requests under the agreed SLA, including:

[Redacted]

Unbilled and Part-Paid Media Resolution

Occasionally, media owners may not invoice for a booking, or do not invoice the correct amount. In this instance, Carat adhere to the following to ensure full resolution:

- Within [Redacted], Carat report all unbilled/part-billed activity to the Contract Manager and Partner.
- [Redacted] after financial year-end, outstanding invoices, whether part-billed or unbilled, for which Carat has received payment from the Partner, will be repaid in full within [Redacted] of the report being sent.
- If Carat later receives an invoice from the media owner for part-billed or unbilled media activity, Carat will submit the invoice for full reimbursement from the Partner.

Audit Reporting

Carat will fully support the Framework's pre-appointed auditor and will oversee the addition of the Framework Levy to all schedules, which will be paid on a quarterly basis to the nominated Partner. Carat will liaise with the media auditor and provide spend information and a review of delivery vs price guarantees quarterly. To ensure full transparency, we will include pricing guarantees and indicate over/under-delivery on all media schedules. When a media channel or format is currently not measured by a contractual pricing guarantee, Carat will provide a price guarantee proposal and rationale for its inclusion within 30 days of its appearance.

Response Times

With the Partner, the Contract Manager will agree all aspects of service delivery, using Schedule 1 as the basis of the agreement, but tailored to specific needs of the Partners including: realistic response times, methods of delivery and CODE RED specifications.

Service demand	Response time
Email	[Redacted]
Phone call	[Redacted]
Contact reports	[Redacted]
Planning	[Redacted]
Meetings	[Redacted]

CODE RED	[Redacted]

We commit to delivering all aspects of service under an agreed Service Level Agreement (SLA) which will be reviewed at an agreed interval as part of our proposed continuous service improvement programme.

Exception Reporting

Carat will consistently act in an open and transparent manner in the provision of data to the Framework. To ensure we respond to any exceptional requests in a timely fashion, all requests should be directed to Carat's Contract Manager. Examples of exceptional reports may include:

[Redacted]

Care Methodologies / Customer Relationship Management

Our [Redacted] provides clarity on the role and requirements all staff play in client servicing, customer care, and relationship management. All staff receive training on this at their induction and it provides a framework for delivering excellent service including: process, timings, methods and added value.

In addition to the tools and process outlined above, the Contract Manager's remit ensures all ways of working are fit for purpose in delivery of the services. Areas of weakness are addressed regularly with [Redacted] and resolutions are made ad hoc.

Example: [Redacted].

Media Buying

Carat

Question 1.5.3 Sufficient Capacity

CARAT
Redefining Media

1.5.3

Sufficient Capacity

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the contract, including contract transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

(Weighting 20% - Word Count 800)

CARAT Redefining Media

Ensuring sufficient capacity to deliver the contract

With [Redacted] full-time employees, we have the experienced resource required to meet the needs of all Framework Partners and deliver all the same, high level of service.

As an incumbent, we have extensive experience in capacity planning and resource allocation specific to all Partners. With the continuation of Call-Off for media planning and buying services, we propose the following:

1. Extensive review of resource levels required to service the contract at tender acceptance stage.

    a. Using our experience, we will [Redacted].

2. After appointment, [Redacted] will review resource levels monthly to ensure service levels are appropriate, and they will identify resource challenges including holidays and known short-term, high-demand activities.

3. Following Partner review meetings, [Redacted] discuss any contract delivery issues/challenges, and propose resolutions to mitigate capacity risk.

4. Our Resource Management timesheet, updated weekly, includes insights from Partners regarding capacity level needs and helps forecast demand.

Managing periods of high demand

The steps outlined above assist us identifying periods of high demand. When a capacity issue is identified, [Redacted] supported by [Redacted] activate the wider resource of [Redacted] to ensure Partner needs are handled in the time required.
It isn't always possible to identify all capacity issues in advance and should a short-term challenge arise that cannot be satisfied by [Redacted], [Redacted] will access short-term assistance from outside of the Framework team. With regional offices in [Redacted] there are an additional [Redacted] who can assist with short-term capacity issues and unforeseeable periods of high demand.

All staff have secure out-of-office login details to ensure service capacity can be increased if a need arises outside of normal business hours i.e. weekend, or there is a need to work from a Partner's office.

Ensuring capacity through business continuity

In the unlikely event we are unable to provide the guaranteed level of support to the Partners (e.g. [Redacted]); we would instigate our business continuity service plan managed and co-ordinated by pre-appointed Directors. Within [Redacted], key pre-briefed support staff from the regions will be provided with temporary, secure logins to internal systems to provide levels of support until Framework team members return to work.

