



GLA Group Responsible Procurement Case Studies

February 2026

MAYOR OF LONDON

LEGACY
DEVELOPMENT
CORPORATION

LFB
LONDON FIRE BRIGADE

 METROPOLITAN
POLICE

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

 **TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

Contents

- 3 Introduction
- 4 Improving supply chain diversity
- 9 Enabling skills, training and employment opportunities
- 14 Embedding fair and inclusive employment practices
- 16 Promoting ethical sourcing practices
- 20 Improving environmental sustainability
- 30 Social value initiatives
- 35 Further information



Introduction

The GLA Group is made up of the Greater London Authority, London Fire Brigade, the London Legacy Development Corporation, the Metropolitan Police Service, the Mayor's Office of Policing and Crime, Old Oak and Park Royal Development Corporation and Transport for London.

The GLA Group procures around £9.5bn of goods and services annually. Using the scale and variety of this activity, we can improve the lives of Londoners and those in our supply chain by creating a fairer, more inclusive and more environmentally sustainable city.

The Mayor has an ambition for the GLA Group to lead in sustainable social, environmental and economic practices, and deliver social value through the supply chain. Social value for us means an enhanced natural environment, an improved quality of life and better value for money.

The case studies here highlight our progress across the five themes of the Responsible Procurement Policy and the associated Implementation Plan. These are:

- Improving supply chain diversity
- Embedding fair and inclusive employment practices
- Enabling skills, training and employment opportunities
- Promoting ethical sourcing practices
- Improving environmental sustainability

By driving and communicating best practice in our supply chain, we aim for our achievements to inspire other public and private organisations beyond the GLA Group. This will benefit businesses, individuals and communities, not just in London but across the UK and internationally.



Improving supply chain diversity

The scale and diversity of GLA Group procurement activity means we can support micro, small and medium-sized enterprises (SMEs) and diverse-owned businesses, both directly and through the supply chain. This boosts the economy, creates jobs, enables innovation and anchors local communities in London and beyond

The GLA Group includes founding members of the London Anchor Institutions' Network. This has a specific programme to focus its procurement power to drive good growth and address inequalities. This includes greater spend with SMEs and diverse-owned businesses that include, but are not limited to, businesses led by women, Black, Asian and minority ethnic people and disabled people.

Through our responsible procurement programme, we have committed to use our procurement powers by spending up to 20 per cent annually with SMEs, either directly or through the supply chain. We do this by removing barriers to create a level playing field so that small and diverse businesses can enter our supply chain through the competitive tendering process.



TfL's 10-day payments help to support smaller suppliers

London's Tube is benefiting from high-quality, certified components supplied by a small business

With more than 20 years' experience, Promex Ltd, a small Derby-based business, has played a vital role in upgrading London's transport infrastructure. This has taken place in particular through the Bakerloo line rail vehicle accessibility regulations (RVAR) programme, which involves the upgrade and refurbishment of rolling stock, and the 92 Tube stock mechanical materials project.

Multiple projects showcase a successful partnership between Transport for London (TfL) and Promex Ltd, which specialises in fabricated and machined components. These include enhancing accessibility on the Bakerloo line and the supply of Tube stock upgrade components – contracts with a combined value of more than £10m. TfL has benefited from high-quality, certified components for the Bakerloo and Central line upgrades with a responsible and flexible supplier.

The contracts have also advanced TfL's responsible procurement goals on local employment, apprenticeships, fair pay and sustainability. TfL's 10-day payment terms for small and medium-sized enterprises (SMEs) were a huge incentive for Promex Ltd, providing reliable cash flow and allowing the business to invest in equipment and expand local workforce and skills development without relying on finance agreements.

The success of this partnership sets a precedent for future SME engagement in public sector procurements, including lessons in removing barriers for SMEs entering our supply chain.

TfL's 10-day SME payment system is exceptional – it is what all sectors should be doing.

Ben Hodges, Engineering Director, Promex Ltd

Reserving contracts for smaller suppliers

London's transport authority is working towards a 20 per cent spend with small and medium-sized enterprises (SMEs) in several ways

Transport for London (TfL) is using the government's Procurement Policy Note (PPN) 005 (formerly 11/20), which sets out options to reserve below-threshold contracts* that only SMEs and voluntary, community and social enterprises can bid for. This approach aims to address economic inequality, support the creation of businesses, jobs and skills, increase supply chain resilience, encourage entrepreneurship, and attract new entrants to the market.

