



rethink

Boots

Next-Generation Contractor Managed Service for Boots

Building on 15 years of Partnership

rethinktalent.io

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Our Partnership Charter with Boots

Working Together for Shared Success

Rethink promises a people-first MSP partnership built on five core commitments:



Open Communication

Honest, proactive dialogue at every level, ensuring clarity and shared understanding.



True Collaboration

Embedded as your team, co-creating solutions with HR/TA, Procurement, and business leaders.



Empowered People

Skilled account managers and specialists dedicated to your success, anticipating needs together.



Mutual Trust

Full visibility, robust governance, and 24/7 support to build confidence in every decision.



Shared Growth

Evolving side-by-side through AI innovation, delivering outcomes that matter to Boots and its communities.

Because we know strong relationships and united teams drives excellence.

2010

New relationship to supply IT contractor as PSL partner

Sept 2013

New partnership agreed with Boots UK Ltd to supply IT contractors for initial 12 months.

Oct 2015

Contract extension for +24 months initially, subsequently rolling for 5 years.

Sept 2020

Scope extended to White Collar MSP to provide one solution across all brands and suppliers for non-permanent workers.

Successfully migrating 9 suppliers and all workers were retained. This agreement has rolled over the last 5 years to today.

Executive Summary

The Next Phase of Your MSP

Building on a trusted 15-year partnership, Rethink is pleased to present this proposal to continue delivering the Contractor Managed Service Provider (MSP) solution for interim contractors and freelancers across all Support Office functions for Boots Management Services, Boots UK & ROI, Boots Opticians, and the No7 Beauty Company (Boots), supporting operations across Nottingham, London, Weybridge and Dublin.

Through our long-standing partnership, we've gained a deep understanding of Boots' operating model, workforce needs, governance standards, and culture. This insight enables us to deliver a consistent, compliant contractor service across technology, creative, and support functions, providing the flexibility and expertise needed to meet business priorities and deliver strong customer outcomes.

The Journey So Far

We recognise the trust Boots places in us to support a business-critical element of your talent strategy, managing over **£100m contractor spend** and delivering **more than 880 placements** across the last 15 years. Our support has enabled major transformation programmes including LEAP, Orion, and Boots Online Doctor, as well as the growth of B-Hive and ongoing BAU demand. Today, we continue to manage **over 90 active contractors** across the organisation.

As a cornerstone of the UK's healthcare ecosystem, Boots delivers accessible healthcare, trusted wellness, and innovative, affordable products to communities nationwide. Sustaining this mission demands an agile workforce model and the ability to attract and retain talented people who care about making a difference. Our MSP has evolved in step with Boots' priorities, ensuring access to the specialist skills and capacity needed to deliver for customers while maintaining the highest standards of governance and control.

Our priority has always been to deliver consistent, high-quality outcomes at scale.

Just as Boots' has evolved, so too has Rethink. Over the past year we've completed a major integration across people, processes, technology, and experience.

With transformation embedded, our focus is now on the next phase: building on what works, closing gaps with pace and precision, and ensuring every change, innovation, and investment delivers measurable value for Boots in quality, experience, and resilience.

Over the past six months we've been shaping the next evolution of our partnership: **a future-fit workforce delivery model** that builds on existing foundations and enhances performance through greater intelligence, automation, and agility. This approach will strengthen outcomes, enable scale without compromising quality, and align our delivery to the distinct needs of each business area.

Leveraging the strength of our Group, we will also position Boots to thrive in an AI-driven world, future-proofing your workforce through disruptive technology, market intelligence, and strategic advisory capability.

This evolution is powered by the swipejobs digital platform (the platform), an AI-enabled, talent-centric solution that accelerates fulfilment, improves matching accuracy, and delivers full visibility across the MSP lifecycle. Combined with our industry expertise and deep knowledge of Boots, we have created a more responsive and future-ready workforce solution.

This proposal is focused on what comes next.

Strengthening our partnership, amplifying your refreshed employer brand and EVP, and supporting Boots' continued success as a leader in health and beauty retail. Together, we'll ensure Boots has the right talent, at the right time, to deliver accessible healthcare and trusted wellbeing for all.

We look forward to continuing discussions and demonstrating how this next-generation MSP will deepen our partnership and deliver greater value and speed for Boots in the years ahead.



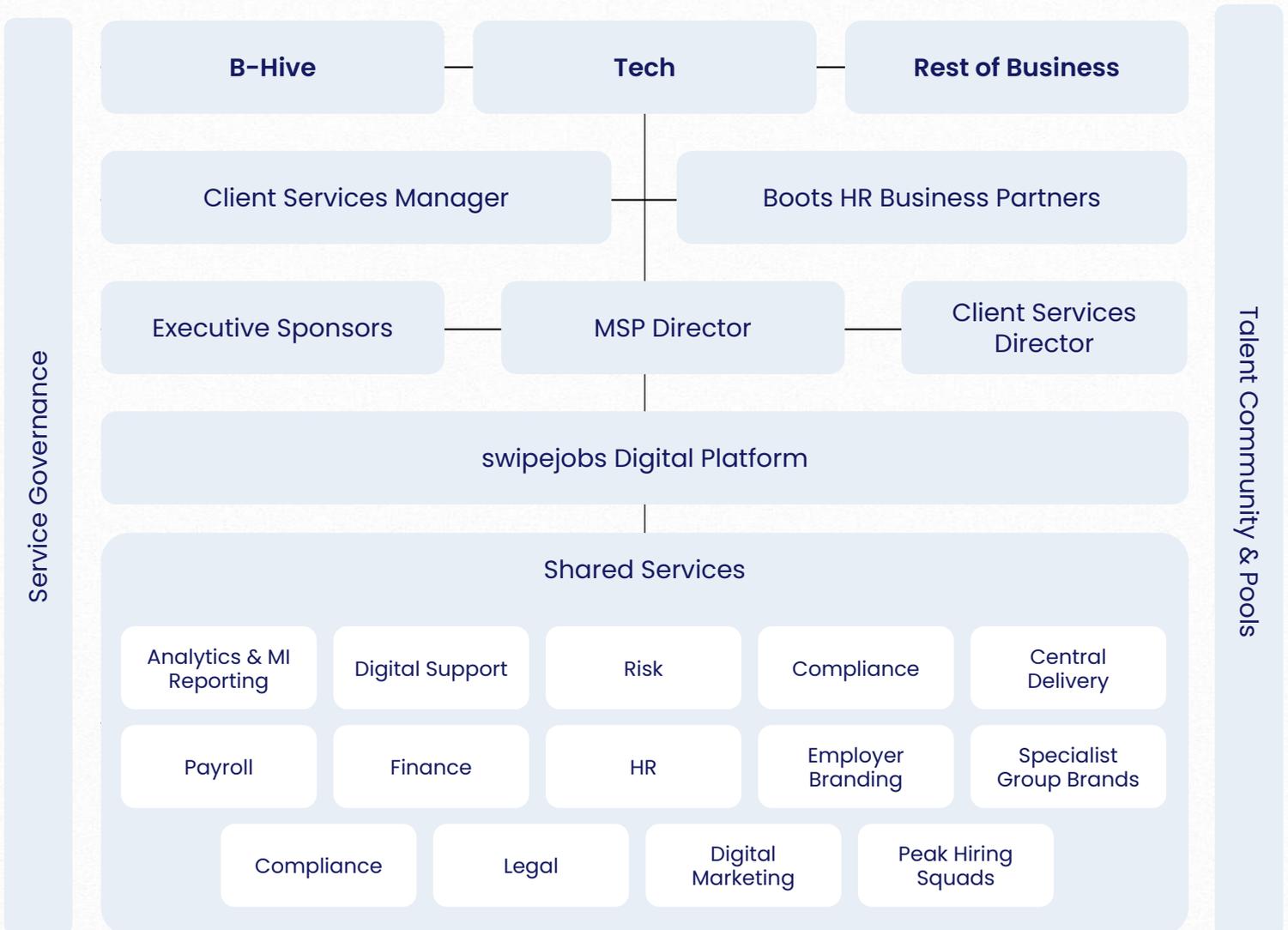
Delivering Boots' Core Requirements

Proposed Solution: A Smarter, Scalable MSP for Boots

Our proposed MSP builds on the established service and proven ways of working already embedded within Boots, retaining continuity where it matters while introducing targeted enhancements to improve responsiveness, insight, accuracy and scalability. The model is practical and low-risk, strengthening proven foundations while introducing targeted enhancements for greater impact.

Through AI-enabled sourcing, strengthened governance and reporting, and access to broader specialist expertise, our enhanced solution delivers faster fulfilment, sharper insight and more proactive workforce management. Supported by a clear roadmap for continuous improvement, it ensures an MSP in step with Boots' business that responds at pace, maintains control, and is positioned to deliver sustained value throughout the contract lifecycle.

Our MSP model structure:



These components combine to deliver an integrated MSP for Boots, balancing business alignment with consistent, compliant, scalable delivery.

Our Model Provides:



Embedded account team

Fully aligned to Boots' culture, EVP, and organisational structure, providing a high-touch service tailored to each business area, and providing the skills, knowledge and track record to guarantee business continuity and meet your future expectations.



Business partnering approach

Integrated with Boots' HR Business Partners (HR BPs), ensuring clear accountability, stronger strategic alignment, and proactive workforce planning informed by real-time insight into demand, capability gaps, and future needs. Working with you to service your business with the talent they need.



Centralised shared services

Delivering standardised, efficient processes and access to specialist expertise and capacity on demand to flex with business priorities and demand fluctuations.



Robust governance & reporting

Providing transparent, real-time management information aligned to performance measures, DE&I goals, and compliance frameworks, enabling informed, data-driven decisions and continuous improvement.



The swipejobs digital platform

Integrated with specialist talent communities, serving as the technology backbone across all engagement models to enable faster fulfilment, accurate matching and end-to-end visibility of the contingent workforce lifecycle.



Hiring-manager focused delivery

Ensuring a collaborative, responsive, consistent experience underpinned by clear communication, actionable insight, and proactive workforce planning, to ensure we serve the individual needs of each business area.

Account Management & Reporting

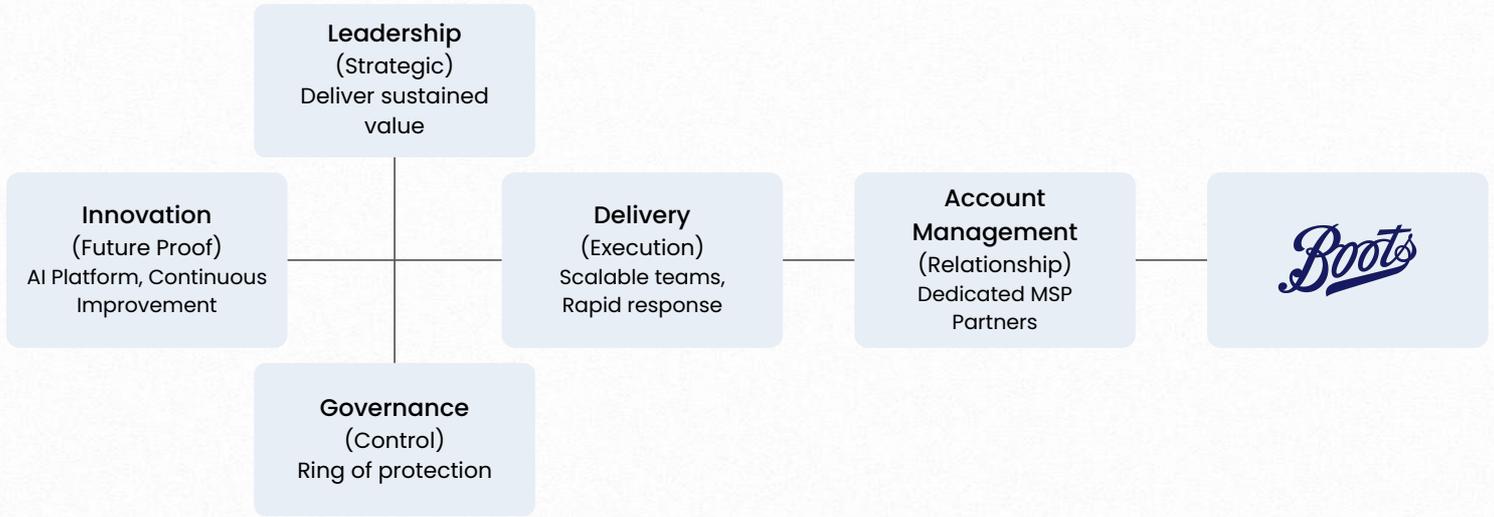
Providing a Partnership Model Aligned to Your Business

Rethink's embedded team works in close partnership with Boots' Procurement and HR/Talent Acquisition teams already, collaborating daily with hiring managers and service stakeholders across the organisation. This deep integration has built a detailed understanding of Boots' priorities, culture, ways of working, and the distinct skills and demand profiles within each business area, supporting consistent and effective delivery.

Building on this strong foundation, we will retain your trusted account team, equipping them with the skills, tools, capacity and model needed to deliver even greater impact.

Working in partnership with Boots HR BPs, we will work with you to support early assessment of workforce demand to determine the most effective resourcing route, whether permanent, fixed-term, or interim. This connected approach provides earlier visibility of cost, skills availability, and market conditions, while introducing enhanced controls to manage new contractors within the rate card framework. These measures ensure smoother handovers, greater cost discipline, agility, more informed, joined-up workforce planning, delivery, and communication across the hiring lifecycle.

Our partnership model is built on five interconnected pillars, Leadership, Delivery, Account Management, Governance, and Innovation, designed for greater control without constraints, consistent experience and a unified employer brand.



This model combines onsite account management with remote leadership and specialist support, ensuring responsiveness alongside clear accountability. Delivery is managed through our Shared Services of specialist recruiters, aligned to defined business areas and supported by your experienced Client Services Manager, Bhavika Parekh-Smith, accountable for hiring outcomes, service quality, and stakeholder satisfaction.

Strategic oversight is provided by your dedicated Client Services Director, Aled Pugh, and MSP Director, Nicola Green, supported by an Executive Sponsor, Debbie Davenport, who provides senior leadership, maintains alignment with Boots’ priorities, and ensures timely decision-making and escalation where required. This structure provides continuity, ownership, and effective governance.

Where additional capacity or specialist expertise is needed, delivery can be flexed quickly through remote support providing resilience and scalability without disrupting the local, high-touch service model.

For Boots, this approach delivers tangible benefits across control, speed, quality, and experience, while retaining the flexibility and pace required to support evolving business needs.