Managing capacity through contract transition

As an incumbent, Carat has numerous employees dedicated to servicing the current contract and we are confident that we can manage capacity needs through any transition period. Should new Partners join the Framework we would:

- Meet with the Partner (and incumbent media agency if applicable) to determine needs and agree transition timescales

- Short-term: reallocate resource from within the business, or second from other areas of Carat, to provide agreed service levels

- TUPE key staff into Carat if applicable, or recruit sufficient capacity to support the Partner for the duration of the contract

Through TUPE, should any senior member of Carat's current Framework team be transferred to another supplier, we would ensure that, through the period of transition, all responsibilities were transferred to another senior agency team member via an extensive handover process.

Servicing Framework public bodies across Scotland

Carat is based in [Redacted] from where our employees provide a quality service to Framework Partners across Scotland. This quality of service is delivered through:

- **Next-day meeting guarantee:** [Redacted].

- **Partner-based working days:** [Redacted].

- We also encourage Partners to visit our offices to spend time with their account team and many Partners currently use our office space for their own meetings and events. For example, [Redacted].

- **Technology-based meeting capability:** We use video conferencing and every team member is Skype-enabled to facilitate 'virtual' meetings.

Regardless of location, regular dialogue with all Partners is fundamental to building a valued relationship, regardless of size and spend. As a minimum, and as part of our overall Service Level Agreement, a [Redacted] call or email contact will be made, even during periods of known low activity.

Media Buying

Carat

Question 1.5.4 Emergencies Code Red

CARAT
Redefining Media

1.5.4

Emergencies Code Red

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

(Weighting 30% - Word Count 800)

Our structure for accommodating unforeseen requirements

CODE RED is a pre-agreed phrase that initiates our emergency protocol for responding to an unforeseen emergency or urgent requirement from a Framework Partner. It is a rehearsed, easy-to-implement process and is managed by senior staff.

Potential CODE RED requirements include;

- Urgent information request
- Campaign implementation
- Campaign withdrawal

Our CODE RED promise:

- We will respond [Redacted]
- We will deliver high-quality emergency communication plans and activate them expertly with all relevant media partners
- We will procure urgent media bookings within the pricing guarantee and most high-profile positions available
- Deliver an immediate response to urgent information requests
- We will withdraw media campaigns impacted by a CODE RED situation within a maximum of [Redacted], without financial penalty
- We will provide an agreed response, or refer to the Partner, if we are contacted by the news media in relation to an emergency situation

Throughout the current contract, Carat have had [Redacted].

CARAT Redefining Media

CODE RED handbook

CODE RED procedure is documented in a handbook shared with all Partners. It contains the following information:

- Emergency activation plan
- Office and home contact details of all six CODE RED Carat personal
- Media owner phone numbers – sales and production
- Creative agency phone numbers
- Overview of media planning costs

Carat CODE RED staff retain a copy of the procedures at the office and home. We recommend that all relevant Partner contacts do the same. Carat emails the handbook to Partners when the office is closed for more than [Redacted]

Reaching the CODE RED team

During [Redacted], Partners can contact the Carat switchboard on [Redacted], confirming their identity and stating a CODE RED situation, or contact CODE RED co-ordinators directly.

If the emergency is out of hours, the office lines are down or if direct contact is required, Partners can contact any of the [Redacted] specialist CODE RED co-ordinators named in the handbook – please see example below:

[Redacted]

Each [Redacted], Carat will send an SMS text to all nominated Partner contacts, detailing weekend, on-call CODE RED co-ordinators' contact details. [Redacted] co-ordinators will be on call over a weekend or Bank Holiday.

In addition, each Account Director will brief the weekend co-ordinators about scheduled media activity and scenario plans for any potential CODE RED call.

CODE RED processes

Once CODE RED has been activated, we will follow these procedures:

Internal briefing

1. Details of the CODE RED will be captured by the person answering the phone
2. They will contact [Redacted]
3. Partner to brief CODE RED co-ordinator on requirements
4. Depending on the nature of the CODE RED, the co-ordinator will make the decision to inform all Directors of the situation, e.g. if the CODE RED emergency was of such magnitude that business continuity would be compromised
5. CODE RED co-ordinator briefs relevant members of the CODE RED activation team within Carat: Client Service, Strategy, Broadcast, Press, Digital, Out-of-Home, Finance

Delivering and evaluating the CODE RED response

1. Following the briefing process, we will activate an appropriate CODE RED response in line with our CODE RED promise
2. We will provide regular verbal and written updates of all activity to the appointed contact during the period of CODE RED
3. On stand-down from CODE RED, we will carry out an immediate review of our response and provide a detailed report to the Partner as part of our continuous improvement process

CODE RED Business Continuity Plan

In the event of total loss of business continuity in [Redacted], CODE RED will transfer to Carat [Redacted], who are trained to mirror our response.