Following a similar approach, Badgemaster Ltd, an SME, were successfully awarded TfL's name badges contract, valued at £123,000 over five years.

Being awarded this contract meant a lot to us – another prestigious customer in the transport sector we can be proud to serve. To have TfL as a customer provides us with great opportunities to target other customers in this sector.

**Claire Wetton, Senior Account Manager,
Badgemaster Ltd**

For the procurement team leading this process, applying the PPN and working with only SMEs through a competitive tendering process was a straightforward and positive experience.

The winning supplier was eager to collaborate with TfL and showed effective communication. Other benefits for the contract include cost savings.

Being awarded a contract of this size has enabled Badgemaster to enhance their client portfolio, support local employment, boost the local economy and grow their business.

They have continued to invest in company technology, resulting in a product 90 per cent manufactured in the UK.

Crucially, reserving contracts aligns with the Procurement Act 2023. This includes a duty to consider SMEs in procurement processes, ensuring that smaller businesses are given fair opportunities to participate, contribute to and benefit from economic growth and resilience.



* Threshold amounts at which public procurement opportunities are subject to the full Procurement Act 2023 regime governing public contracts

Working together to promote supplier diversity

A collaborative approach is reshaping London's procurement landscape, empowering small and diverse-led businesses to thrive and contributing to a more inclusive economy

The London Anchor Institutions' Network (LAIN) is the capital's largest cross-sector collaboration, through which large organisations rooted in the city use their workforce, procurement and estates management capacity for social, environmental and economic benefit.

Formed in 2021 by the Mayor of London and the London Councils, LAIN includes the majority of the GLA Group alongside other public, private, education and faith-based organisations committed to building a fairer, greener and more prosperous city.

By working together, LAIN members aim to tackle inequalities, support inclusive economic growth and take action on climate change.

The LAIN Procurement Working Group, strategically supported by the GLA Group Central Responsible Procurement Team and co-chaired by GLA and Metropolitan Police Service (MPS) leads, focuses on increasing the share of goods and services that London Anchor Institutions procure from smaller, diverse-led and local businesses, to help drive inclusive economic growth.

Its goals include removing barriers to participation by small and medium-sized enterprises (SMEs), simplifying procurement processes and promoting opportunities more effectively, with the GLA itself committing to increase spend with SMEs to 30 per cent.

In 2024/25, four out of five members of the Procurement Working Group exceeded their SME spend targets, delivering £179m more in SME spend than pledged.

Across the GLA Group, more than £1bn was spent directly with SMEs in 2024/25, an £80m increase on the previous year that reflected almost 19 per cent of total spend.

Key initiatives include:

- Hosting market engagement events to connect SMEs with buyers and help them understand how to become supplier-ready
- Producing SME guides on public procurement and demonstrating social value
- Reserving contracts for SMEs and expanding this knowledge across the wider public sector
- Launching e-learning for procurement officers to reduce barriers for SMEs

All members now publish forward-purchasing plans for contracts worth more than £2m. Transport for London (TfL), the GLA and the Old Oak and Park Royal Development Corporation provide regular updates on contracts worth more than £100,000.

London Fire Brigade, MPS and TfL have rolled out SME-focused e-learning to all procurement staff. TfL and the GLA have joined supplier diversity advocacy organisation MSDUK, creating a task-and-finish group to plan major market engagement events. The MPS are also leading the way with their simplified terms and conditions for low-value and low-risk procurements, with other GLA Group members aiming to follow.



£1bn+

spent across the GLA Group
with SMEs in 2024/25



Breaking down barriers for diverse-owned businesses

A pioneering contract model is enabling smaller and diverse organisations to access high-value contracts

Traditional procurement models often exclude smaller organisations and social enterprises due to complex bidding processes, short-term funding and limited influence over service design and delivery. As part of the Mayor's Police and Crime Plan (2022–25), the Mayor's Office for Policing and Crime (MOPAC) recommissioned services supporting children and young adults affected by violence and exploitation. The goal was to deliver inclusive, outcomes-focused support across London.

