

FUTURE OF WORK

CAMPAIGN GOVERNANCE AND OPERATING FRAMEWORK

A campaign operated by Stirling Media Limited

Company number: 08720963

Version: 1.1

Date: redrafted 21 July 2026

Approved by: The Directors of Stirling Media Limited

Review date: 21 July 2027

Future of Work Governance – At a glance

Stirling Media Limited is the company that produces the Future of Work campaign

Directors: William Stirling and Caroline Stirling

Advisory board: William Stirling, Dr Mayank Verma, Philippa Oldham CEng

Future of Work Campaign (“FOW”)

Is a multi-event, multi-location campaign in the United Kingdom to show students and teachers the details of jobs and careers in technical industries, specifically in manufacturing, engineering and technology and includes construction.

Young employees give talks about their jobs and industries at live events. Students ask questions. Talks are filmed and shared with more schools. We can survey students that see the talks and films to show their attitudes to seeking training in these companies.

Work experience can be booked, and other Gatsby Benchmark criteria can be fulfilled.

Advisory Group: Includes two senior engineers with strong careers working in the private and public sectors to advance the manufacturing industry. See below for their details.

Audience: Schools / Students / Industry

We recruit student groups from schools in the region where the events are hosted.

Our recruitment is thorough and fair, drawn from non-selective demographics, a minimum percentage of free school meals students and opportunities for SEND students to attend.

Industry speakers are invited from a range of companies in technical industries, large and small, local to the region.

Sponsors: FOW is mainly funded by sponsorship.

Typically careers services, borough and county councils, universities, colleges, industrial companies and corporate sponsors co-fund the campaign.

Metrics and performance indicators:

We can demonstrate performance through high attendance, no. of career videos watched, surveys and work experience places booked.

1. Status and Purpose of this Document

This document establishes the purpose, governance arrangements and operating principles of **Future of Work** (“the Campaign”).

Future of Work, which may be abbreviated herein to “FOW”, is an educational campaign operated by **Stirling Media Limited** (“the Company”), a private limited company incorporated in England and Wales.

The Campaign is not a separate legal entity. The Company retains ultimate legal, financial and operational responsibility for the Campaign.

This document is an internal governance framework. It does not replace or amend the Company’s Articles of Association, statutory obligations, contracts, employment arrangements, safeguarding procedures, financial controls or other legally binding documents.

Where there is any conflict between this document, the Company’s Articles of Association and applicable law, the Articles of Association and applicable law shall prevail.

2. The Company

2.1 Business activities

Stirling Media Limited provides professional media and communications services primarily to organisations operating in the manufacturing, engineering, technology and related technical sectors.

Its services include:

- public relations and media relations;
- corporate communications;
- copywriting and editorial services;

- content creation;
- event production and management;
- conference and seminar production;
- filming and production of event content;
- campaign development and management; and
- related media and communications services.

2.2 Relationship with Future of Work

Future of Work is a campaign and programme operated by the Company as part of its wider media, communications and event activities.

The Company is responsible for the Campaign's legal, financial and operational management, including contracts, expenditure, sponsorship, insurance, event management, intellectual property and regulatory compliance.

The Campaign may work with businesses, schools, colleges, universities, professional bodies, public organisations, charities and other stakeholders.

3. Purpose of Future of Work

The purpose of Future of Work is:

To educate and inspire young people about careers in manufacturing, engineering, technology and other technical industries, by showing them the details of real jobs in these industries; and to help connect education with the businesses and organisations that provide those careers.

The Campaign seeks to improve understanding among students, teachers, parents and careers advisers of:

- the range of careers available in manufacturing, engineering and technology;
 - the skills, qualifications and attributes required for those careers;
 - apprenticeships, technical education and higher education pathways;
 - the changing nature of technical employment;
 - the impact of digitalisation, automation and AI (artificial intelligence);
 - the role of engineering and technology in sustainability and the transition to a lower-carbon economy; and
 - the contribution of manufacturing, engineering and technology to the UK economy.
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4. Campaign Objectives

Future of Work will pursue the following principal objectives:

4.1 Increase the awareness and understanding of different jobs

Increase awareness among students and educators of the breadth and diversity of careers available in modern manufacturing, engineering and technical industries.