We will provide support for any other agency on the roster should they find themselves, through loss of business continuity, unable to fully execute their emergency plans.

We propose the introduction of a new DIAL RED application to deal with an emergency. By dialling [Redacted], call routing technology will simultaneously call [Redacted] nominated mobile numbers in the CODE RED team until the call is answered. Caller ID will read CODE RED so the receiver knows it is urgent.

Media Buying

Carat

Question 1.5.5 Management Information

CARAT
Redefining Media

1.5.5

Management Information

Please provide examples of the management information in accordance with Schedule 1 and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.

(Weighing 20% - Word Count 800)

Accurate, detailed and high-quality Management Information (MI) is a key component of improving operational efficiency and providing critical business insight. Carat, with access to extensive MI infrastructures, including Framework Partners' own data, guarantees to provide all the MI as stated in Specification of Service Levels within the tender.

Making MI available

To improve our client experience we have developed a bespoke web-based data storage and visualisation platform – [Redacted] – which all Framework Partners will have access to.

All MI will be shared with the relevant Partner. This is delivered via easy-to-access, bespoke dashboards which are updated in real-time and are available [Redacted] on desktop, mobile and tablet.

Benefits of [Redacted]:

[Redacted]

Examples of MI include:

[Redacted]

Media Buying

Carat

Question 1.5.6 Continuous Improvement

CARAT
Redefining Media

1.5.6

Continuous Improvement

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- **how you will you ensure staff are trained and developed in order to keep up to date with best practice, market developments and emerging technologies, with particularly emphasis on the digital landscape, so as to provide a current and innovative service to Framework Public Bodies; and**

- **proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.**

(Weighting 10% - Word Count 800)

CARAT Redefining Media

As media and technology continue to drive change, our challenge is to continuously improve service levels. It is crucial our employees remain at the forefront of knowledge to ensure the Framework Partners have access to the best media solutions to achieve desired media outcomes. As new digital features are released, our agency defines best practices, processes, and implementation sharing across all teams globally to ensure ongoing consistency and excellence. *Due to our fantastic relationship with[Redacted] we know about new features [Redacted] before launch.*

To keep up-to-date with best practice, market developments and emerging technologies, our staff must be:

- Experts across a vast, ever-expanding array of media channels, platforms and devices
- Technology literate
- Able to interpret research, and construct coherent strategies

Developing knowledge

As an IPA-accredited agency, all employees complete annual learning logs with a minimum of 24 hours L&D, as well as industry-wide training.

Keeping up to date

We hold regular meetings with industry leaders and we are on [Redacted]. *We partnered with* [Redacted]. *Our feedback directly drives the development of these features.*

All-staff development programmes:

[Redacted]

Continuous improvement and best-practice initiatives for Partners can also be shared via our collaboration platform, [Redacted], which we will tailor specifically for each Framework Partner.

Carat Edinburgh current training

Knowledge need	Output
Big Data	How to approach the planning and execution of big data projects
Disruption Theory	How digital is driving disruptive business behaviours – thinking and acting differently
Web Analytics	Implementing analytics technology and how to make recommendations for change

Performance Marketing	How performance channels work together to guide customers through the customer journey. Using econometrics and attribution modelling to understand media effectiveness

Sharing knowledge

We will help Framework Partners keep updated with media industry developments and knowledge through:

- **'New Start' inductions** – [Redacted].
- **Email updates** – [Redacted].
- **Reports/Whitepapers** - [Redacted].
- **Events** – regular events to drive digital knowledge and showcase innovation for all Partners, such as:

  [Redacted]

Monitoring and improving service

In addition to our Client Referral Rating Survey and the quarterly Balanced Scorecard mechanism through which Partners rate Carat across a range of metrics, we propose the following monitoring activities as part of our Partner Monitoring Programme:

1. **Customer Care Call** – [Redacted].
2. **Performance 'check-ins'** – [Redacted].
3. **Quarterly online customer satisfaction survey** completed by all Partners to provide 360-degree feedback on pre-agreed criteria.
4. **Annual 2-way appraisal** of Carat's service performance in delivering the needs of the Partner.