Pillar	What We Deliver	Boots Benefits
Leadership	CEO-level oversight and strategic alignment	Business-aligned MSP evolution
Delivery	Scalable recruiter squads and AI matching	Speed, volume, quality at any scale
Account Management	Dedicated HR team partners	Single point, seamless collaboration
Governance	VMS transparency and compliance dashboard	Full control, zero surprises
Innovation	swipejobs AI and continuous process upgrades	Future-proof efficiency gains

Account Management Principles

Our Three Core Pillars:



Partnership & Alignment

Extension of Boots, aligned to your culture, values, and priorities, with shared ownership of outcomes.



Communication & Transparency

Open, proactive communication and clear performance visibility through structured touchpoints, reporting, and feedback loops.



Governance & Accountability

Clear governance, roles, and SLAs so decisions, risks, and issues are managed consistently and confidently.

Enabled by three delivery behaviours:



Collaboration

Work cross-functionally with HR, Procurement, and business leaders to co-design solutions and drive continuous improvement.



Insight-Led

Use data and market intelligence to anticipate demand, optimise cost, and guide strategic workforce decisions.



Agility

Flex capacity, focus, and approach as business needs change, while protecting service quality and compliance.

Providing Out-of-Hours & Crisis Support

Boots will be supported by a dedicated UK-based account team providing core service coverage Monday to Friday, 8:00am–6:00pm. This team manages day-to-day operations, issue resolution, performance monitoring, and stakeholder engagement in line with agreed service levels.

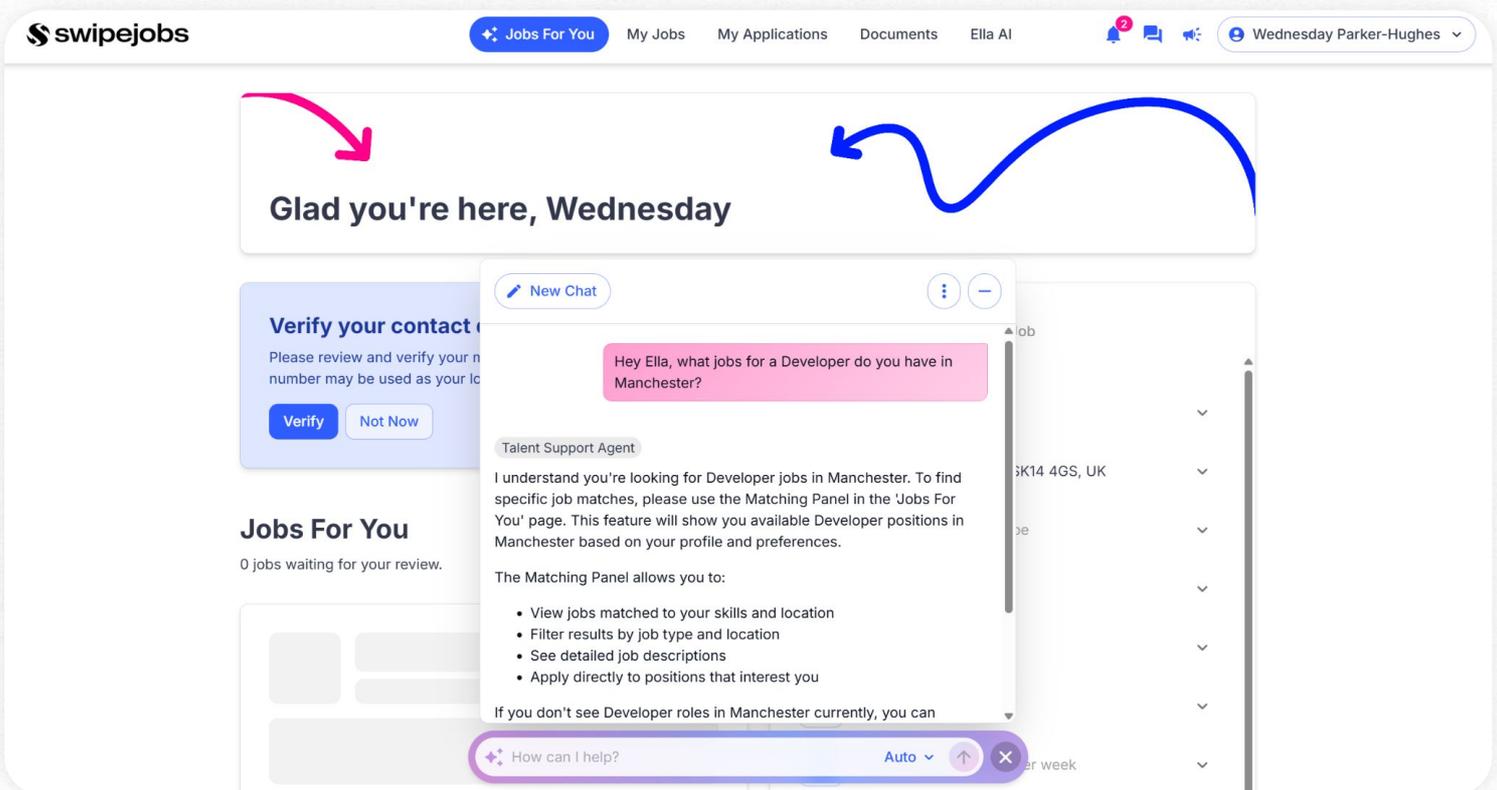
Outside core hours, **24/7 contractor support** is available through Ella, the swipejobs AI service layer. Ella assists contractors with routine queries, such as onboarding, timesheet submission, approvals, and status checks, ensuring continuity of service and reducing manual escalation. She can also support the contractor in searching for suitable roles in the platform and tips on how to apply.

Please see the screenshot below for an introduction to Ella.

Operating as a suite of AI agents within the swipejobs platform, Ella applies contextual intelligence and integrated data to deliver accurate, timely support throughout the hiring and engagement lifecycle. In parallel, swipejobs' global platform support team provides 24/7 coverage for critical technical or system issues, ensuring continuous stability and platform resilience.

Crisis situations are managed through a defined escalation framework with clear triggers based on severity, impact, and duration. Escalations are categorised from operational incidents through to priority-one (P1) events, with senior leadership and executive involvement where required to guarantee rapid response, clear ownership, and timely resolution.

Further detail on our escalation process and response times is outlined in pg. 2 of the supporting document.





Your Account Team Built to Respond to Changing & Urgent Demand

Boots operates in an environment where demand can shift quickly and priorities change at pace, particularly within B-Hive, where creative and digital requirements are often time-critical and variable. Our enhanced model is designed to respond rapidly to urgent and fluctuating demand without compromising quality, compliance, or candidate experience.

Our approach is underpinned by:



Proactive Workforce Planning

Working alongside your HR BP's and hiring stakeholders to forecast demand based on business priorities, seasonal cycles, and project pipelines, aligning capacity in advance to reduce pressure during peak periods.



Data-Driven Demand Insight

Using real-time analytics and market intelligence to identify emerging demand early, enabling rapid intervention through targeted sourcing or resource reallocation.



Dynamic Talent Pipelines

Maintaining live, pre-vetted talent pools aligned to repeat and specialist roles across each business area, significantly reducing time-to-hire during urgent or high-volume demand.



Flexible Delivery Models

A shared services approach that enables fast scale-up or scale-down, ensuring access to capacity and expertise when needed without long-term overhead.



Rapid Response Delivery Teams

Deploying specialist "pop-up" sourcing squads, supported by AI-powered matching, to accelerate delivery during demand surges while maintaining quality and consistency.

Following periods of heightened or urgent demand, performance and outcomes are reviewed through our governance framework to strengthen resilience and readiness for future peaks.

Recent Examples of Meeting Urgent Demand Include:



Chelsea FC:

With two weeks' notice, we hired **115 unplanned** temporary Brand Ambassadors to support the rollout of a new digital ticketing system ahead of the season launch.



Paramount:

Successfully migrated **60 PAYE workers** within six weeks following the exit of their incumbent PAYE provider, with 100% retention within agreed timelines.



Clarion Events:

Recruited and onboarded **15** bilingual conference, exhibition, and marketing specialists within five weeks to meet urgent event delivery requirements.



Chelsea FC Museum & Tours:

Filled **40 temporary** Tour Guide roles over three months, leveraging an active talent pool of 1,156 candidates.



Boots Online Doctor:

Responded to a sharp increase in demand for weight-loss injections by staging an assessment day and hiring **10** Patient Administrators, all starting within five days.

dentsu

Dentsu:

Due a spike in project demand, Rethink sourced and hired **100** media specialists within 6 weeks

Our approach gives Boots the flexibility to access talent at pace while maintaining control and assurance. Real-time visibility, reporting, and insight provide transparency across all engagements, supporting informed decision-making and confident risk management as demand fluctuates.



Rethink was instrumental in revamping our 3PL model in London. Prior to Rethink involvement, we used a third-party firm that added several hours of unnecessary overhead to our monthly contractor management. Rethink helped us move away from this model and eliminated the extra work, which was extremely helpful. They have been a great partner, and I've appreciated all their help.

John Angelini, Senior Technical Product Manager UK & US – Paramount

Enhancing Contractor Experience to Drive Boots' Success

High-Touch Engagement for Superior Outcomes

We know contractor experience is fundamental to Boots achieving your business goals. The specialist talent we supply directly powers critical programmes, campaigns, and teams, and high engagement delivers superior productivity. Gallup confirms **highly engaged contingent workers boost productivity by 21%**.

Our Contractor Management model makes this a reality through high-touch onboarding, continuous assignment support, and proactive offboarding, maximising engagement, retention, and ROI. Also retaining top talent in our active talent pool ready for rapid redeployment.

Onboarding: Seamless Welcome

- Single point of contact for personalised guidance.
- Rethink Concierge - We onboard workers in-person at Boots. A building tour, IT equipment and security access are all coordinated by Rethink account team
- Instant swipejobs platform login, dedicated contractor hub, and access to LMS tools, such as Moodle Workplace (already used by our Group colleagues), for compliance training and professional development.
- Comprehensive induction with welfare package (e.g., Headspace mental health support).

During Assignment: Continuous Connection

- Regular pulse-check surveys (e.g., AskNicely) for real-time feedback and swift resolution.
- Onsite drop-in clinics for face-to-face support.
- Recognition programmes including Worker of the Quarter and Worker of the Year awards.

Offboarding: Positive Exit

- Structured exit interviews to capture insights and sustain relationships.
- Talent pool retention with immediate redeployment opportunities flagged.

This people-centric lifecycle drives higher productivity, stronger loyalty, and repeat value from Boots' contingent workforce.

We will track and report on the following contractor engagement KPIs: Net Promoter Score (NPS) 4.5 and retention rate >95%.



From the very beginning, the onboarding process was seamless and well-organised. Every stage, from initial documentation to placement, was handled with clarity and efficiency. I always felt informed, supported, and confident that everything was being managed with care.

Martin Bowes - Contract Project Manager - Boots (Data Lynx)

Providing Contractors through Different Engagement Models

Central to our approach is the swipejobs platform, which supports all engagement types through a single, compliant solution. This includes PAYE workers, freelancers, sole traders and individuals operating through limited companies, with robust governance applied across the entire engagement lifecycle. For Boots, this means one platform to source, engage, and manage contractor, temporary and freelance talent with speed, compliance, consistency and full visibility.

Where individuals operate as sole traders, we apply a cautious and compliant approach, recognising IR35 and employment status risk. In practice, this often results in engagements via umbrella PAYE or alternative employment models, ensuring regulatory compliance while protecting both Boots and the worker.

Rethink does not make direct payments to sole traders due to employment status, PAYE, and tax considerations associated with this engagement model.

As sole traders are responsible for managing their own tax and National Insurance obligations, direct payment does not allow for the level of assurance required to consistently confirm correct PAYE and tax treatment. Our approach is designed to ensure clarity, consistency, and compliance across all engagements.

We will support Boots to engage sole traders directly by providing robust compliance and a defined onboarding framework, including:

- Right to Work verification
- Identity and documentation checks
- Insurance validation
- Engagement and employment status assessment support

This will provide governance and visibility while maintaining direct payment responsibility.

Since 2022, we have enabled Paramount to engage sole traders by providing oversight and administration of contract exchange and signature, and assignment coordination from onboarding through to offboarding. To date, we have processed **524 contracts to sole trader workers**.

We are also actively shaping our PAYE offering by establishing an in-house payroll function, allowing for greater control and customisation tailored to your specific needs.

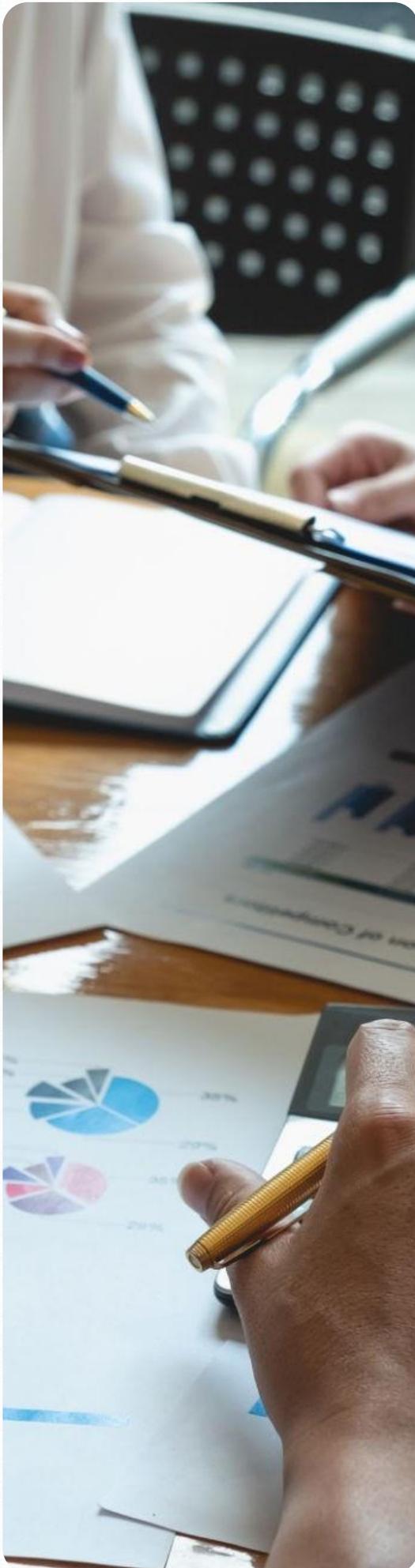
This will significantly reduce supply chain complexity by eliminating reliance on external PAYE and umbrella providers, streamlining processes into a single, unified process, delivering enhanced clarity and simplicity for both workers and clients in managing payroll obligations.

We expect the service to go-live in Q2 2026.