4.2 Improve careers information

Provide accessible, accurate and engaging information about technical careers, qualifications, skills, apprenticeships, training and employment opportunities.

4.3 Connect education and industry

Create opportunities for schools, teachers and students to engage directly with manufacturing, engineering and technology companies and the people working within them.

4.4 Showcase and explain real careers

Use businesses, engineers, technicians, scientists, designers, operators, managers and other professionals to demonstrate the variety of careers available.

4.5 Help explain the future of employment is changing

Help young people understand how technology, automation, artificial intelligence, sustainability and other developments are changing existing jobs and creating new opportunities.

4.6 Build continuing relationships

Encourage relationships between schools, educators, businesses and other organisations that can continue beyond individual Campaign events.

5. Public Benefit and Educational Purpose

Future of Work is intended to provide an educational and careers benefit to young people.

The Campaign seeks to:

- broaden students' understanding of technical and vocational career opportunities;
- promote technical and vocational careers alongside academic pathways;
- provide access to people working in real industrial and technical occupations;

- encourage young people to consider careers they may not otherwise have encountered;
- provide teachers and careers advisers with relevant information and industry contacts; and
- support stronger connections between education and industry.

The Campaign will work with commercial sponsors and industry partners. Commercial participation does not alter the Campaign's educational purpose.

The Company will seek to ensure that Campaign activities provide a genuine educational benefit rather than functioning primarily as commercial promotion.

6. Independence and Editorial Integrity

Future of Work seeks to represent the needs of the wider manufacturing, engineering and technology sectors rather than the interests of any individual company or sponsor.

The Company will retain responsibility for the Campaign's overall direction and editorial decisions.

Sponsors and partners may contribute expertise, speakers, examples, resources and funding, but sponsorship does not automatically confer control over:

- Campaign objectives;
- educational content;
- editorial decisions;
- the selection of speakers;
- the selection of participating schools; or
- the overall direction of the Campaign.

Where a sponsor has a legitimate commercial interest in a particular activity, that interest should be appropriately disclosed where necessary.

The Company will seek to ensure that educational and editorial content is accurate, balanced and appropriate for its intended audience.

Filmed career talks are shared with the speaker's company for approval before they are published.

7. Sponsorship and Partnerships

Future of Work may receive financial or in-kind support from businesses, professional organisations, public bodies, foundations, charities and other organisations.

Sponsorship may support:

- individual events;
- programmes of events;
- educational content;
- film and media inc. social media production;
- venues and equipment;
- student resources;
- communications; and/or
- the Campaign generally.

Material sponsorship arrangements are normally be recorded in writing.

7.1 Sponsor recognition

Sponsors may be recognised publicly as supporters of the Campaign, including through appropriate use of logos, branding, event materials, websites, publications and communications.

7.2 Sponsorship independence

Sponsorship does not give a sponsor ownership of Future of Work or its intellectual property unless expressly agreed in writing.

The Company will not knowingly accept sponsorship that would materially compromise the educational purpose, independence or reputation of the Campaign.

Sponsors can and do receive videos of their talks for their own use.

7.3 Partnerships

The Campaign may establish formal or informal partnerships with schools, colleges, councils, universities, manufacturers, engineering companies, technology businesses, professional bodies, public organisations and other relevant organisations.

Where a relationship involves significant financial commitments, access to children or young people, intellectual property or material legal obligations, the arrangement should normally be documented formally.

8. Governance and Decision-Making

8.1 Ultimate responsibility

Ultimate responsibility for Future of Work rests with **Stirling Media Limited and its directors**, in accordance with the Company's Articles of Association and applicable law.

The Company's current governance arrangements include two Directors.

The Directors are responsible for:

- strategic direction; financial oversight; significant expenditure; contractual commitments; sponsorship arrangements; legal and regulatory compliance; insurance; safeguarding; health and safety; public liability insurance; data protection; intellectual property; and reputational risk.