Through the above, service issues would be identified and targets for improving levels of service would be agreed. This information would be shared with team members in a face-to-face meeting, who will be kept up to date on improvement and progress towards targets through regular feedback and through PDP goal-setting to ensure their efforts are focused.

Informing the continuous improvement process

In striving for high levels of service, continuous improvement is paramount for Carat. Feedback captured from our Partner monitoring programme will help to focus on:

- **Leadership and future organisational structure**: since the award of the last contract, Carat have [Redacted].

- **Learning and development**
- **Customer service excellence**: because of Balanced Scorecard feedback, we introduced a new billing process and are now achieving [Redacted] for the Scottish Government.

Media Buying

Carat

Question 1.6.2 Data Protection & Information Security

CARAT
Redefining Media

1.6.2

Data Protection & Information Security

Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):

- Details of where data will be stored and how it will be secured including processes, software and standards and must include measures put in place with sub-contractors (where applicable);
- Details of how data will be securely transmitted between the Framework Public Body, the Contractor (and sub-contractors where applicable) including processes, software and standards;
- Details of how the data will be secured at rest (end point security) both at the Contractor's premises (and their sub-contractors premises where applicable);
- Details of processes followed including those for assessing future risks;
- Testing of Disaster Recovery policies and procedures, including the dates, duration and frequency;
- Methods for the back-up and continuity to deliver services should an incident occur including manpower and access to equipment;
- Methods and processes in place to mitigate against cyber-attack and crime using online technologies including processes, software and standards;
- Destruction policies and processes including policies, processes and software. This should include the measures put in place with sub-contractors where applicable;
- Tenderers should also provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents)

(Wordcount – 1,500 words)

As a global leader in digital media, we understand that a robust approach to data security is imperative to ensure we do not cause our clients reputational or financial harm. We have invested significantly in data security in response to the changing nature of threats and international policy, and across the network we adhere to a global process;

• **Legal Compliance**	[Redacted]
• **Strict Information Management**	[Redacted]
• **Maintaining & Improving Achievement Level**	We maintain our current high standard of security and improve it through our plan-do-check-act cycle activities and risk assessments. Employees must pass regularly assessed training modules.
• **Adaptation to Environmental Changes**	We adapt our procedures based on changes in our group's business areas, information assets handled by our group, and the information and communication technology field.

In the UK our Information Security team of [Redacted] are responsible for defining and implementing policy. This includes: [Redacted].

To ensure data is handled properly we update guidelines to ensure compliance with legislation changes, such as GDPR and the UK Data Protection Act 2018. We redesigned our Privacy Risk Assessment to meet GDPR's Data Protection Impact Assessments requirements.

• **Compliance**	All permanent employees, contractors and freelancers review the code of practice during their induction. This provides an overview of our security protocols for working with client information.
• **Office Security**	• Access to documentation is limited to employees working on the account • Clear Desk and Clear Screen policy • Locker for documents and laptops for each staff member • Privacy screen for working in public places • Photo ID and security fob to enter authorised areas • Confidential client information sharing is forbidden without written client consent • Working-from-home-policy includes info on secure network access from outside the office
• **Client Data Security**	Employees are trained on protocols for how we categorise, use, capture and store data, and how we share it internally and with clients/relevant third-parties.
• **External Comms**	No discussion, however informal, of client activity is permitted with anyone not involved in providing services to the client. Third party conversations may not divulge confidential information without client approval and an NDA, unless it's included in the scope of previously agreed services.

Data Storage Locations

[Redacted]

Ensuring Data Security with Sub-contractors

Sub-contractors are required to activate certain digital buys e.g. [Redacted].
We require sub-contractors, as part of the Data Security Standard, to adhere to the following;

- Physical Access Controls - prevent unauthorised persons gaining physical access to data.

- System Access Controls – prevent unauthorised data processing system usage

- Data Access Controls - ensure that Service Data and Database Query Access is restricted to authorised staff and that application access rights are established and enforced.

- Transmission Controls - ensure that data in transmission cannot be read, copied, modified or removed without authorisation.

- Input Controls – change log to track data processing system access and modification
- Data Protection - protect against accidental destruction or data loss.
- Logical Separation – segregate DAN data from other sources data

Transmitting Data

DAN classify certain data banks as sensitive – this includes, but is not limited to, personally identifiable data, card information data, and anything with sensitive organisational information.

As part of the Framework Partner contract, data will be classed as Official or Official-Sensitive. All sensitive data is encrypted when in transit (using TLS or similar technologies).