I've been within contract via RTM for a couple of years now. The onboarding process was smooth, simple and the new platform in which I receive my contracts through is great. The team always check-in to ensure that I'm in the loop with any updates or movements to my current or pending contracts. The team are also always on hand should I have any questions – always appreciate their support!

Jade McHugh - Contract Client Manager - Boots (Bhive)



Service Levels & KPIs

Mutual Accountability through Proposed Service Levels & KPIs

Our existing Boots Service Level Agreement (SLA) has provided a foundation for performance management over several years.

We will evolve this framework to better reflect Boots' People/HR, compliance and business priorities, as well as the realities of today's workforce environment, and have already started discussions on this basis.

While delivery, pace and compliance remain central, we propose a balanced, outcomes-focused SLA that measures not only activity and throughput, but also quality, experience, and shared responsibilities.

The proposed SLA framework sets out clear targets, dependencies, and escalation routes for both Boots and Rethink, supported by regular review cycles to drive improvement and shared success.

Key areas of focus:

- Service delivery and quality
- Contractor offboarding and exit compliance
- Rate card compliance and cost management
- Market intelligence and insight, including contractor population and spend
- Governance, communication, and issue resolution
- Hiring manager and contractor satisfaction

We will introduce targeted DEI objectives co-created with Boots to fully align with your organisational goals, ensuring these commitments are met through diverse talent sourcing, inclusive onboarding practices, and equitable opportunities across your technology, creative, and support functions.

Our proposed SLA is deliberately two-way, establishing mutual accountability between Rethink and Boots. This balanced approach ensures both parties commit to clear responsibilities - Rethink to delivery excellence and performance standards, Boots to timely approvals and collaborative governance.

By sharing ownership, we eliminate silos, accelerate issue resolution, and align incentives to drive continuous improvement and shared success throughout the partnership.

SLA & KPIs

Process	SLA	Ownership	Target	Measurement	Report Cadence
Responsiveness	Requisition Acknowledgement	Rethink	>90% within 2 hours	Swipejobs platform timestamp	Weekly dashboard
Sourcing Speed	First CV Submission	Rethink	100% within 48 hours (average)	Swipejobs platform timestamp	Monthly
Sourcing Speed	CV Feedback & Interview Availability	Boots	95% within 24 hours	Swipejobs platform timestamp	Monthly
Interview Process	Feedback / Interview Confirmation	Rethink	100% within 24 hours	Confirmation Provided to HM	Monthly
Interview Process	Interview Feedback / Offer Details	Boots	>98% within 24 hours	Swipejobs platform timestamp	Monthly
Offer Process	Offer Acceptance	Rethink	95% within 24 hours	Confirmation Sent to HM/TA team	Monthly
Onboarding	Contract & Compliance Completion	Rethink	100% within 48 hours of offer acceptance	Swipejobs platform timestamp	Per placement
Worker Start Date	First Day Check In	Rethink	100% on day 1 of worker's assignment	Rethink onboards all workers in person	Monthly
Quality Control	Right-to-Work & Compliance Checks	Rethink	100% pre-start date	Audit trail in swipejobs platform	Monthly audit
Resolution pathway	Response Time	Rethink	Urgent: 2 hrs; Standard: 24 hrs	Swipejobs platform timestamp	Monthly
Accuracy	Timesheet Accuracy	Boots/Rethink	99% first-time right	Contractor hours worked vs. timesheet approved	Monthly
Accuracy	Invoice Accuracy	Boots/Rethink	99% first-time right	POs vs. Invoices	Monthly
Offboarding	Candidate offboarding checklist	Rethink	100% within 14 days of exit date	Full equipment returned, exit interview completion	Monthly

KPIs

Business Driver	KPI Metric	Ownership	Target	Measurement	Report Cadence
Fulfillment	Time to Hire (TTH)	Rethink	<10 working days average	Req approval to offer acceptance	Monthly
Fulfillment	Fill Rate (All Roles)	Rethink	100%	Filled reqs / total approved reqs	Monthly
Responsiveness	Time to Submit (CVs)	Rethink	<48 hours average	Req receipt to first CV	Monthly
Candidate Suitability	CV-to-Interview conversion	Rethink	90%	CVs invited to interview	Monthly
Candidate Suitability	Interview-to-Offer Ratio	Rethink	2:1	Interviews conducted > Offer Accepted	Monthly
Placement Stability	Assignment completion	Rethink	>95%	Workers completing assignment	Monthly
Stakeholder Experience	Hiring Manager sentiment	Rethink	4.5/5 avg	NPS scoring	Monthly
Candidate Experience	Worker sentiment	Rethink	4.5/5 avg	NPS scoring	Monthly
Spend Control	Rate Card Adherence	Rethink	95% at/below card	Placements at card rates (excluding exemptions) and cost review	Monthly
Risk Mitigation	Compliance Audit Pass Rate	Rethink	100%	Random file audits passed (Audit checks)	Bi-annual
ESG Alignment	Diversity % of Hires	Rethink	25% underrepresented	Diverse hires / total hires	Quarterly
Worker Visibility	Contractor insight report	Rethink/Boots	Monthly report delivery	Provide visibility of contractor population including worker types, business area, and assignment lengths	Monthly
Contract Performance	Review contract performance	Rethink/Boots in attendance	x4 sessions per year	Adherence to MSA and continuous improvement	Quarterly
Market Alignment	Reporting market insights	Rethink	Quarterly report delivery	Top 20 skills market insight	Quarterly
Spend Control	Rate Card Adherence	Rethink	95% at/below card	Placements at card rates (excluding exemptions) and cost review	Monthly
Risk Mitigation	Compliance Audit Pass Rate	Rethink	100%	Random file audits passed (Audit checks)	Bi-annual

Performance Management & Remedial Mechanisms

Performance management sits within our SLA and KPI framework, governed through structured reporting, regular review cycles, and clear escalation routes. This ensures performance is monitored continuously and addressed proactively, rather than retrospectively.

KPIs will be tracked through dashboards and formal reporting, enabling early identification of variance against service levels. Where performance deviates, we focus on understanding trends over time rather than isolated incidents, reviewing contributing factors and dependencies across both parties. This ensures remedial action is fair, proportionate, and focused on outcomes. Please see pg. 3 of supporting document for more information.

Remedial action will be applied through a tiered governance model aligned to the severity and impact of the issue:

Operational variance

is addressed in real time by the embedded account team, with immediate corrective action and communication with stakeholders.

Recurring or material variance

is reviewed through Quarterly Business Reviews, with agreed improvement actions, owners, and timescales.

Critical service risk (P1)

triggers immediate escalation to senior leadership, with executive oversight, additional resource where required, and crisis-management controls until resolution.

Please see pg. 2 of the supporting document , for details on how our escalation process works.

Performance, root cause analysis, and agreed actions are reviewed through Monthly and Quarterly Business Reviews, ensuring learning is embedded and service improvements are tracked to closure.

We do not typically rely on service credits for managing performance. Our experience shows that a mandated, governance-led, KPI-driven approach, supported by escalation and senior ownership, is more effective in resolving issues quickly and preventing recurrence.

Service Levels/KPIs in Place with Other MSP Clients

Our approach to service levels and KPIs is not one-size-fits-all. Each SLA is tailored to the specific client environment, operating model, and service outcomes that matter most to that organisation. This ensures performance measurement is meaningful and aligned to how the service is actually used.

For MSP engagements, we employ two-way SLAs to provide clarity for both parties on responsibilities, dependencies, and expected behaviours, recognising that service performance is influenced by shared inputs. These dependencies are clearly defined, tracked, and reported to ensure transparency and fair performance assessment.

While each client SLA is customised, common KPI categories include:

Activity and responsiveness:

Role briefing/response, shortlisting timelines, interview scheduling

Fulfilment and quality:

Time-to-hire, fill rates, retention rates, redeployment rates, quality ratings

Compliance and risk:

IR35/off-payroll compliance, right-to-work checks, audit adherence

Experience:

Hiring manager and candidate satisfaction

Governance:

Reporting accuracy, issue resolution, SLA adherence

Retention:

Targeting assignment fulfilment, reducing early terminations

Activity-based KPIs form the foundation of each SLA, providing clarity on expected pace, process discipline, and compliance requirements, while enabling consistent service delivery.

We have included an example SLA and KPI set from a live, established MSP partnership to provide all temporary workers.

Example SLA & KPIs

Item Ref	Category	Metrics	Definition	Target
SLA	Process	Requisition Distribution	Acknowledgement of requisition submitted and request for role briefing with next steps agreed within 24 business hours of receipt of requisition.	98%
SLA	SLA	Requisition Briefing	Hiring manager availability for role briefing within one week of role distribution	90%
KPI	Process	Requisition Distribution	% of job postings advertised within 72 business hours of receipt of required approvals.	98%
SLA	Process	Referred Payroll Worker Notification	Hiring Manager to inform Rethink within 72 hours of identifying a worker to be referred for payrolling.	95%

Item Ref	Category	Metrics	Definition	Target
SLA	Process	Referred Payroll Worker Communication	Rethink to contact Referred Payroll Worker within 24 hours of receiving notification from Hiring Manager to commence onboarding and relevant checks.	95%
KPI	Process	Candidate Quality Submittal Time – Contract Worker	Elapsed time from requisition distribution (to the supply base) to the time the CV of the accepted candidate is submitted	80% of the accepted candidates at, or below, 7 business days
KPI	Process	Candidate Quality – Short Listing	The average number of candidates shortlisted versus the total number of requisitions.	Average of 3 per requisition
KPI	Process	Candidate Quality – Hit ratio	The average number of candidates interviewed versus work order creation	3:1
KPI	SLA	Candidate Shortlist Feedback	Hiring manager feedback on CVs submitted within 72 hours of submission	95%
KPI	SLA	Candidate Interview Feedback	Hiring manager feedback on interviews provided within 72 hours of interview taking place	95%
KPI	Process	Cycle Time	Percentage of candidates selected for hire by the hiring manager prior to the Requisition start date	90% prior to start date
KPI	Process	Onboarding Compliance	% of candidates completing onboarding requirements prior to engagement start date	98%
KPI	Process	Referred Payroll Worker Compliance	Hiring Manager will provide all relevant information on workers to be referred for payrolling prior to start date. A cost code will be provided to Rethink within 5 days after the commencement of an Assignment.	98%
SLA	Satisfaction	Service Satisfaction	The overall score received on program satisfaction survey	85%
SLA	Satisfaction	User Satisfaction	Satisfaction end users of the overall program.	85%

We do not currently operate service credit mechanisms within our MSP arrangements. Instead, performance is managed through proactive governance, real-time reporting, and a structured escalation framework.

All escalations are formally acknowledged **within hours**, with corrective actions agreed and progress updates provided within **24 hours**. Most escalations are operational in nature, which is typical in multi-worker MSP environments and particularly during periods of technology change. Notably, there have been **no high-risk escalations**, demonstrating the strength of our governance framework and our focus on early intervention and rapid resolution.

Account Reviews through Robust Service Governance

We support Boots' requirement for structured quarterly account reviews to assess service levels, KPIs, and performance against agreed objectives. We already hold review meetings and will build on this by implementing a clear, cadence-driven governance framework that reinforces alignment, accountability, and continuous service optimisation.

Monthly Business Review (MBR):

Fast-paced, operational forum focused on performance against SLAs, demand management, and immediate issue resolution. Attended by your Client Services Manager, Client Services Director and Boots' HR BPs.

Quarterly Business Review (QBR):

Strategic forum to review SLA/KPI performance and trends, workforce insights, governance effectiveness, and innovation opportunities. Attended by your Client Services Director, MSP Director, Rethink Executive Sponsor, and Boots People/HR and Procurement stakeholders. A platform specialist will also attend to capture feedback, requirements, and innovation opportunities directly.

Annual Business Review (ABR):

Senior-level review focused on partnership performance, alignment with business objectives, market and talent insights, technology impact and roadmap and forward planning. Attended by senior leadership from both organisations.

We will evolve the QBR to strengthen strategic alignment and decision-making by expanding the scope of review to include:

- Service performance and KPI outcomes
- Workforce market, industry, and regulatory updates
- Platform usage, adoption, and insight supported by real-time data
- Bespoke dashboards tailored to business areas and hiring communities
- Strategic updates and technology product roadmap

In addition to formal governance forums, we will provide monthly update communications outlining upcoming platform releases, enhancements, and the benefits to Boots. Where developments are driven by Boots' priorities, progress and value delivered will be clearly articulated.

All governance sessions will operate to an agreed agenda, with dashboards and reporting made available in advance via the digital platform to support effective preparation and informed discussion.

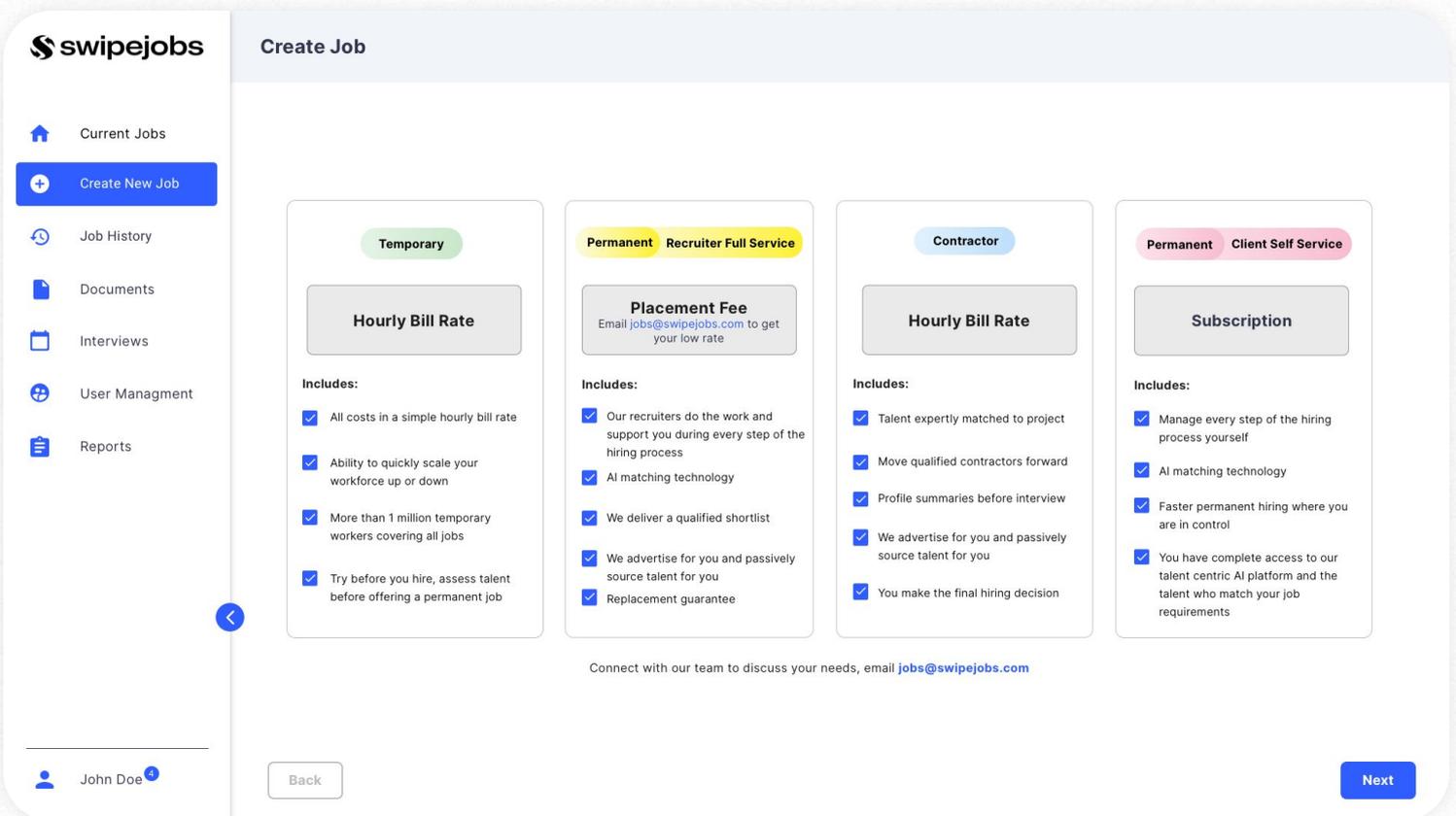
This structured governance model ensures clear oversight, shared accountability, and continuous improvement, while maintaining the flexibility required to support Boots' evolving workforce needs.