MOPAC adopted a pioneering alliance contracting model – a single contract awarded to a group of providers working collaboratively, all of which are voluntary, community or social enterprises (VCSE).

The winning bidder was a pan-London alliance, VESS (Violence & Exploitation Support Service) London: The Safe Place, which was co-designed with young people and stakeholders, ensuring relevance and inclusivity. The contract was awarded for three years with the option to extend for a further two years. More than £7.3m has been invested in the delivery of the service to date.

£7.3m

invested so far with VCSEs to support young people affected by violence and exploitation

Key actions to reduce barriers for diverse-owned businesses

Inclusive co-design: A six-month engagement process involves voluntary and community sector organisations, enabling early input and relationship-building.

Open competition and market engagement: Events and information sessions demystify the process and encourage broad participation.

Extended tender timeline: Allows time for strategic partnerships to form, supporting smaller organisations in joining consortia.

Start-up payments: A portion of the contract value is paid upfront to help providers establish infrastructure.

Multi-year contract: A three-year contract (with a two-year extension option) provides greater stability, compared to year-on-year contracts, enabling longer-term planning.

Shared decision-making: Smaller organisations within the alliance have a voice in strategic decisions, moving beyond subcontractor roles.

Quality over price: Evaluation focuses on outcomes and service excellence, not just cost, levelling the playing field for smaller providers.



Enabling skills, training and employment opportunities

The London Growth Plan sets a target to help create 150,000 new, high-quality jobs, supporting great opportunities for Londoners and developing a strong talent pipeline for the GLA Group

The GLA Group has an important role in opening up training, skills and job opportunities in its supply chain and encouraging suppliers to break down barriers certain groups may face. We are committed to using our procurement spend and supplier relationships to help Londoners access the skills they need to improve their employment opportunities and develop their careers.

As well as being a fundamental driver of economic growth, gaining new skills also significantly contributes to wellbeing and social development, giving people the opportunities and confidence to participate in society and to lead happy, healthy lives.

Through our responsible procurement programme we are addressing skills shortages, enabling social mobility, creating good jobs and working with suppliers in developing the skilled workforce needed to support London's ambition to be net zero by 2030.

Emerging training partnership with solar panel contractors

An innovative training programme is supporting the development of crucial skills in a key growth sector

The London Legacy Development Corporation (LLDC) secured £500m from the Mayor of London's Green Finance Fund to install 6,500 square metres of solar membrane panels on the roof of the London Stadium, making it one of the world's greenest sport and concert venues (see page 29).

The installation of solar is expected to save around 200 tonnes of carbon per year and drive significant financial savings for the venue, which are estimated to be £250,000 annually.

Ameresco, a leading energy service business specialising in cleantech and renewable energy, won the contract to install, operate and maintain the solar membrane panels on the roof of the London Stadium in 2024.

As part of the socio-economic criteria within their procurement, Ameresco committed to delivering a programme of support for local universities and schools around green sustainable careers, as well as working with local SMEs on sub-contracting opportunities.

Ameresco are now working with Build East, a construction and green skills centre of excellence operated by The Skills Centre in partnership with LLDC, Transport for London and Places for London on the Queen Elizabeth Olympic Park. They are working together to embed an industry-led solar panel maintenance training module within their green skills portfolio.

An early pilot of this module was tested with 15 learners from east London in July 2025 as part of a four-week Green Skills Retrofit Boot Camp. Ameresco brought in an industry-standard rig to demonstrate their training, followed by a half-day visit to the London Stadium to view the solar panels in place and how they are maintained.

Ameresco have committed to building on this pilot with further training modules embedded into the green skills training delivered by Build East. This pioneering programme shows that harnessing the social value from longer-term contracts can provide valuable exposure to in-demand skills such as those in the retrofit industry.



200 tonnes

of carbon and £250,000 to be saved each year by the new solar panels



The drive to make a difference

An on-going initiative aims to recruit more bus drivers

More than 35 candidates enjoyed the opportunity to find out what it was like to be a bus driver through two three-week employability programmes run by Transport for London, Transport UK London Bus and Lewisham College in June 2024 and January 2025.