8.2 Campaign management

The Company may designate a **Future of Work Campaign Director**, Campaign Lead and or event manager to manage the day-to-day production and delivery of the Campaign.

The campaign lead or event manager operates within the authority and budgets approved by the Company.

Responsibilities may include:

- programme development;
- event organisation;
- partner relationships;
- sponsorship development;
- content commissioning;
- communications;
- Campaign records; and
- monitoring Campaign outcomes.

8.3 Advisory Group

The Company has established and is developing an informal **Future of Work Advisory Group** comprising representatives from industry, education, professional organisations and other relevant bodies.

The Advisory Group is advisory rather than executive. Its members do not become directors, employees, partners or legal representatives of the Campaign merely by participating.

9. Financial Governance and Controls

9.1 Ownership of funds

All funds received for Future of Work are assets of Stirling Media Limited unless a separate legal arrangement expressly provides otherwise.

The Campaign does not acquire a separate legal or financial identity merely because it has its own name, website, budget, sponsorship arrangements or accounting records.

9.2 Financial controls

Campaign income and expenditure will be managed through the Company's normal accounting and financial control arrangements.

The Company will maintain appropriate records of:

- sponsorship income;
- other Campaign income;
- significant expenditure;
- contractual commitments; and
- material restricted or purpose-specific funding.

Significant financial commitments should be approved by a Director before the Company becomes contractually committed.

9.3 Use of Campaign income

Campaign income may and will be used to meet the reasonable costs of developing and delivering Future of Work, including event production, venues, catering, media production, communications, educational materials, professional services, travel, insurance and administration.

The Company may recover reasonable costs incurred in managing and delivering the Campaign, provided this is consistent with contractual commitments to sponsors or partners.

Profits: Typically, the entire budget raised per campaign event is used to cover costs of production as listed above.

True profits after costs and taxes, such as they are, are reinvested into the Campaign – see below.

9.4 Financial sustainability

The Company will seek to operate the Campaign on a financially sustainable basis.

Where appropriate, sponsorship, commercial media services and other Company activities may contribute to the cost of developing and delivering Future of Work.

10. Conflicts of Interest

The Company will seek to identify and appropriately manage actual or potential conflicts of interest relating to Future of Work.

Directors, campaign personnel, Advisory Group members and other individuals involved in material decisions should disclose any personal, professional or financial interest that could reasonably be perceived as affecting their judgement.

Where appropriate, the Company may require an individual to withdraw from a particular decision.

Because Future of Work is operated by a media and communications company, the Company and its personnel may have commercial relationships with organisations participating in or supporting the Campaign. Such relationships do not automatically constitute a conflict, but material interests should be considered and managed transparently.

11. Safeguarding

Where Future of Work activities involve children or young people under the age of 18, the Company will maintain safeguarding arrangements proportionate to the activity.

As a minimum, we provide **risk assessments** of the venue hosting the event. Where a school has its own Risk Assessment form, we seek to ensure the venue and organiser comply with their risk assessment criteria.

Depending on the circumstances, safeguarding may include:

- appropriate supervision;
- school consent is a minimum. Parental or guardian consent where required;
- risk assessments;
- clear responsibilities between the Company, schools and host organisations;
- appropriate arrangements for photography and filming, including seeking prior consent for photography;
- suitable venue arrangements; and
- procedures for reporting safeguarding concerns.

The welfare of children and young people participating in Future of Work activities will be treated as a priority.

Where an activity takes place on a third-party premises, safeguarding responsibilities will be agreed with the host organisation as appropriate.

12. Health and Safety

The Company will undertake proportionate risk assessment and management for Campaign activities.

Consideration will be given to events involving:

- children and young people;
- industrial premises;
- machinery and laboratories;
- workplace visits;
- travel;
- filming; and
- large public gatherings.

Teachers who accompany school groups to our events are consulted on the correct teacher-to-student ratios and responsibilities for student welfare on coaches provided.

Where an activity takes place at a partner's premises, the respective responsibilities of the Company and host organisation will be established as appropriate.

13. Equality, Inclusion and Accessibility

Future of Work will seek to encourage participation by young people from a broad range of backgrounds and educational routes.