Monthly reporting & Workforce Visibility

The platform provides Boots with real-time reporting across the interim workforce, with reports available in downloadable Excel and CSV formats. Reporting covers all key data points, including, but not limited to, business unit, hiring manager, role, assignment tenure (current and previous), contract length, rates, contract terms, and total cost, providing clear, up-to-date visibility.

Reports are fully configurable to Boots' requirements and are accessible at any time through the secure Customer Portal ensuring consistent access to accurate, real-time information without reliance on manual reporting cycles.

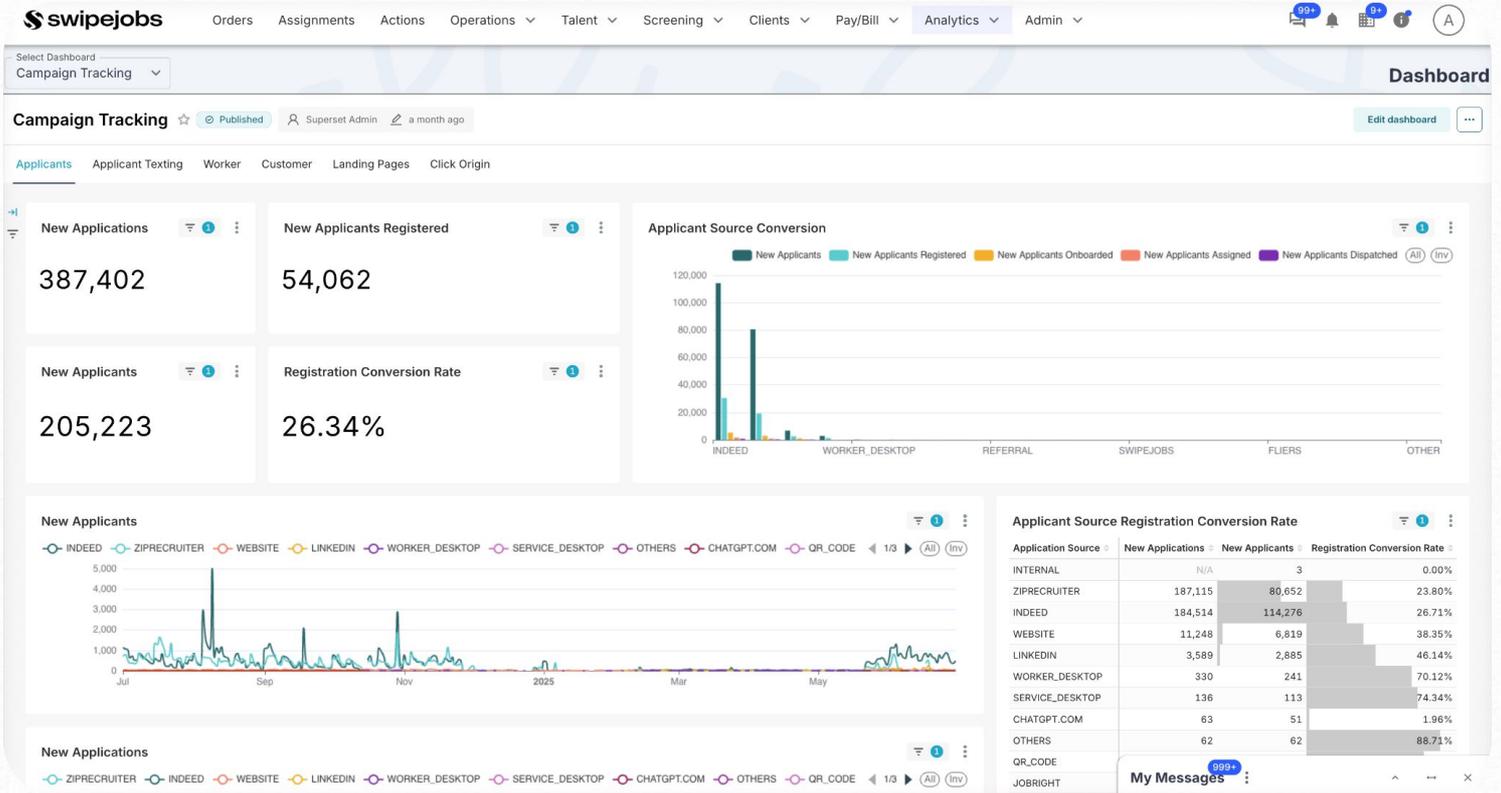
Please find below a screenshot of the log-in page of the Customer Portal. This can also be viewed in slide 4 of the Supporting Document.



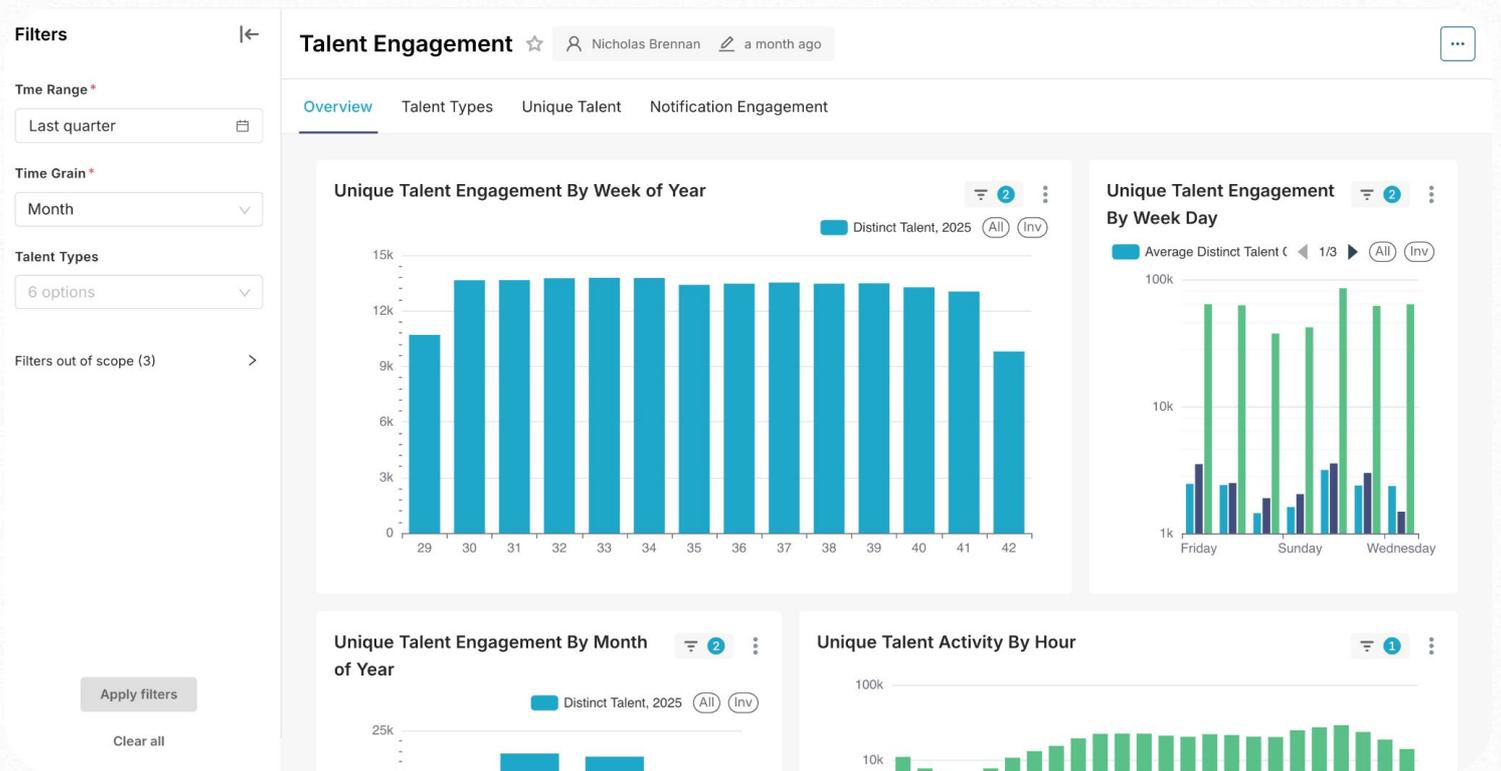
The platform provides dashboards offering a consolidated view of hiring activity and workforce composition. These dashboards support contractor, temporary, freelance, and permanent engagements, enabling a single, unified view of the interim workforce.

Please find below screenshots of example dashboards provided through the platform. These can also be viewed on pg. 4 of the supporting document.

Sample dashboard – Marketing Campaign ROI



Sample dashboard – Talent Engagement





In addition to bespoke reporting, the platform provides a suite of standard reports, including:



Financial Reports

- Approved Contractor Hours
- Unapproved Hours
- Contractor Pay Rate
- Invoicing
- Supplier spend
- Contractor spend
- Spend by Business Unit
- Headcount by Business Unit



Operational Reports

- Time to hire
- Turnover
- Contractor Assignments
- Contractor Sourcing
- Contractor Quality



Administrative Reports

- User Permissions
- User access reports

VMS Technology, Insight & Workforce Visibility

We recommend deployment of the swipejobs proprietary digital platform. The platform is a fully autonomous, real time, end to end jobs platform directly connecting employers/recruiters and job seekers 24/7. It supports all types of work (temporary, permanent, freelance and contract) and has a user base of more than **2.85m (Talent)**.

We are a 'digital first' model that recognises the importance of a personal approach to talent engagement and recruitment. The platform is designed to increase and improve recruiter interactions by removing the time consuming activities freeing them up to improve engagement with both clients and candidates.

The platform includes apps/desktop for contractors, customer portal for Boots stakeholders and a desktop app for your MSP Account team. Each provides a view into the platform so that users can see transactions occurring in real time with each action immediately updating the system.

Talent Sourcing:

Allows the recruiter to source more efficiently and faster by increased digital reach through both mainstream and niche digital channels. Sourcing campaigns are managed through the platform with real-time analytics allowing us to manage sourcing channel effectiveness. AI is used to track and optimise sourcing channels, messaging and campaigns. The significant digital reach of the platform means that we can build targeted talent pipelines quickly from any location.

Talent Digital Onboarding:

For temporary employees, the platform includes complete digital onboarding using either a mobile phone or desktop. Onboarding is configured to meet all pre-employment requirements. When combined with the platform's digital marketing capabilities, we can build large local talent pools quickly. Our AI agents are integrated throughout the onboarding journey to communicate with contractors to drive higher conversion rates.

Talent Screening:

Managed through the platform with the ability to set up unique workflows for each role to support individual requirements. Importantly AI is not used to screen candidates, AI is used in the matching process and is transparent and explainable. When a contractor seeking work opens their app or laptop, they are automatically matched to jobs with the best matches showing first. Our AI driven matching considers job requirements, the available talent pool, business requirements, job seeker preferences and other predictive scores to make the best match.

Contractor Management:

Designed to automate administrative and compliance steps which ensures higher levels of compliance and allows recruiters to focus on value-adding activities which require person to person contact. For contingent jobs the platform also includes a full range of time keeping options e.g. Talent time entry, Client time entry, QR code check, time clocks or external import. In addition, the platform seamlessly links to contractor payrolling processes. The platform allows us to manage all aspects of the contractor lifecycle including Contractor onboarding, renewals and offboarding.

Talent Pipelining:

Allows recruiters to determine the size of pipelines required to quickly fill jobs. Where pipelines drop below required levels, the platform automatically initiates advertising. AI is utilised to ensure talent pipeline engagement and communication. Inbuilt communications capability also allows recruiters to communicate with candidates either 1:1 or as a group.

For more background information on the platform please refer to supporting document:

- pg. 7: Swipejobs Talent Centric AI Jobs Platform for all Types of Work
- pg. 8: Digital Platform Components

Summary of the core components of the swipejobs platform that will power the Boots MSP:



Core Workforce & Vendor Management

- Rate cards and pricing management
- Performance tracking and scorecards
- SLA and contract management



Job & Talent Management

- Job requisition creation and approval workflows
- Automated job advertising
- Talent pool management
- Candidate submission and review
- Interview scheduling and feedback
- Offer management and onboarding tracking
- Additional functionality to support Boots Permanent Hiring team i.e. Permanent Matching Solution



Compliance & Risk

- Worker classification management
- Background check and credential tracking
- Policy enforcement and audit trails
- Regulatory compliance reporting
- Compliance risk flagging and alerts
- Compliance reporting



Financial Controls

- Budget tracking and cost controls
- Spend analytics and forecasting and reporting
- Cost allocation by department or project
- Purchase order management
- Approval and invoicing workflows



Reporting & Analytics

- Real-time dashboards and reporting which provide Boots with centralised data to enable self reporting and contractor forecasting
- Performance analytics
- Fill rates, time-to-fill, and turnover metrics
- Custom and scheduled reports



Time, Expense & Pay

- Time and attendance tracking
- Timesheet approvals
- Integrated invoicing
- Pay rate validation and discrepancy alerts
- Pay & Bill Rate reporting
- Pay rate benchmarking



Integrations & Automation

- Integration through flat file uploads to HRIS, ATS, payroll, ERP systems
- Automated workflows and notifications
- Single sign-on (SSO)



Security & Data Protection

- Role-based access controls (self managed by Boots)
- Manager self-service portals
- Configurable workflows and approvals



User Experience & Access

- Role-based access controls (self managed by Boots)
- Manager self-service portals
- Configurable workflows and approvals

Platform updates are delivered through a continuous deployment model, allowing enhancements to be released quickly and consistently, ensuring Boots benefits from ongoing fast paced innovation.