The programmes were specifically designed for candidates facing unemployment and those on low incomes, delivering employability and customer service training for candidates. They were also given the unique opportunity to gain valuable driving experience at Transport UK London Bus's Battersea garage.

Transport UK London Bus supported all candidates to complete their bus driver applications at the end of the programme. Fourteen went on to pass their interview and assessment and were offered roles.

Following training to achieve their passenger-carrying vehicle licence, 11 have gained their licence and are now working as bus drivers.

'We've worked on many programmes in collaboration with TfL and our partner colleges. It's a fantastic initiative that provides job opportunities to individuals from disadvantaged backgrounds. It's incredibly rewarding to see them grow, gain confidence and ultimately secure long-term employment,' said Fatima Amejee, Recruitment Team Leader at Transport UK London Bus.

I had a great experience at the TFL SWAP (Sector-based Work Academy Programme) course at Lewisham College. I found it very helpful and motivating, and it had a positive effect on me getting my job with Transport UK. The course gave me a solid understanding of what to expect in the industry and helped me build confidence in my skills.

Abdulbassit Hassan, Transport UK bus driver

The teachers were supportive, knowledgeable, and always willing to go the extra mile to help me feel confident for my interview with Transport UK. Their guidance made a real difference. The training process was also outstanding. They helped me progress smoothly through every stage and ultimately achieve my bus driving licence.

Christina Stroud, Transport UK bus driver

Providing youth workers for East Summer School

A summer school preparation programme is delivering wider job opportunities for young people in east London

In 2024/25 the London Legacy Development Corporation (LLDC) appointed a youth work provider to train a cohort of local people to deliver wrap-around support for East Summer School.

This immersive holiday programme reaches more than 300 young people aged 12-17 each summer living or studying in the east London boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest. It offers courses in fashion, dance, gaming, engineering and more.

To support the programme and tackle youth unemployment in the area, the East Summer School Youth Practitioners programme was developed to train local talent to support young people as part of this flagship holiday programme.

The successful bidder was Badu CIC, with a contract worth £29,000 to be delivered over three months. Tasks included preparation for East Summer School, recruitment of 30 young people with entry-level youth work experience, and delivery of in-depth training in areas such as safeguarding and supporting students with special educational needs and disabilities. This was followed by support for the summer school during two weeks in July and August and post-summer school admin.

As a result of this procurement, 30 young people entered short-term employment for the duration of the summer school, paid at London Living Wage rate. Afterwards, Badu provided post-contract support to the young people, which included mentoring and progression support into the wider youth work sector and signposting them to other opportunities.



There were also links to wider inclusive growth programmes such as Elevate, the LLDC's youth engagement programme for young people, led by young people, which helps shape the Queen Elizabeth Olympic Park and drive innovation through the ongoing legacy.

This pilot project had measurable impacts at a local level, bringing a new pool of diverse local young people into a growing sector of work and enabling job progression, thanks to the support offered. Building on this success, LLDC is developing the pilot into an ongoing project for future East Summer Schools.

Women into Transport and Engineering: Selam's leap from hope to hire

Selam's journey from long-term unemployment to a permanent engineering role highlights the transformative impact of inclusive initiatives

With its commitment to enabling skills, training and employment opportunities for under-represented groups, TfL's Women into Transport and Engineering (WiTnE) programme, developed and run by TfL's Supplier Skills team, continues to create meaningful pathways into the transport industry.

Having faced long-term unemployment, Selam joined the WiTnE programme, where she developed not only CV writing and interview skills but also the social and professional skills that enabled her to secure a permanent role with leading infrastructure company, FM Conway.

Selam's journey started with a two-week placement on the Elizabeth line. This resulted in short-term work within the structure team at FM Conway, after which she secured a permanent contract there.

During the process, Selam developed self-confidence and resilience, helping her to overcome the challenges that many women in the sector face: limited opportunities due to caring responsibilities, uncertainty after a prolonged maternity leave and other health concerns.

Now working as a graduate engineer, Selam's story is testament to how targeted support can unlock potential, build resilience, and foster diversity within the transport and engineering sectors.

'Selam showed exceptional dedication throughout the WiTnE programme and her partnership with FM Conway. Her enthusiasm, commitment, and eagerness to learn were evident from the start, and it was inspiring to see her confidence grow as the programme progressed. Her collaborative attitude and positive engagement with junior and senior colleagues have made her a valued member of the team,' said Kelly Hills, Recruitment Manager at FM Conway.