Our standard policy for all DAN employees, subcontractors and freelancers for transmitting data is through File Transfer Protocol (FTP) – this ensures it is handled in accordance with our protocols and meets contractual and legal obligations.

The Data Compliance Officer oversees the approval, setup and maintenance of FTP sites.

Securing Data at Rest

DAN maintains commercially reasonable administrative, physical and technical safeguards to protect the security, confidentiality and integrity of data at rest. We segregate all data by Framework Partner and encrypt it on request.

We restrict user and administrative access to data at rest to approved personnel only. Approved personnel require unique IDs and associated cryptographic keys to access it and these keys are used to authenticate and identify the administrator's activities on our systems.

Employees are assigned unique keys at hire and these are revoked at contract termination. Access rights are job function and seniority based, using the concepts of least-privilege and need-to-know to match access privileges to responsibilities.

Data Process and Assessing Future Risk

Our managed security program is aligned to ISO 27001. The program identifies risks and implements preventative technology to avoid a risk becoming a breach. It's reviewed regularly to ensure continued effectiveness in risk identification and management.

Our security team are responsible for monitoring and reviewing the security infrastructure of our networks, systems and services, responding to security incidents, and developing and delivering training to our employees in compliance with our security policies, to ensure the wider business is aware of risk and preventative measures.

In [Redacted]*, we launched*[Redacted]*.*

Every employee must pass a Cyber Security and Data Protection training course during their induction through Workday, our HR tool, to ensure they are risk and prevention aware.

Our incident management process for security events that may affect the confidentiality, integrity, or availability of our systems or data includes;

- Guaranteed response time to inform clients, upon discovery of a security incident
- Actions, procedures for notification, escalation, mitigation, and documentation of an incident

The incident response program includes 24|7 centralised monitoring systems and on-call staffing to respond to service incidents.

Testing of Disaster Recovery Policy and Backing Up Data

At a server service level, we have three categories of criticality and recovery capabilities aligned to support our business continuity and disaster recovery program (DRP). The programme is tested [Redacted] by [Redacted], to ensure suitability and tests typically last for [Redacted].

In addition, each global data centre is backed up to an alternative data centre and we maintain country specific DRPs which are operated 24|7|365.

Data is backed up automatically – however, when receiving data, we classify it and assign retention policies based on the classification given. For example, [Redacted].

Ensuring Business Continuity

We have office specific, classified processes that cover on-site and off-site actions to reduce service disruption during a disaster. These processes can be shared, if we are appointed.
Secure out-of-office login details and laptops ensure business continuity if the [Redacted] office is compromised and if manpower is compromised, e.g. a flu outbreak, the service will be provided by regional offices ([Redacted]) until [Redacted] teams can return to work.

Mitigating Against Cyber-Attacks

Our team comply with industry standard to monitor activity on the network and mitigate cyber risk with a range of software including; [Redacted].
In the event of equipment or data loss/compromise, we follow a strict process:

[Redacted]

All software is encrypted as standard to ensure, if found, it is inaccessible.

Destruction Policies

We are guided by industry standard and client procedure when destroying data and we delete data in accordance with its classification, relevant legal requirements and clients' own destruction and retention policy.

We fulfil all contractual obligations of our clients when backing up, retaining or deleting data.
As an example, [Redacted].

Data Security Standards

DAN is aligned to the ISO 27001 standard and NIST framework.

We strive to implement stringent information security management and data protection systems to protect our clients from reputational and financial damage. The measures outlined are continuously reviewed and remain flexible to ensure suitability in the ever-changing digital environment.

Media Buying

Carat

Question 1.7.2 Fair Work & Workforce

CARAT
Redefining Media

1.7.2

Fair Work & Workforce

Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework. Responses need not be constrained to, or be reflective of any of examples given below:

- A fair and equal pay policy that includes a commitment to supporting the Living Wage, paying the real Living Wage including, for example being a Living Wage Accredited Employer;
- Clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of Scotland's young workforce;
- Promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, race, sexual orientation and disability;
- Support for learning and development;
- Stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero-hours contracts;
- Flexible working (including for example practices such as flexi-time and career breaks) and support for family friendly working and wider work life balance;
- Support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice.
- How the wellbeing and mental health of staff is supported and processes in place to maintain the resilience of staff.

(Weighting 100% - Word Count 1,200)

At Carat, we understand that great relationships between employers and their workforce contribute to productivity, sustainable economic growth, and the wider society. It is crucial that our workforce is well-motivated, well-rewarded and well-led to ensure continuity of service to the Framework and that we fully commit to fair work practices for all employees.