IT Resource Management & Approval Framework – Our Feedback

We recognise that IT resources are currently managed between the IT PMO and our Account team, using an approval process tailored to the nature of technology demand. We see an opportunity to enhance visibility and consistency by leveraging the platform as a single point of tracking and reporting, while fully respecting the IT PMO's existing approval model.

The platform's configurable requisition and approval workflows can be aligned to current IT PMO processes, ensuring no disruption to established ways of working. Where required, IT contractor and freelance requisitions will continue to receive PMO approval before being routed through swipejobs.

This approach provides Boots with a consolidated, real-time view of demand, spend, run rate, and pipeline across all IT contractor and freelancer hiring. Designated users gain a single view of live requirements and approval status, supported by comprehensive reporting and analytics.

By preserving the strengths of the current IT PMO model and adding an additional layer of transparency and data-led insight, this approach supports improved forecasting, stronger cost control, and more informed workforce planning and financial governance across the contingent workforce.

Value Added Digital Capability – Permanent Matching Solution

The swipejobs Permanent Matching digital solution will be launched by swipejobs in the UK in Quarter 1 2026. We are offering a select group of our clients the opportunity to become a Foundation Client. We would like to extend this offer to Boots. Being part of this group would allow Boots to have input into the ongoing development of the solution. We are happy to demonstrate this platform to Boots at the appropriate time and believe it would add significant value to your in-house Talent Acquisition team.

The solution is designed to provide Boots' TA Partners direct access to talent. It can be used as a 'self service' tool to source and engage with candidates for permanent roles or during periods of peak volume, your Talent team can request full service permanent hiring support from Rethink.

No need to conduct database search, use keywords etc. Your TA Partner simply uploads a role description, in real time candidates will be automatically matched to the role. They can then reach out to the candidate via email to engage them. We believe this solution could save Boots significantly with a reduced need for sourcing tools such as LinkedIn Recruiter licences.

Several of our UK clients who have seen the solution are interested in extending the functionality to their internal talent providing them with complete visibility to both internal and external talent pools.



Legislation & Regulatory Assurance

End-to-End IR35 Compliant Contractor Engagement

Our approach is built around clear process steps, strong controls, and automation through the swipejobs platform with manual checks to ensure correct documentation has been gathered.

- Step 1: Role Definition**

Each engagement begins with a clearly defined role, captured within the platform to support accurate assessment, governance, and auditability.
- Step 2: Initial IR35 Assessment**

Roles are assessed in line with HMRC guidance, relevant case law, and APSCo best practice. The majority of Boots roles are determined inside IR35. Where a role is potentially outside IR35, an assessment is completed using the HMRC CEST tool, supported by detailed role and working-practice information.
- Step 3: Status Determination Statement (SDS)**

For roles assessed as outside IR35, a formal SDS is issued, approved, and retained within the platform. Statutory notification is provided to contractors and relevant supply chain partners.
- Step 4: Contracting and Onboarding**

Contracts are issued in line with the confirmed determination once all required documentation has been completed by the contractor. All workflows and document audit trails are managed and fully accessible within the platform.
- Step 5: Ongoing Monitoring and Reassessment**

Working practices are monitored throughout the assignment, with formal reassessments completed every six months or sooner if there is a material change to the role or engagement.
- Step 6: Dispute Management and Audit**

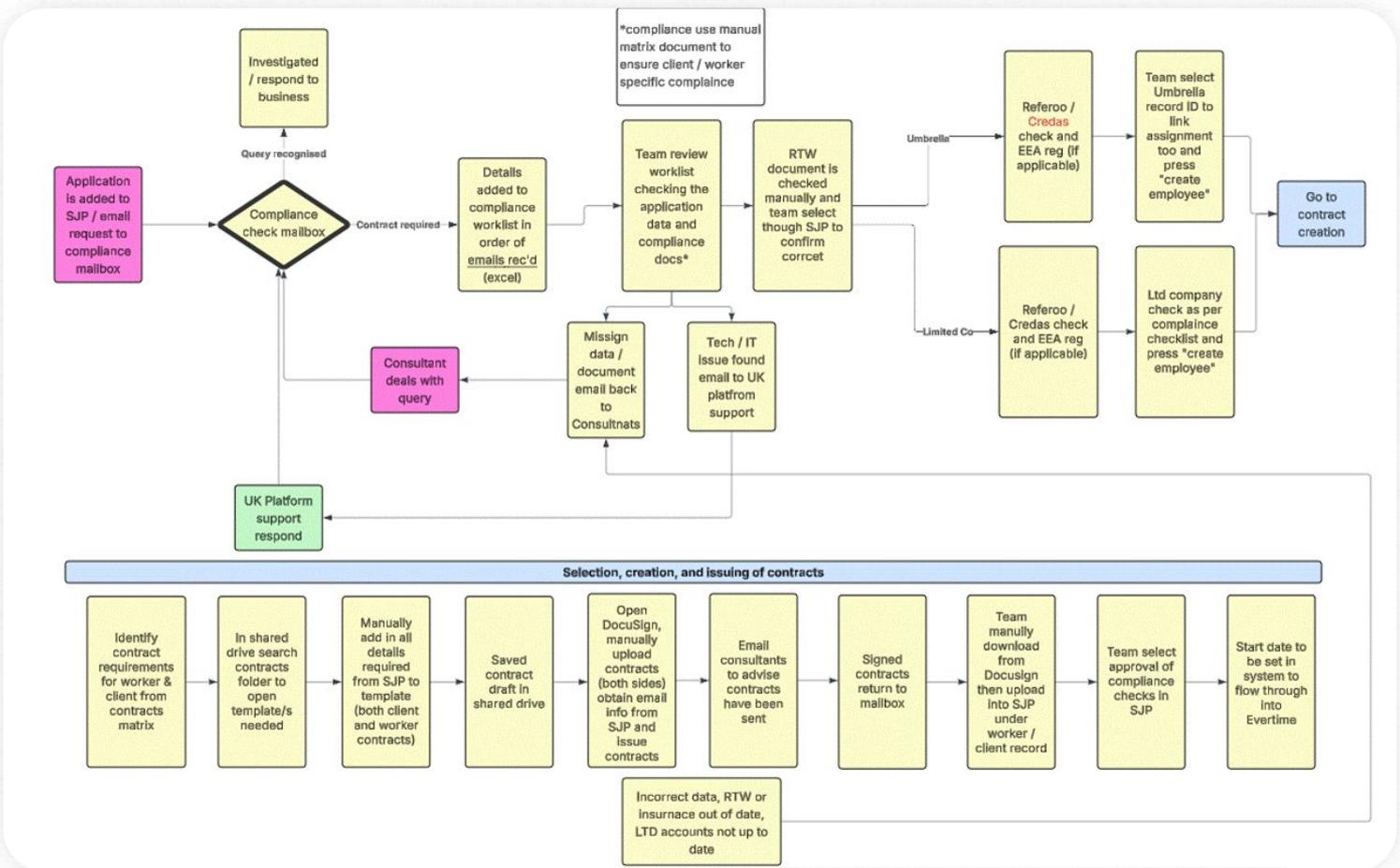
A formal dispute process is in place. All decisions, supporting evidence, and outcomes are recorded within the platform to ensure full compliance, governance, and audit readiness.

For roles assessed as outside IR35, contractors are engaged on a company-to-company basis, with all company compliance and due diligence checks completed prior to issuing B2B contracts.

For roles assessed as inside IR35, contractors are engaged via a vetted umbrella company, with the appropriate contractual documentation issued.

Working practices are continuously monitored, with any material changes triggering reassessment where required. Upon assignment completion, a full compliance review is undertaken, and all records are retained to support transparency and audit readiness.

The process flow chart below shows the current process that our in-house Compliance team follows:



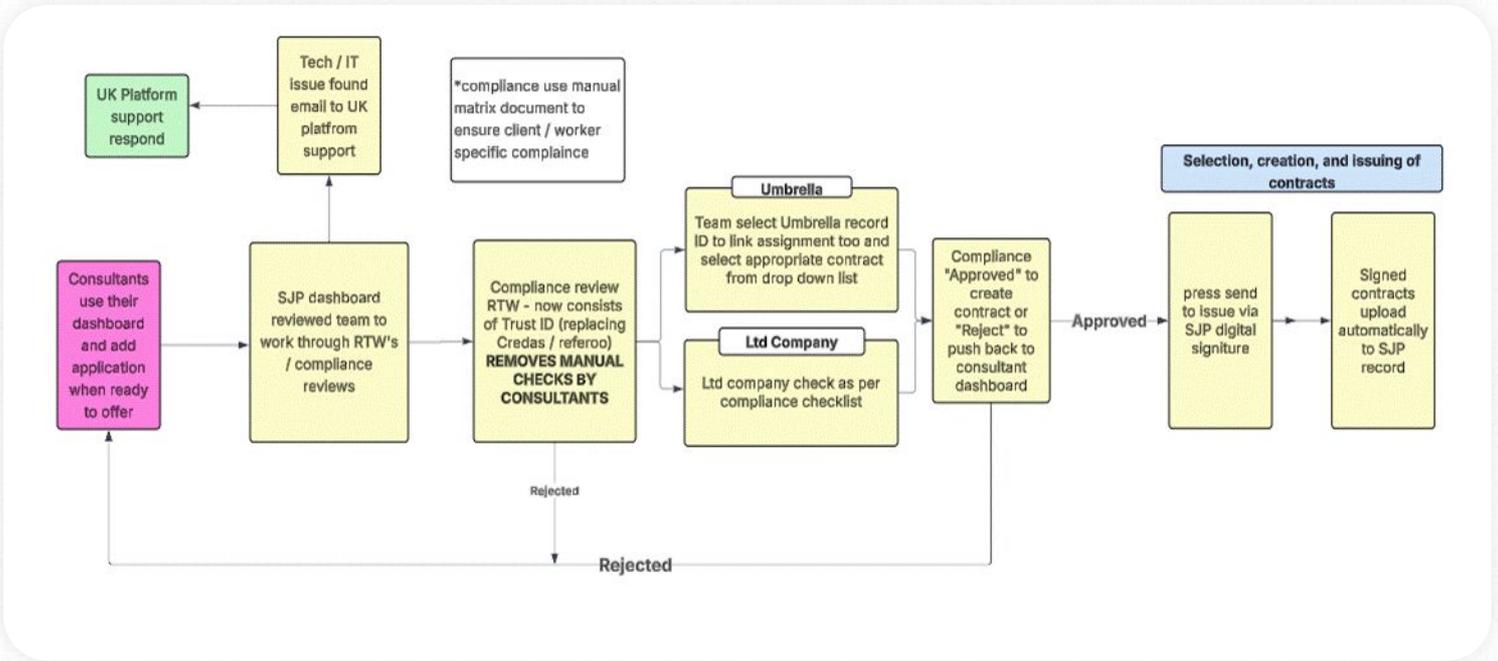
This flow can also be viewed on pg. 9 of the supporting document.

From early 2026, swipejobs will deliver a fully streamlined, dashboard-led contractor engagement workflow, removing reliance on manual email exchanges to check and verify, significantly improving speed, accuracy, and compliance oversight.

The contract creation process will also be streamlined and reduced to four simple, system-driven steps. All engagement data will be captured and managed within the platform, reducing email traffic and enabling our Compliance team to focus on higher-value risk and governance activities.

Identity checks (via Trust ID), referencing, contract generation, and e-signature execution will also be fully embedded within the platform, providing a single, auditable source of truth.

This redesigned workflow (shown on the next page) reduces process layers, improves user experience, strengthens compliance control, and delivers greater operational efficiency and audit readiness.



Inside IR35 Delivery Model

For contractors determined to be inside IR35 using CEST and an agreed Status Determination Statement (SDS), engagements will be managed via a pre-approved PSL umbrella company. Onboarding and compliance checks will be completed through the platform, including Right to Work verification and collection of required documentation, such as confirmation of the contractor’s opt-out from EAA regulations where applicable. Once compliance is confirmed, the umbrella company will issue a contract on inside IR35 terms, enabling the contractor to start their assignment in line with the agreed schedule. This flow can also be viewed on pg. 10 of the supporting document.

Umbrella Company Provision & Application

We do not mandate a single umbrella company. Instead, we provide access to a controlled, vetted panel of five compliant umbrella providers, all aligned to HMRC guidance and APSCo best-practice standards. This approach offers flexibility and the contractor can choose from the vetted list.

Adapting to New Umbrella Legislation (Effective April 2026)

We have already implemented system, supply chain, and contractor-level controls to ensure full alignment with the Umbrella Company legislation due to take effect in April 2026.

As an APSCo member, we actively track legislative change and have already actioned updates across our operating model. Within the platform, only vetted umbrella companies from our trusted, defined PSL are available to contractors, ensuring compliant selection by design.

We have identified three Boots assignments extending beyond April 2026 and are transitioning these onto our PSL ahead of the change. We are also enforcing PSL adoption across second-tier suppliers to mitigate downstream risk.

Communications are also underway with 10 active workers engaged via second-tier suppliers who require transition, with all moves to be completed by the end of January, well in advance of the legislative deadline.

Although worker volumes may be small, each individual engagement is treated as business-critical and managed with the same level of scrutiny and governance as a large-scale workforce. We have a comprehensive communications and compliance framework that ensures clear, consistent messaging to workers, clients, and all parties across the liability chain, reinforcing expectations and obligations at every stage.

In exceptional and genuinely mitigating circumstances, we maintain a tightly controlled exemption process, managed with you, to ensure continued access to critical talent while preserving compliance integrity. Where business-critical risk has been identified, such as the potential loss of a highly senior and essential resource, any deviation from standard engagement models is formally assessed, documented, and approved in line with defined governance controls.

These exceptions are managed as temporary and closely monitored arrangements, implemented with full transparency, collaboration and alignment with you, to ensure such scenarios are actively discouraged and that full compliance remains the mandated and default position at all times.