The Campaign will seek to demonstrate that technical careers are open to people with different interests, abilities, qualifications and aspirations.

Future of Work events are open to young people of all genders, racial backgrounds and socio-economic groups.

Where reasonably practicable, the Company will consider accessibility when designing Campaign events and content.

14. Editorial and Educational Content

Campaign-produced educational and editorial content should be:

- accurate and responsible;
- relevant to the intended audience;
- understandable and engaging;
- based on reasonable evidence; and
- free from deliberately misleading claims.

Industry partners may provide technical expertise and examples but do not automatically have editorial control over Campaign-produced content.

Media content of talks and presentations captured at FOW events will be approved by the speaking company before they are released publicly.

The Company retains responsibility for content published under the Future of Work name.

15. Photography, Filming and Intellectual Property

Future of Work may photograph, film and record events and activities for educational, promotional, archival and media purposes.

Appropriate notice and consent arrangements will be used where required, with particular care taken where children and young people are involved. No children or minors will be identified in this media.

Unless otherwise agreed in writing, intellectual property created by the Company for Future of Work will be owned or controlled by the Company.

Third-party intellectual property remains the property of its respective owner and will only be used with appropriate permission or licence.

Sponsorship does not automatically confer ownership of Campaign content or intellectual property.

16. Data Protection

Personal data associated with Future of Work will be processed in accordance with applicable data protection legislation and the Company's relevant policies.

This may include information relating to students, teachers, parents and guardians, speakers, sponsors, partners, attendees and stakeholders.

The Company will seek to collect, use and retain personal data only for legitimate Campaign or Company purposes.

17. Monitoring, Evaluation and Impact

The Company will seek to monitor the reach and effectiveness of Future of Work.

Measures may include:

- participating schools including the no. of attending students;
- students reached including from video views;
- teachers and careers advisers engaged;
- events delivered;
- industry participation;
- digital and social media reach;
- educational content distributed; and
- feedback from schools and participants.

The Company may publish appropriate information about the Campaign's reach and impact.

18. Brand and Reputation

The Future of Work name, branding, website, content and associated intellectual property are controlled by Stirling Media Limited unless otherwise agreed in writing.

Third parties may use the Future of Work name or branding, in the context of educational events promoting technical careers, only with the Company's permission.

The Company will seek to protect the reputation and credibility of Future of Work by considering the suitability of sponsors, partners, speakers and other organisations associated with the Campaign.

19. Changes, Review and Closure

The Company may amend the structure, activities or priorities of Future of Work where reasonably necessary to improve its effectiveness, respond to changes in education or industry, comply with legislation, respond to funding requirements or maintain financial sustainability.

Any substantial change to the fundamental purpose of the Campaign should be approved by the Directors and recorded appropriately. The Advisory Group's guidance may be sought here.

This document will be reviewed periodically and updated where necessary.

The Company may discontinue Future of Work at any time, subject to its legal and contractual obligations.

On closure, Campaign liabilities and contractual obligations will be settled and Campaign records, personal data and intellectual property will be dealt with in accordance with applicable law and Company policy.

Any remaining funds will remain assets of Stirling Media Limited unless a different arrangement is legally required or contractually agreed.

20. Relationship with the Company's Constitution

Future of Work operates within the legal framework of Stirling Media Limited.

Nothing in this document:

- creates a separate legal entity;
- creates a charity, partnership or community interest company;
- transfers ownership of Company assets;
- changes shareholder rights;
- changes the powers or duties of the Company's Directors; or
- overrides the Company's Articles of Association.

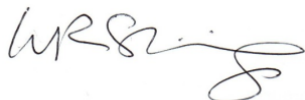
The Company's formal legal governance remains governed by its Articles of Association, the Companies Act 2006 and other applicable legislation.

21. Approval

This Future of Work Campaign Governance and Operating Framework was approved by the Directors of Stirling Media Limited.

Date: ___ 10 August 2026 _____

Director: ___ William Stirling _____



Signature: _____

Director: ___ Caroline Stirling _____



Signature: _____

Contacts:

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