We have several workstreams to promote a positive working environment and are continuously evaluating our offer to maintain our high standards. We believe that our positive working environment has significantly impacted our staff attrition rate, which is [Redacted].

Learning and development

Because we operate within a knowledge industry, the attraction, engagement and development of our employees are top priorities.

Our L&D programme directs talent planning in a meaningful way. We strive to create a balance between centralised initiatives, for example our e-learning digital modules, where we leverage the scale of the Carat group, and specific activities to develop talent at the local level, such as Scotland-based training events.

This year, we launched [Redacted].

Nurturing Future Talent

At Carat, we are fully committed to the development of Scotland's young workforce. Our range of initiatives include:

- **Modern Apprenticeship Scheme** – [Redacted]
- **The Code** – [Redacted]
- **Career guidance and mock interviews** [Redacted]
- **Graduate trainee programme** - [Redacted].

Equality of Opportunity

We have recently established six workstreams to push forward strategic discussions and drive culture at Carat: Gender Balance, Breaking Bias, LGBT&Proud, Mental Wellbeing, Social and CSR. Each workstream is led by a team of employees who are passionate about driving equality and interested in participating in a project of culture change and social influence.

Their mission is to drive momentum within our business towards our equality goals , positioning Carat as a leader in this area. We believe the composition of our workforce should reflect that of the community to help build a fairer society for all, and to represent differing view-points in the work we do for our clients. For example, [Redacted].

Employee empowerment and communication

We believe that our staff are our greatest asset and empowered employees foster greater productivity, creativity and quality of client service. All our staff can play a role in fostering a positive work environment through employee-led initiatives including:

- **'Soap-box'** – [Redacted].
- **'Huddle'** – [Redacted].
- **Monthly Business Update** – [Redacted].

Employee rewards

Our central HR team provide policy, tools, training and guidance to ensure best practice in people management beyond basic compliance. This includes reward decisions, ensuring all staff are not only paid above the living wage, but that they understand how reward is determined and how they can drive up their own value, for instance by winning industry recognition for outstanding performance on behalf of a client.

Employee well-being

While empowerment is a driver within the business, we also recognise that the physical and emotional health of employees is critical to maximise their resilience, create a positive working environment and ensure business continuity. To support this, we offer a range of welfare support initiatives:

[Redacted]

Our Social Committee drives continuous improvement in this area and are tasked with identifying new initiatives to benefit the welfare of employees. For example, [Redacted].

Flexible Working

In [Redacted], we introduced flexible working for all staff across our UK offices. This gives our employees the chance to "flex" their normal working day in line with our vision of creating a performance-driven and client-centric business. It allows employees to take personal responsibility for the way in which they work to achieve the goals within their teams and across the network, whilst maintaining a positive work-life balance.

Employee engagement

We participate in an extensive [Redacted] employee engagement survey, which monitors how engaged our people are across categories including: Leadership, Empowerment, Diversity, L&D and Engagement. The insight gained from the survey helps to shape our business and drive positive actions and behaviours to support a high performing, inclusive culture where everyone can thrive.

Following the [Redacted] survey, our objective is to continue the positive growth we have enjoyed in three priority areas: [Redacted]. Our aim is to increase scores by [Redacted] in each of these areas to achieve the strongest results in the global network.

Each year we choose a charity to support and last year we donated to [Redacted] charities through our "Route to Good" programme. Through our survey our staff are not just helping to drive positive change in our business, but also helping to create positive change in society too.

We welcome Framework Partners into the office to see our commitment to our Employer Brand programme and to discuss appropriate measurement and reporting metrics.

Media Buying

Carat

Question 1.7.5 Sustainability

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1.7.5

Sustainability

Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

Further details on Scottish Government's Sustainable Procurement Policy are available at:

http://www.gov.scot/Publications/2016/03/8410/3

and

https://www.procurementjourney.scot/route-3/route-3-develop-strategy-profiling-commodity-sustainable-procurement

Sustainable Procurement is defined by a process whereby organisations meet their needs for goods, services, works and utilities in a way that not only provides value for money but also generates benefits to the wider society, economy and environment.

At Carat, we are fully committed to the goals and objectives of the Scottish Government's Sustainable Procurement Strategy which is demonstrated by our methods, processes and continuous improvement strategies regarding environmental goals, the wider society and the economy.

Environment

In [Redacted], the team in [Redacted] were first accredited with [Redacted] and have retained it ever since in annual independent audits by the British Standards Institution, with our most recent accreditation being [Redacted]. Our team in [Redacted] have led the way for the rest of Dentsu Aegis Network with all other UK offices now being accredited.