Ensuring HMRC Compliance & Client Assurance

We ensure compliance with HMRC requirements through a multi-layered assurance framework that combines independent verification, robust supplier governance, and transparent audit evidence.

Independent Verification:

SafeRec is embedded within our compliance framework and implemented across all umbrella suppliers on our PSL. SafeRec provides independently audited data confirming that PAYE, National Insurance Contributions, and statutory deductions are calculated correctly and paid to HMRC. Importantly, compliance data is provided directly by SafeRec rather than umbrella-generated reports, removing the risk of data manipulation or retrospective amendment.

Supplier Governance & Auditing:

In addition to third-party verification, we conduct bi-annual internal audits of all umbrella companies on our PSL. These audits review payroll accuracy, statutory compliance, and adherence to contractual obligations.

Our governance framework is further strengthened through regular external compliance audits conducted by our banking partner, which we successfully passed this year.

We provide clients, on request, with clear, auditable evidence of compliance, including:

- SafeRec verification outputs and compliance data
- Outcomes of internal umbrella audits
- Confirmation of successful external compliance audits
- Full audit trails retained within the swijob platform to support HMRC and client audit requirements

This approach ensures transparency, audit readiness, and confidence that all engagements are managed in line with HMRC requirements.

Managing Requests for “Outside IR35” Determinations

IR35 status determinations are made by Boots, not the contractor. Where a contractor requests consideration for an outside IR35 determination, our role is to support a structured and transparent review

process, without providing or influencing the determination itself.

We facilitate the review by supplying relevant HMRC guidance, including use of the CEST tool, alongside comparable role information and previous determination context where appropriate. All information, assessments, and outcomes are captured and retained within the platform to ensure full auditability.

Where Boots determines the role to be inside IR35 and the contractor disagrees, the determination prevails. A formal Status Determination Statement (SDS) is issued, and contractors may raise a challenge through the statutory dispute process. All decisions, rationale, and communications are documented to ensure compliance, transparency, and readiness for HMRC or client audit.

Statutory & Regulatory Compliance

We take full responsibility for ensuring compliance across all statutory and regulatory requirements, including Right to Work checks, Working Time Regulations (including adherence to Boots' Contractor Hiatus / Holiday policy), fair and lawful contracting, modern slavery legislation, and safeguarding provisions.

These controls are embedded within our onboarding and engagement processes and managed through the platform, with documented workflows, controls, and full audit trails to ensure transparency and compliance throughout the assignment lifecycle.

Contractors are supported through a dedicated online contractor hub [Rethink Contractor Hub](#) which provides clear guidance across every stage of their engagement from offer acceptance and onboarding through to timesheets, payments, offboarding, and FAQs. This ensures consistent understanding of requirements, access to support, and adherence to policy from day one.

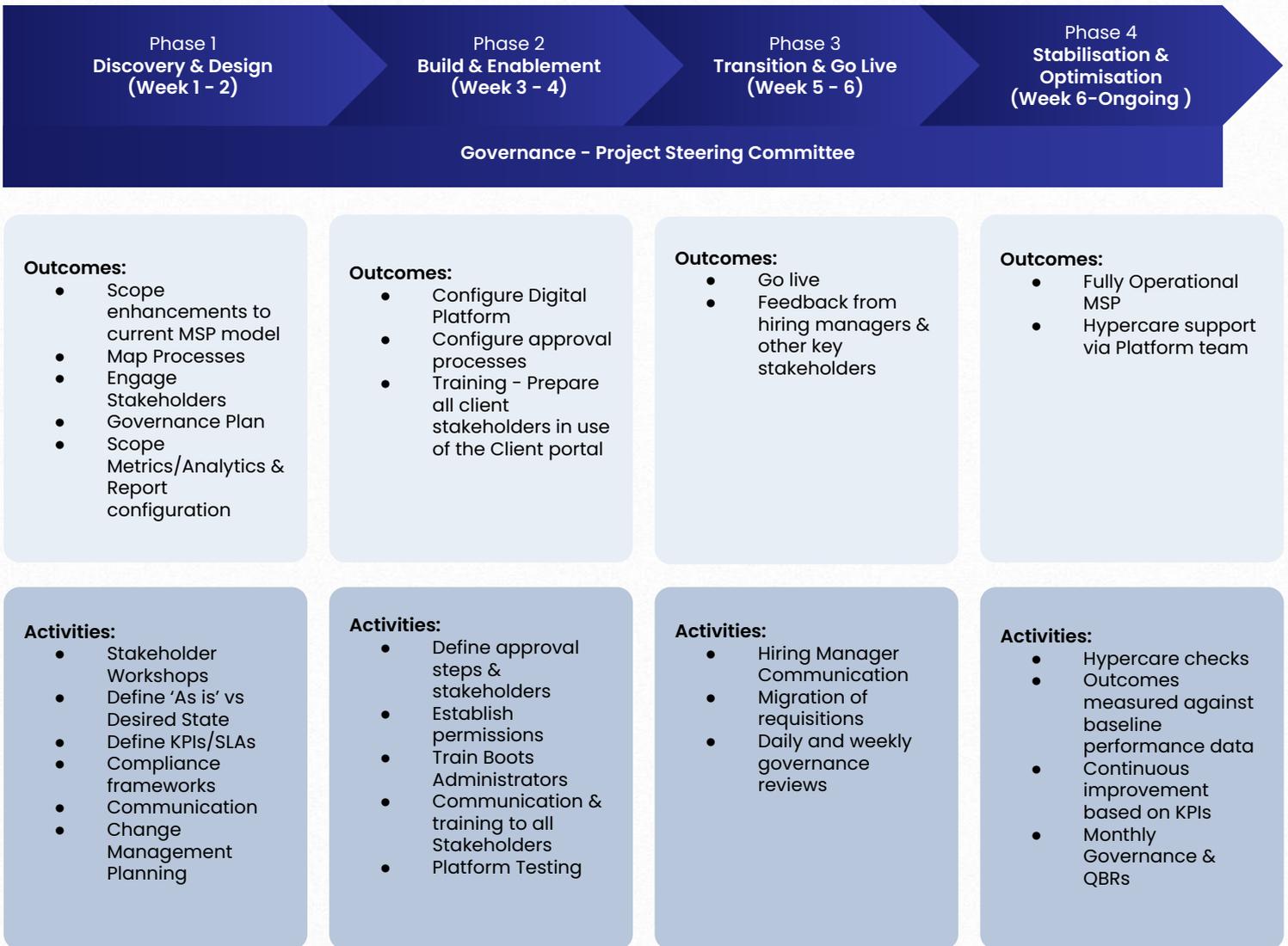
All relevant policies are also published and included within the contractor hub, reinforcing awareness and ensuring compliance is clear, accessible, and consistently applied.

Transition Approach & Timescales

As your incumbent MSP partner, our proposal is to enhance the service in-flight which means no disruption to current levels of service or supply. We are not planning significant change to the operating model, account team, governance structure, or supplier ecosystem, and there is also no TUPE implication.

The core transition activity is the configuration and deployment of the swipejobs platform which would be done at no additional cost to Boots. Other MSP improvements are already underway or operating within our Group and can be embedded seamlessly with Boots' approval alone, no additional resource required.

The diagram below outlines the key steps involved in the configuration and deployment of the platform.



While Rethink will drive the implementation process, Boots stakeholders from HR/Talent and Procurement (and possibly the business - to be agreed with Boots) will be involved in key scoping decisions to ensure configuration is 'fit for purpose' for Boot's needs. Swipejobs has its own internal testing resources but Boots are welcome to be involved in the testing process prior to go-live. Rollout involves training internal Boots stakeholders as Administrators or 'super users' of the platform so that they can manage Boots user onboarding and offboarding from the platform as well as management of user permissions and provide training of Hiring Managers in how to use the platform, if needed. Although, all training will be conducted by Rethink/swipejobs with involvement from Boots stakeholders.

MSP Solution Enhancements

What's Changed & What This Means for Boots?

Being part of the swipejobs Group strengthens the foundations of your MSP and expands the capability available to Boots in several meaningful ways:



Swipejobs platform: an AI-driven, talent-centric solution:

The roll-out of the platform introduces AI-led matching that connects talent to demand more intelligently. It streamlines sourcing, accelerates fulfillment, strengthens compliance, and enhances candidate experience, delivering faster time-to-hire, higher-quality matches, and improved operational efficiency.



Shared delivery service built for flexibility and scale

Our shared delivery model provides access to a scalable pool of recruiters and specialists, enabling us to flex capacity at pace, deploy on-demand expertise, and activate project or campaign hiring to meet sudden demand surges, improving responsiveness and fulfillment speed.



Centralised shared services across operational & back-office functions

Enhanced shared services across compliance, finance, reporting, and operations provide robust governance, consistent standards, and enterprise-level efficiency, reducing risk while improving control and transparency.



Access to broader capability & specialist services

Expanded group capabilities across skills and employability, consulting, digital, technology, and data and analytics strengthen both day-to-day delivery and strategic workforce planning, supporting an agile, insight-led workforce model.



Expanded leadership, governance & expertise supporting your MSP

A broader leadership community spanning innovation, compliance, and workforce strategy brings increased rigour, oversight, and market-leading thinking, driving continuous improvement across the service.



Financial strength, resilience & investment capacity

Global group backing enables sustained investment in technology, capability, and service evolution, reducing risk and ensuring continuous innovation to keep Boots ahead of the market.

Together, these enhancements deliver a clear step change in the scale, intelligence, and resilience of your MSP.



Supporting our Proposal

The Strength Behind Your Next-Generation MSP

As demonstrated in our solution outline, we are building on our established and trusted partnership by combining proven MSP delivery with the wider capability of the swipejobs UK Group, enabling a more resilient, inclusive, and future-ready workforce.

While Boots knows Rethink well, the scale and capability of the wider group that now underpins your MSP is significantly broader. The following overview provides greater visibility of that expanded capability, the investment behind it, and how it strengthens our ability to support Boots' evolving workforce needs.

Strengthening our Existing Partnership



Introducing swipejobs Group

Managed Service excellence through Rethink

Experts is Creative, Digital & Media

Experts in Technology & AI

Extensive exclusive candidate network in Nottingham and all Boots locations

AI-Driven Technology & an Integrated UK Talent & Skills Ecosystem

Introducing the swipejobs UK Group

swipejobs family



Swipejobs is a **£650m global workforce technology and talent solutions business**, with over 80% of revenue from contingent workforce programmes. In the past year, **we deployed 77,000+ workers across ~600 organisations** worldwide, primarily through long-term strategic partnerships delivered with onsite and embedded teams in the UK, Ireland, Europe, and North America. Please see pg. 11 of the supporting document, for an overview of our company structure.

Delivery is powered by the swipejobs AI-enabled staffing platform, with **2.85m registered workers** and **226,000+ active monthly candidates**, proven at scale in the U.S. for over a decade. Now underpinning UK operations, it accelerates high-quality talent access, cuts time-to-hire, boosts fulfilment rates, and provides end-to-end visibility across temporary, contractor, freelance, and permanent hiring, managing the full lifecycle from compliance and engagement to time capture and payroll. It also offers future-ready scalability for Boots' international needs.

In the UK, our integrated talent ecosystem unites specialist brands, Talent International, Rethink, Digital Gurus, Infinite, Talent Consulting, CTRG, and PeoplePlus, delivering consistently across technology, digital, creative, engineering, logistics, and high-volume workforce requirements, and providing employment opportunities to under-represented and disadvantaged groups.

Our footprint covers UK offices in London, Manchester, Bristol, and Birmingham, with remote and onsite teams across 20 regions, complemented by coverage in 48 US states for added scale and resilience.

Many client relationships have evolved from targeted or on-demand support into strategic MSP partnerships. For example, our existing 13-year partnership with N Brown grew from a PSL arrangement into an MSP now running for over 11 years. Our long-standing Boots partnership follows the same proven trajectory.

Please see pg. 14 of the supporting document for more details on our partnership with N Brown.

With AI at the core of our delivery model and an extensive candidate network, we deliver scale, capability, and proven results, positioning us as Boots' resilient, future-ready MSP partner.

Committed to Diversity, Equity & Inclusion (DE&I)

DE&I is embedded group-wide to drive stronger outcomes through broader perspectives, greater innovation, and client relationships. Our data-led approach includes quarterly, GDPR-compliant surveys capturing representation and lived experience. Surveys include voluntary demographics (gender, ethnicity, disability, neurodiversity and LGBTQ+ identity) alongside inclusion metrics.

Currently, 52% of our workforce identify as women, 12% have disclosed a neurodivergent condition, and our teams represent 32 nationalities.

Proven Actions & Progress

- Quarterly leadership reviews with targeted interventions at team and account levels.
- **2% annual increase** target for under-represented groups, tracked via dedicated KPIs (representation, progression, retention) **over the next 2 years**.
- Inclusive recruitment: Bias-free job descriptions, targeted campaigns (Women in IT, Neurodiversity in Tech), Social Recruitment Advocacy Group (SRAG) leadership for disadvantaged talent.
- Mentoring/sponsorship pilots for minority leadership progression.

Anonymised insights can be shared with clients to enable transparency. Quarterly DE&I forums chaired by our DE&I Lead translate data into sustained action, building a more equitable, resilient workforce.

Managed Service Excellence through Rethink

Rethink is an established workforce solutions partner with over **20 years** delivering MSP, RPO, and project-based talent solutions for large, multi-site organisations. Backed by leadership with **100+ years** of combined experience in complex programmes, we bring the depth, rigour, and delivery capability required to operate at scale in demanding environments.

We commit to ethical, sustainable recruitment and to making a positive impact on the people and communities we serve. As a responsible and accredited employer, going beyond compliance, upholding strong standards in DE&I, environmental responsibility, and social value. We are also proud to be recognised as a Women Owned Business.

We serve clients across diverse sectors, including retail, technology, consumer healthcare, media, communications and public services, providing broad insight into workforce trends and best practices. This expertise delivers specialist capability across technology, digital, data, creative, professional and support functions, at pace while retaining control over cost, compliance and risk.



Across our portfolio, we manage approximately **£30m in annual contractor spend and ~900 professionals** at any one time. This scale and sector diversity ensures Boots partners with a proven provider benchmarked against market standards.



Rethink has increased the quality of our contractors, shortened the time taken to get contractors and saved us in the region of £500k a year

- Internal Communications Specialist – N Brown Group

Experts in Creative, Digital & Media

Our established footprint in the Digital and Creative sectors has been built over **10 years** through **Digital Gurus**, our specialist brand focused exclusively on these disciplines. Our teams provide deep market insight, specialist talent communities, and tailored delivery capability to meet the pace, flexibility, and depth required for B-Hive's growing demand and its unique, creative-led hiring needs.

Our Media, Advertising, Marketing, Digital and Creative practices are mature across permanent, contract and freelance hiring at all levels. We help our clients build and scale teams, stand-up rapid 'flash' teams, and secure leadership and niche specialists, delivering over **1,500 media and advertising hires each year in the UK**. This represents approximately a third of our overall UK business.

Our sector reach is reinforced by an active and engaged talent community, with a combined digital network exceeding **300,000 followers**, including more than **45,000 creative, media, and marketing professionals** within our UK talent communities.

Here is a snapshot of our expertise



Marketing & Brand:

From Content, CRM, and Product Marketers through to Marketing Directors. Digital PR, PR



Digital & Ecommerce:

Performance Marketing, Paid Media, SEO, Social, Digital Strategy, and Ecommerce leaders.



Analytics & Insight:

Data, Customer Insight, and Marketing Effectiveness experts who turn numbers into action.



Creative & Design:

Designers, Creatives, and UX specialists driving innovation across digital and offline channels.



Agency Specialists:

Account Handlers, Project Managers, and Client Services professionals who maintain client relationships.



Media Growth Specialists:

Growth Directors, Success Specialists, and New Business Strategists who power agency growth.

Partnering with industry leaders



Global Advertising Groups:

We partner with global creative and media leaders such as Publicis, Omnicom, Havas and dentsu servicing talent needs across creative, digital, technical, SEO, programmatic advertising, client services and media operations.



In-house Brand Teams:

We deliver creative, digital, and strategic talent for leading retail, fashion, entertainment, and technology brands including ANS, Hitachi Solutions, Fujitsu, Siemens, JD Sports, ASOS, Boohoo, and Misguided, providing scalable workforce solutions that meet evolving sector demands.



Major Media Owners:

We work with media owners such as Paramount, delivering embedded programmes across content creation, campaign delivery, audience engagement, UX, digital transformation, broadcast technology, and data analytics. Notably, in 2023, we delivered 3,000+ hires for Sky across media, sports, broadcasting, technology, and corporate functions.



Digital Production & Experience Studios:

We support digital-first and experience-led agencies including McCann Studios, Group M, and Publicis, delivering talent across content production, animation, creative technology, UX/UI, product design, campaign management, and project and account leadership.

Leveraging this depth of sector expertise will ensure our MSP solution for Boots and B-Hive is grounded in real-world delivery experience, strong talent networks, and a proven ability to meet fast-moving, creative-led workforce demands. Recent delivery through Digital Gurus has already impacted service delivery into B-Hive.



I found the experience extremely professional; Rethink took time right from the start to clearly understand our requirements. They moved quickly and kept us informed on progress throughout. They demonstrated a strong understanding of UX which ensured we could focus our time on individuals that met our requirements. I look forward to working with the team again in the future and I'd highly recommend them."

Head of UX - The Range

Experts in Technology

Rethink has a deep understanding of the technology and digital talent landscape, strengthened by the scale and capability of the wider group, including industry specialists across Talent International, Infinite and Talent Consulting.

Our recruiters bring deep expertise across key technical verticals, shown below. Over the last 12 months, we have **placed 1,000+ IT professionals**, reflecting both market reach and delivery capability. Our specialist teams actively source and build talent pools on a daily basis, resulting in an **increase of 37,000 tech candidates into our talent pools** on the swipecjobs platform within the past six months alone.

This breadth and depth of expertise enables Rethink to draw directly from established, high-quality talent networks, ensuring rapid access to specialist skills and positioning Rethink not as a generic MSP, but as a specialist MSP supported by a broad, expert-led delivery ecosystem.

Software Development

We connect organisations with exceptional software talent from engineers and developers to solution architects and DevOps specialists.

Our experts build scalable, secure, and user-centric applications that power digital growth and deliver real business impact.

Our Technical Expertise

Python, .NET, Golang, Rust, Scala, JavaScript, TypeScript, React, Node.js, Java, C#, Kotlin, Swift, PHP, SQL, NoSQL, D365, Salesforce.

Product Management & Design

Our product specialists turn ideas into impactful digital experiences. We supply product managers, owners, designers, and researchers who align user needs with business goals, driving innovation, market growth, and measurable results.

Our Technical Expertise

Product Management, Product Ownership, UX/UI Design, Service Design, CX, Digital Strategy, Wireframing, Prototyping, Figma, Adobe CC.

Cyber & Cloud

In an era of constant digital threat, our cyber and security specialists safeguard the systems and data that underpin business continuity. We provide experts in risk management, governance, penetration testing, and incident response who help organisations stay resilient, compliant, and secure.

Our Technical Expertise

Information Security, SOC Analysis, Penetration Testing, Vulnerability Management, Identity & Access Management (IAM), Governance, Risk & Compliance (GRC), Cloud Security, Incident Response, ISO 27001.

Data & AI

Data and AI sit at the heart of modern decision-making. We source the talent that transforms raw information into intelligence connecting you with data engineers, scientists, and AI professionals who enable smarter analytics, automation, and innovation across the enterprise.

Our Technical Expertise

Data Engineering, Data Science, MLOps, Machine Learning, NLP, LLM Prompting, Power BI, Tableau, Snowflake, Databricks, Hadoop, Spark.

Infrastructure & Cloud

Our infrastructure and cloud specialists design, implement, and maintain the critical systems that keep organisations running. From cloud migration and network engineering to IT operations and end-user support, we provide the expertise to ensure performance, resilience, and security.

Our Technical Expertise

AWS, GCP, Azure, Terraform, Docker, Kubernetes, Ansible, VMware, CI/CD, Linux, Windows Server, Network Engineering, Infrastructure as Code (IaC), DevOps.

Business Change & Digital Transformation

Change is constant our experts ensure it's managed with precision. From project managers and business analysts to transformation leads, we provide the talent that delivers successful programmes, enabling agility, efficiency, and cultural evolution across complex organisations.

Our Technical Expertise

Project Management, Programme Delivery, Business Analysis, PMO, Change Management, Process Improvement, Agile / Scrum, Service Delivery, ERP / CRM Implementations.

Delivering Senior Leadership Contractors

In all of our partnerships we have demonstrated the ability to fulfil senior leadership roles (interim, temporary or permanent) either directly or through second tier agency relationships. Our model supports both approaches.

01

Strategic Requirement Definition

Define business outcomes, scope, and success criteria with hiring manager. Role framed around deliverables, aligned on duration, rate parameters, and governance.

02

Role Validation & Governance Approval

Validate role against MSP governance, IR35 status, and budget approval. Confirm contract type and secure final sign-off to proceed at pace.

03

Targeted Market Mapping & Talent Intelligence

Leverage specialist networks and AI-enabled matching to identify proven interim leaders with relevant sector, scale, and transformation experience.

04

Shortlisting & Executive Assessment

Curate shortlist (2–4 candidates) with deep-dive assessment covering leadership impact, stakeholder management, cultural alignment, and delivery readiness.

05

Client Interview & Stakeholder Alignment

Conduct structured interviews aligned to outcomes and delivery milestones and real-time feedback loops.

06

Selection, Offer & Contract Finalisation

Complete right-to-work, referencing, IR35 and compliance checks. Agree clear onboarding plan.

07

Onboarding & Engagement Launch

Deliver structured onboarding aligned to business priorities with access to systems, stakeholders, and delivery plans.

08

Ongoing Performance & Value Management

Regular check-ins ensure ongoing suitability for role and value delivered through assignment.

09

Offboarding & Knowledge Retention

Structured handover, knowledge transfer and capture insights to inform future leadership engagements.

Low Risk, High Confidence

Speed without compromise on quality or compliance

Outcome-Driven

Focused on deliverables, not just CVs

MSP-Aligned

Governance-compliant with executive-level flexibility

Where we are unable to fulfil a requirement directly, we engage our second-tier agencies and share the same defined process flow, setting clear SLAs and expectations. As a result, stakeholders receive high-quality profiles within agreed timescales.

Some examples of senior leadership roles we have filled for our clients include:

- UK Head of Strategic Communications (Fujitsu),
- Chief Marketing Officer (Snap fish)
- Global Corporate Communication (Sage)
- Chief Technology Officer (Osprey Flight Solutions)
- Head of Engineering (N Brown),
- Commercial Finance Director (Compass Group),
- Art Director (Paramount),
- Business Change Director (N Brown) amongst many others.

Our approach to directly source has allowed us to build interim talent pipelines over time which can be used by Boots in the future. For urgent requirements we prioritise this talent pipeline and direct sourcing, reaching out to relevant, specialist second tier partners if active pipelines do not provide immediate access to quality candidates.

International Capability & Global Delivery

We are well positioned to support Boots' international hiring needs should requirements extend beyond the UK.

Our international capability has been significantly strengthened following our acquisition, expanding both global reach and operational scale. As part of the swipejobs group, Rethink now operates within an integrated international delivery model, enabling consistent service standards, governance, and compliance across multiple regions.

Rethink has delivered contingent workforce and talent solutions outside of the UK for **over 12 years** including mainland Europe and the U.S. This includes specialist freelance delivery, such as providing Creative Project Managers to Shell's U.S.-based in-house marketing agency, supporting experiential, event, design, and photographic projects.

We also provide nearshore freelance and contract resources for clients such as N Brown and Hilton Hotels, covering disciplines from technology through to hospitality. All engagements are fully compliant with local tax and employment regulations, with delivery primarily managed across EMEA and South America to align with client time zones. This model provides flexible, scalable support while maintaining strong governance and delivery control.

Complementing this, swipejobs operates in the U.S, delivering workforce solutions across 48 states.

This combined footprint provides the scale, resilience, and operational maturity to support international delivery where required.



Contractor Hiatus/Holiday Policy

Our Feedback

We support Boots’ move to a more flexible contractor holiday model. Encouraging regular breaks supports wellbeing, productivity, and compliance with working time regulations, and reflects modern workforce practices.

From our experience policies of this nature are most effective when they balance wellbeing objectives with delivery continuity and practical enforceability:



Proportionality & communication

Allocating time off relative to assignment length; however, for shorter or time-critical assignments, the number of required days can feel high. Clear communication at onboarding and early planning of time off helps manage expectations and reduce delivery risk.



Planning & visibility

Flexible models often rely on retrospective visibility via timesheets. We recommend setting expectations at the start of each individual assignment, reviewing time off at agreed milestones, and encouraging hiring managers to plan breaks into delivery timelines where possible.



Delivery impact & exemptions

Contractors are often engaged to deliver urgent or time-bound outcomes. A light-touch exemption or deferral process for business-critical roles can protect key milestones while maintaining the intent of the policy.

Our Experience of Alternative Models



Single annual shutdown

For retail clients such as N Brown, a single mandated Christmas shutdown (with exemptions for essential roles) has worked well, providing a clear breakpoint with minimal disruption during the rest of the year.



Flexible models with wellbeing support

Flexible holiday approaches are most effective when supported by regular check-ins, clear guidance on expectations, and access to wellbeing resources.

Our Recommendation

Boots’ flexible holiday policy provides a strong foundation. We recommend combining it with proactive planning, proportionate application by assignment type, and complementary wellbeing support to ensure contractor wellbeing is enhanced without compromising delivery.

We recognise our role in supporting contractor wellbeing and plan to introduce a dedicated contractor hub (microsite) providing access to wellbeing resources (e.g. Headspace), host on-site wellbeing drop-in sessions, offer direct access to trained Rethink contacts, and provide support covering financial wellbeing and stress management. This will be reinforced through strong onsite and embedded engagement to build trust and identify issues early.

Additional Value Offering: Beyond Core MSP Delivery

As a multi-brand group operating across the UK&I, Europe and U.S, we deliver more than compliant, efficient contractor supply, we bring strategic workforce intelligence, sector-specific innovation and access to specialist capabilities.

Integrated within our MSP, or operating alongside, we can support Boots' transformation agenda, help you better optimise workforce spend, drive measurable improvements in talent acquisition, digital delivery and user experience, and contribute to your ESG commitments.

Providing Insight to Enable Data-Driven Decision Making

Talent intelligence and market mapping are embedded within our MSP, enabling **evidence-based decisions** across the recruitment lifecycle. Delivered through our Shared Services model and enabled by the swipejobs platform, we analyse market data, hiring trends, competitor activity, and supply-demand dynamics to provide Boots with targeted insight that informs workforce planning, candidate attraction, and employer brand positioning across Boots and B-Hive.

These insights directly informs key recruitment activities, including:



Resource Planning:

Market mapping sprints to size talent pools, assess skill availability, mobility, and pay rate variances, supporting volume hiring, project delivery, peak demand, and permanent hiring strategies through HR Business Partners.



Candidate Attraction:

Development of talent personas and EVP-aligned messaging to increase visibility and engagement within specialist and competitive markets.



Talent Pipelining:

Use of market mapping outputs to inform sourcing strategies and live pipelines of pre-qualified candidates to ensure readiness for current and future demand.



Candidate Experience:

Creation of role-specific collateral, contractor packs and a dedicated contractor hub (microsite) to enhance engagement, improve conversion and support ongoing assignment.

Insight is reviewed and actioned through Monthly and Quarterly Business Reviews, ensuring intelligence is translated into practical outcomes and continuously refined in line with Boots' priorities.

Data Sources & Assurance

Our insights draw on a robust mix of market data and platform intelligence, including:



Market benchmarking:

LinkedIn Talent Insights, Radford/Aon, Lightcast, TalentNeuron, Glassdoor, Payscale & swipejobs platform data



DE&I analytics:

McKinsey, LeanIn, LinkedIn demographics & bespoke representation dashboards



Experience metrics:

NPS, hiring manager feedback & employer brand sentiment (e.g. Glassdoor, Indeed)

As APSCo members, we further validate our approach using sector-specific research and best-practice guidance.

For an example insight report please refer to pg. 12 of the supporting document.

Supporting your ESG commitments – Partnering with PeoplePlus

As part of our wider group, **PeoplePlus** brings specialist capability across employability, skills, education, justice rehabilitation, and social value, providing meaningful opportunities to strengthen ESG commitments, and we invite you to join the **Social Recruitment Framework (SRF)**.



We have impacted the lives of over one million people since 2018

Working with government departments, local authorities and employers, PeoplePlus, through the SRF, supports individuals who face barriers to employment, including people who are long-term unemployed, returning to work, living with disabilities or long-term health conditions, young people entering the workforce, ex-offenders, and individuals requiring skills development or transition support.



We also invite you to join the **Social Recruitment Advocacy Group (SRAG)**, a collaboration of employers including IKEA, DHL, Currys, Lidl, Amey, Severn Trent, Unipart and Tesco. Membership initiatives align with five core priorities: attracting new talent, recruiting inclusively, retaining and developing people, and building stronger communities.