This year, [Redacted] transitioned to the new standard of the ISO and maintained the highest standards across the network globally. Travel has been significantly reduced due to Skype for Business being rolled out. Energy for our new building is 100% renewable and we have had LED lighting installed throughout all offices. Paper reams have been reduced by [Redacted] year-on-year because of default double sided printing, and individual access codes for printers.

Carat believes that a digital economy can be a low carbon economy and as we drive towards this we need to make sure our own organisational behaviour is in line with this vision. Our aim is to reduce our global carbon footprint in line with the globally agreed target set at the UN Climate Conference in 2015 (COP21). We will reduce our emissions at Carat to help ensure that global average temperatures do not rise above 2°C.

To achieve this, we carry out environmental reporting to measure and manage our carbon footprint, enabling us to target problem areas and celebrate success. We report this information externally to [Redacted]. We are also signatories of [Redacted].

The synergies between Carat's Environmental Strategy and the Scottish Government's Sustainable Procurement Action Plan are outlined below:

Our commitment

The operation of our Environmental Management System (EMS) starts with the backing of our Directors. They are responsible for environmental policy compliance and ensuring all corporate policy decisions are effectively communicated to our Environmental Controller and integrated into the EMS. At each of our locations, there is a designated Environmental Administrator who is responsible for the implementation and continuous monitoring of the EMS system on site.

Our environmental management policies and procedures ensure that:

- Our office is properly maintained and waste materials disposed of in accordance with the environmental policy and procedures and relevant objectives.

- When placing an order for any office products or new materials, full consideration is given to environmental aspects, such as whole life costs and use of renewable and recyclable materials ensuring compliance with environmental legislation.

Buy-in from staff

Our employees are responsible for adherence to the environmental policy, to accomplish this we provide:

- Continuous awareness training for existing employees.
- Induction training for "new starts".
- Job specific training where appropriate.

To deliver continuous improvement we have a "Green Committee", made up of staff whose role is to raise the profile of environmentally friendly behaviours in the office and identify new initiatives to reduce our carbon footprint.

Progression and Benchmarking

We set targets and objectives on an annual basis which are continuously monitored. To achieve this objective, we will focus on two key areas:

Minimise office waste – reduce, reuse and recycle
Over the past 3 years we have made substantial progress in waste reduction. *For example, [Redacted]. There have been various initiatives that have led to this:*

- Removal of waste paper bins.
- Recycle bins for paper stationed near desk banks.
- Recycle bins for glass, plastic and cardboard available in every kitchen area.
- All printers set to default double sided printing.

Reduce annual energy consumption
Over the past 3 years, we have led various initiatives to reduce our electricity and gas consumption by [Redacted] respectively. Key initiatives include:

- Introduction of motion sensors which automatically switch lights off and on where possible.
- Significant reduction in inter-office travelling e.g. [Redacted].
- Minimising the use of air, car and taxi travel in favour of public transport (buses and trams locally and trains nationally).
- Purchasing video conferencing facilities (Skype for Business) to reduce face-to-face meetings.
- Implementing automated internal procedures, allowing managers visibility and control of travel.
- Fully phasing out company cars.

Society

As a digital media agency, technology innovation is changing the way we learn, work and connect with each other. We understand that technology is tackling some of society's greatest challenges, but whilst the digitisation of the economy and society has created progress, that progress has not been equal.

We understand the importance of supporting the wider community, both in terms of charitable efforts and in supporting the education sector. Our range of initiatives include:

[Redacted]

In [Redacted], Carat helped launch [Redacted].

Guided by the United Nations, Carat has chosen to focus on Sustainable Development Goal #3: Good Health and Well-being as part of our commitment to "Common Ground".

Community Engagement

Our volunteering scheme is available for all employees throughout the UK and offers two free volunteering days per year. Already this year, staff in [Redacted] have engaged in a variety of charity and fundraising events including [Redacted].
We have an active Social Committee who are responsible for driving continuous improvement in this area. As part of their remit, they identify new initiatives to benefit the local community both in [Redacted] and [Redacted]. In the past year, [Redacted] of Carat's staff have engaged in community projects including [Redacted].

Media Buying

Carat

Question 1.7.6 Community Benefits

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1.7.6

Community Benefits

The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Accordingly, while the following community benefit objectives will not be evaluated as part of the tender process, the successful Contractor will be expected to consider the following Community Benefit themes in the delivery of their services for example:

- targeted recruitment & and training for "disadvantaged" persons unemployed for over 6 months;

- generate employment and training opportunities for priority groups;

- up-skill the existing workforce;

- equality and diversity initiatives;

- make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses;

- build capacity in community organisations.