At its heart is the Social Recruitment Covenant (backed by government) and the SRAG Charter Mark, both national commitments that help employer members plan, demonstrate progress and embed inclusive practices.

Pre-Employment Training to Improve Retention & Time to Productivity

Through PeoplePlus, we also offer access to a **government-funded pre-employment training programme** designed for entry-level roles to improve retention and reduce time to productivity. This model focuses on preparing unemployed or disadvantaged individuals for the realities of work before they start, increasing job readiness, confidence, and long-term success.

PeoplePlus has a proven track record of delivering this approach at scale across sectors, having already implemented similar programmes for organisations including G4S, BT, Mitie, and Sodexo, and is currently planning a large-scale pilot with Tesco.



Pre-employment training ahead of day one:
Focused on role expectations, workplace behaviours & core skills.



Funded through government-approved training providers:
No direct cost to Boots.



Open to unemployed individuals and those facing barriers to work:
Supporting inclusive hiring & social value outcomes.



Flexible delivery model:
Works directly with employers or through staffing partners supplying relevant talent.

Training is not client-specific but can be shaped to reflect sector needs and service standards, for example:

- Retail customer service fundamentals and workplace expectations.
- Understanding shift patterns, productivity measures, and role realities.
- Health, safety, and wellbeing.
- Employability skills such as communication, teamwork, reliability, and interview preparation.

Benefits to Boots

- **Improved retention:** in entry-level and high-volume roles.
- **Faster time to productivity:** reducing pressure on teams and supervisors.
- **No programme cost:** funded through training provision.
- **Measurable ESG impact:** creating pathways into work for people who may otherwise struggle to access employment
- **A scalable model:** can be piloted and expanded where it delivers value.

We believe this programme can directly support Boots' commitment to inclusive employment, community wellbeing, and fair access to opportunity, complementing initiatives such as *Ban the Box* by focusing on potential, preparedness, and support rather than background alone.

By integrating PeoplePlus where appropriate, Boots can translate ESG ambition into tangible workforce outcomes, supporting inclusive hiring, delivering measurable social value, and reinforcing your position as a responsible employer.

Extended MSP Capability: CTRG

We provide specialist MSP delivery through our sister company CTRG, one of the UK's leading providers of temporary labour and managed service solutions across the industrial, warehousing, logistics and driving sectors.

They have **28 years experience** supporting clients across logistics, manufacturing, food production, retail, distribution and ecommerce businesses **across more than 250 UK locations**, including Coop, Tesco, Asda, B&M, Sainsburys, Iceland, ASOS, BooHoo, H&M, JD Sports, Adidas, Amazon, GXO, Nestle and Evri, currently managing more than **42,700 workers** and **£440m annual client spend**.

Whilst we recognise and respect Boots' existing arrangements, we wanted to highlight this capability should your future workforce strategy or commercial considerations prompt a review of this area.

Digital Excellence for Retail Transformation – Delivered by Talent Consulting

We provide strategic advisory and project support through Talent Consulting. Specialising in high-transaction organisations looking to improve customer journeys, we have supported DfE, Ministry of Justice, Ofsted and major consultancies (CGI, Capgemini) since 2017, delivering agile outcome-based services / SOW engagements.

Our core practices are:



Digital Transformation:

Roadmap agile modernisation aligned to Boots' omni-channel & customer experience goals.



Software Engineering & Cloud Solutions:

Optimise infrastructure for retail scale & resilience.



User-Centred Design & Data Strategy:

Enhance UX across Boots, No7 & Opticians with analytics-driven insights.

These can be accessed as an extension to your MSP, providing the same strategic digital expertise as major consultancies but as a more agile, cost-effective alternative.



Services are provided across two distinct project delivery frameworks:

Managed Augmentation

Our teams collaborate closely with yours to define deliverables while providing governance, process efficiency, reporting, and technical oversight.

This model is ideal when you need additional expertise embedded within your projects to enhance delivery.

Process:

We integrate with your stakeholder groups and work alongside you to achieve agreed deliverables as specified in a Statement of Work (SOW).

Outsourced Projects

We take ownership of the project, managing risk and assuming accountability for defined deliverables. Engagements are delivered on either a fixed-price or capped time-and-materials basis.

This model is ideal for when you do not have enough capacity and choose to outsource the project.

Process:

You outsource the project to us under a Statement of Work (SOW). Using an outcome-based approach and Agile methodology, we ensure the project is completed on time, within scope, and to the highest quality standards.

For Boots, this means embedded digital expertise to help you solve retail-specific challenges from margin optimisation to seamless customer experiences, accelerating your transformation while leveraging the same trusted MSP relationship.



Talent has provided digital outcomes through agile development for DfE since 2017... a reliable partner who has helped deliver key projects within tight deadlines. DfE Deputy Director



Excellent work... super-human efforts across the teams to deliver significant solutions. MOJ Senior Business Change Lead

Comprehensive Workforce Solutions Portfolio Provided by our Staffing Group Brands

All clients have access to our full suite of workforce solutions delivered through our specialist brands, customised to suit the individual needs of each client.

Recruitment Process Outsourcing (RPO) – Rethink

We provide end-to-end recruitment outsourcing across professional, digital, creative, and technology disciplines including a long-term (hybrid) RPO partnership with dentsu, over the last four years, partnering with their internal Talent Acquisition team **supplying more than 60% of all hires** across Creative, Media and Technology within the UK&I. Our flexible RPO models range from full program ownership to agile, hybrid or project-based deployments. Embedded delivery teams leverage our shared services to deliver our programs.

Contingent, Permanent Recruitment & Executive Search – Talent International / Infinite

We deliver multi-discipline permanent hiring and retained executive search across Technical, Digital, Technology, Creative, Media, Marketing, Change, Transformation, and Leadership roles. Our specialist brands, Talent International and Digital Gurus, use research-led methods aligned with EVP and candidate experience design for lasting attraction.

Client:

Sainsbury's

Function:

Digital Transformation

Challenge:

- Niche Role with Automation, Robotics & Design
- Required a Senior Professional who had proven experience of executing a programme of this magnitude
- Candidate must be culturally aligned in order to work collaboratively with Key Senior Stakeholders.

Our Solution:

- Work closely with TA team
- Provide insights of candidate market
- Attract & Engage suitably qualified applicants
- Shortlisted several candidates from key competitors within 2 days
- Led 3 exceptional candidates to final stage

Results:

We secured one of the most sought-after candidates, in the retail industry for the Head of Automation & Design role for Sainsbury's, further strengthening our long-standing partnership.

Contract, Temporary & Contingent Staffing – Talent International / Digital Gurus

Our rapid deployment capabilities include skilled contractors and temporary workers across a range of industries. We manage both white-collar professional and blue-collar industrial hiring, offering large-scale contingent workforce solutions through Rethink, PeoplePlus, ctrg, and swipejobs. Workforce management includes onsite and remote scheduling, time and attendance, payroll and compliance oversight.

Payroll, Compliance & Workforce Management – Rethink

We provide end-to-end PAYE, umbrella, and limited company contractor payroll services. Our expertise spans IR35, AWR, 1099 and W2 services and employment law compliance across UK and U.S. jurisdictions. Digital onboarding, right-to-work verification and all other aspects of employment law for each jurisdiction are standard components of our payroll solutions. Our Temporary / Contractor solutions provide talent with access to real time information such as payslips.

Employer Branding – Rethink

Our employer brand services include strategic EVP design, talent attraction campaigns, and microsite development. We perform candidate experience audits, process mapping, and employer brand activation, coupled with TA transformation consulting covering operating model design, benchmarking, and technology integration. For an example of the work completed for dentsu please see below:

Commercial Proposal

Pricing Proposal

Option 1 –

Continue with Existing Rate Card, plus Savings

- The existing Rate Card has been in place for 4 years
- There has been significant increases in the cost of Contractors in this 4 year period. Boots were to review the Rate Card this year. The existing Rate Card could be reviewed in the next 6 months
- **Savings:** A review of 33 direct contractors shows that 50% are not currently aligned to the agreed rate card. Reviewing and aligning these roles to the existing rate card through Rethink sourcing would result in an estimated **saving of £282,888 per annum.**

Option 2 –

Management Fee with Mark-Up Model

- An alternative model for Boots to consider is a management fee with different margin rates for Direct and Sourced Contractors:
 - Fixed MSP management fee of £12,000 per month, covering up to 150 contractors under management
 - 7.95% margin for sourced workers
 - 2.5% margin for direct (referred) workers
- If contractor volumes exceed 150, the management fee would be reviewed.

Inclusions for both options

- Dedicated onsite service team including out of hours support
- Full access to the swipejobs digital platform & all software releases
- Foundation Client for Permanent Matching Solution
- Shared Service Access:
 - Additional recruitment resources to support hiring peaks
 - Employment Branding
 - Digital Marketing
 - Compliance
 - Payroll
 - Digital Support
 - Finance
 - Analytics, Metrics & Reporting
- Solution Governance
- Travel costs

Conversion Fees

Where a worker sourced by Rethink is converted from a contract or temporary assignment to a permanent position, the following conversion fee structure will apply:

- Up to 6 months' tenure: 8% of the agreed fixed base salary
- 6 months or more tenure: 0% conversion fee (free conversion)

Not included

- Second tier margins

As requested, we confirm:

- We are able to deliver the full scope of the specific service requirements, any additional requirements, and all bolt-on options outlined in this tender.
- The proposed service will be delivered in full by Rethink and the swipejobs UK Group.
- We will not be subcontracting or partnering with any third-party providers.

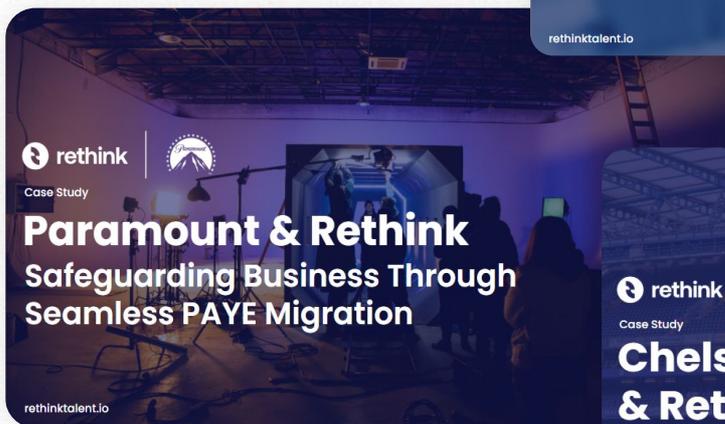
Case Studies and References: Proven Delivery

We have selected case studies for N Brown, Alliance Healthcare, Paramount and Chelsea Football Club to demonstrate how our MSP solution effectively addresses client-specific challenges across diverse environments.

Together, these success stories reflect the value and impact we can continue to deliver to Boots.

Please refer to supporting documents:

- N Brown – pg. 14
- Alliance Healthcare – pg. 17
- Paramount pg. 20
- Chelsea Football Club – pg. 28



Our References:

- Jon Hardy, Head of GNFR Procurement & Global Automation, Alliance Healthcare/Cencora
- Oliver Stockdale, Head of Business Partnering, N Brown Group
- Charlotte O'Neill, Senior HRBP, Paramount

Why Reappoint Rethink: Your Proven Partner, Now Supercharged.

This proposal presents a clear choice: **continue with Rethink**; your proven, lowest-risk MSP partner, now powered by a stronger post-acquisition ecosystem, swipejobs' disruptor AI technology, and enhanced shared services. We deliver more value, less risk, and a superior experience, perfectly aligned to Boots' priorities.

We know your business:

15 years supporting Boots through peaks, challenges and transformation with a stable team that understands your operations intimately. Our granular insight into your strategic goals and day-to-day realities ensures our MSP drives business outcomes, not just RFP compliance. Now we bring forward-focused enhancements in innovation, efficiency, tech and processes tailored to your needs, and we know they will make a difference.

We know the talent you need:

Deep expertise in technology, digital, creative and head office roles, backed by nurtured, extensive networks, LinkedIn reach and pre-built talent pools for rapid, reliable access to in-demand contractors, temporary workers and freelancers..

We know where you play:

Proven retail sector credibility, supporting major UK retailers through margin pressures, omni-channel shifts, seasonal demands and customer experience imperatives.

We know what you need:

The same trusted team, unlocking capacity and expertise, through our group's specialist capability, AI-driven talent matching, richer data insights and VMS transparency for spend visibility, faster time-to-fill and risk reduction. They can focus on what matters most – delivery.

We know why you need it:

A high-trust, culturally aligned extension of your People/TA team that delivers tangible savings, social value and low-risk evolution. Retain service continuity, relationships and business knowledge while we introduce enhancements seamlessly – no disruption, just step-change performance.

Reappointing Rethink means continuity + transformation + action.

Protecting what works, unlocking future-focused improvements, and aligning perfectly to your strategy with zero operational risk.

Darren Wells, UK CEO, reinforces our commitment in his personal video statement, and below, confirming our group's full backing and investment in your enhanced MSP.



Closing message from Darren:

Firstly, thank you. Our businesses have partnered **for over 15 years**, supporting each other through change, growth, transformation and challenge. That longevity isn't accidental, it's built on trust, delivery and a shared commitment to doing things the right way.

We know the world of work is changing fast. Skills evolve quickly, career paths are no longer linear, and workers and employers expect speed, simplicity and transparency. What worked well a decade ago, even five years ago, now needs to evolve.

That's why we are not planning to replace what we've built together, instead we will evolve to give you the next generation of staffing your business needs.

We think we're uniquely positioned to do just that.

Through our new digital platform, supported by dedicated teams, deep technical expertise and exec oversight, we can offer you something fundamentally different. This is not just a technology solution. It's a people-first, AI-powered workforce ecosystem that brings together sourcing, onboarding, engagement, payment and insight, all in one place.

At the heart of our solution is the worker experience. Imagine the power of having your career in your own hands, where opportunities are surfaced intelligently, where skills are recognised instantly, and where career journeys become faster, easier and simpler. Using AI, we can match people to the right work at the right time, reduce friction, and remove unnecessary barriers, allowing workers to focus on performance and growth, not process.

And when workers are more engaged, more informed and more empowered, the benefits are clear:

- Faster access to the right skills
- Higher engagement and productivity
- Greater visibility and control
- A workforce that feels invested, motivated and aligned

This is how we are moving from transactional to strategic.

We've delivered together for 15 years. Now we're excited about what the next 15 years could look like - powered by AI, guided by expertise, and built around people.

We'd love to build that future with you, not just as a customer, but as a partner shaping the next generation of work.

Thank you for considering our proposal.

Best,
Darren Wells