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement.

At Carat, we are fully committed to maximising Community Benefits throughout this contract in order to build economic, social and environmental conditions which will support Scottish Procurement and Scottish Government in meeting their overall community benefits policy. We fully understand the role we can play in supporting the wider community and will ensure that we continue to drive this commitment to maximise the benefits we can offer across social, environmental and economic issues.

Future Talent

As a global media agency, we recognise the importance of passing on our expertise to future talent from all backgrounds and developing Scotland's young workforce.

Our range of initiatives include:

- Modern Apprenticeship Scheme – [Redacted]
- The Code – [Redacted].
- Career guidance and mock interviews for 5th and 6th form pupils.
- Graduate trainee programme that is currently sponsoring [Redacted] graduates from university education into full integration in the business.

We are fully committed to equipping young people with the skills and expertise they need in the fast-paced digital economy. As well as our Modern Apprenticeship Scheme, career guidance for soon-to-be school leavers and The Code, we regularly guest lecture at Scottish Universities. For example, [Redacted]

Training and Employment for disadvantaged groups

As we move towards a digital economy, we understand that technology is tackling some of society's greatest challenges. But whilst the digitisation of the economy and society has created progress, that progress has not been equal. This is why at Carat we are fully committed to providing training and employment to some of Scotland's most disadvantaged people. *For example,* [Redacted].

Equality & Diversity

In the past 6 months, we have established six "culture workstreams" to push forward some of the key strategic discussions that drive culture at Carat: Gender Balance, Breaking Bias, &Proud, Mental Wellbeing, Social and CSR. Each workstream is led by a team of employees who are passionate about driving equality and interested in participating in a project of culture change and social influence.

Their mission is to drive momentum within our business towards our equality goals and establishing Carat as a guiding light in this challenging social issue. For example, [Redacted].

Upskilling existing workforce

As we move towards a digital economy, we have undertaken a substantial retraining programme amongst all staff previously specialised in traditional media using both e-learning techniques and physical secondment into digital roles.

[Redacted]

Economic Benefits

We are fully committed to investing in the Scottish marketplace and currently employ [Redacted] staff at [Redacted] across a range of specialised disciplines. We have created [Redacted] new jobs in the last [Redacted] alone including the appointment of a new [Redacted]. Dentsu recently acquired digital creative agency Whitespace who employ a further [Redacted] full time staff at their [Redacted] office. As we continue to develop our offering and create new products and innovations our employee base will expand accordingly.

For example, [Redacted].

Community Engagement

Our volunteering scheme is available for all employees throughout the UK and offers two free volunteering days per year. So far this year, staff in [Redacted] have been engaged in a variety of charity and fundraising events including [Redacted].

We have an active Social Committee who are responsible for driving continuous improvement in this area. As part of their remit, they identify new initiatives to benefit the local community both in [Redacted] and [Redacted]. In the past year, [Redacted] of Carat's staff have engaged in community projects including volunteering at a charity event at [Redacted].

Media Buying

Carat

Question 1.7.7 Transfer of Undertakings Regulations 2006

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Redefining Media

1.7.7

Transfer of Undertakings Regulations 2006

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated.

Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.

It is our understanding that **Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)** would not be triggered in respect of Carat's inclusion in the Framework for this stage of the tender.

A TUPE scenario would only arise in the instance that contracts/ Statements of Requirement relating to the Scottish Government that have previously been delivered by Carat are awarded to another organisation, or that contracts/ Statements of Requirement previously fulfilled by other organisations are subsequently awarded to Carat. This would apply only to the next stage (mini-competition or direct award) rather than this stage of the process.

Carat's exclusion from the framework would create a TUPE risk relating to those individuals who are currently employed by Carat primarily to deliver active contracts/ Statements of Requirement relating to the Scottish Government. However, no transfer would occur until such a time when a contract/ Statement of Requirements was awarded to another organisation.

The triggering of TUPE and its implications is a matter of law. We have previous experience of various TUPE scenarios and if a TUPE scenario were to occur we would approach it with openness and ensure full compliance with all requirements including disclosure and informing and consulting with employees. We would work constructively with relevant third parties, and the Scottish Government where relevant, to ensure the best outcome for all concerned.

This tender has been submitted on the basis of TUPE not being deemed to apply at this stage.

Commercial Bid

[Redacted]