Selam Tesfamariam, Graduate Engineer, FM Conway

Joining the WiTnE programme is one of the best things that has happened to me because working in engineering felt an impossible dream at times. Believe in yourself, is what I would say to other women and other mums in my situation and believe that things will work out in your favour.



Embedding fair and inclusive employment practices

The Mayor has committed to using the Responsible Procurement Policy to promote the Real Living Wage and improve working conditions in the organisations that deliver goods, works and services for London

The GLA Group recognises the significance of fair pay and good work to Londoners and the role that employers play in the lives of the people working for them.

We promote best practice and good work opportunities in our supply chain through the Mayor's Good Work Standard, which sets benchmarks for fair pay and conditions, workforce engagement, voice and wellbeing, skills and progression, and diversity and inclusive recruitment.

We encourage our suppliers to employ a workforce that represents the diversity of London's population, and work with our supply chain on identifying opportunities that help to address under-representation in employment and career progression.



Creating opportunity through the Good Work Standard

TfL supplier Yunex Traffic is leading the way in developing impactful employment practices

The Mayor's Good Work Standard plays a fundamental role in the GLA Group's commitment to drive fair employment practices within supply chains. The standard sets the benchmark for good work in London and beyond.

In October 2023, Transport for London (TfL) supplier Yunex Traffic achieved the highest level of Good Work Standard accreditation, recognising the provider's outstanding practices around staff engagement, voice and wellbeing, and diversity and inclusive recruitment.

Yunex Traffic is a proud supporter of TfL's Women into Transport and Engineering (WiTnE) initiative, which gives participants a real-world insight into careers in transport and engineering, helping to build their confidence and expand their career aspirations.

As part of WiTnE, Yunex Traffic welcomed four inspiring women for two weeks of hands-on experience in innovation, teamwork and leadership. Through technical site visits, team workshops and mentoring sessions, participants experienced what it means to innovate and collaborate in a dynamic industry.

Following this, participants took part in a competitive selection process for work placements with a number of TfL suppliers, including Yunex Traffic.

As a result, three of the participants have since joined Yunex Traffic, an incredible testament to the impact of initiatives like WiTnE in opening doors and shaping futures.

I learned more in two weeks than I thought possible. It really opened my mind to an industry that I knew absolutely nothing about, and I found a new love for traffic lights!

Maria Lovett, WiTnE participant



Promoting ethical sourcing practices

Under the Mayor's leadership, the GLA Group's Responsible Procurement Policy requires the Group to promote ethical sourcing and address the risks of human rights abuses in our supply chains

We aim to make sure that what we buy is not provided or produced at the expense of others, regardless of their location. However, human rights risks remain a reality across supply chains, regardless of the industry or location involved.

To address them, we map our supply chains and exercise human rights due diligence. This is done in collaboration with external parties such as Electronics Watch and the Ethical Trading Initiative.

We also manage high-risk areas more closely, including electronic hardware and goods necessary for a transition to net zero, such as zero-emission vehicles and solar panels.

We are committed to a process of continuous improvement, reflecting existing and emerging legislation, guidance and best practice in the field.

This goes far above and beyond our statutory duty to comply with the Modern Slavery Act, which requires large organisations to publish an annual statement on the steps taken to address risks in supply chains.

Ethical sourcing in the procurement process

Over the past year, we have been involved in more than 50 procurement exercises that required ethical sourcing considerations across the GLA Group. Here are just a few examples

Refit framework

The GLA initiated a tendering process for the fifth iteration of its Refit framework, which provides energy performance contracting across all sectors in England, Wales, Scotland and Northern Ireland.

The framework aims to support public, private and third sector organisations to implement energy efficiency, local energy generation and decarbonisation measures across their estates and buildings. It plays a central role in delivering a green transition.

The tender included a question on human rights due diligence that addressed the full spectrum of potential risks within the framework, from the production of solar panels, batteries and other clean energy technologies to poor working conditions in construction and maintenance services.



Elizabeth line operations

In 2024/25, Transport for London (TfL) re-tendered the concession agreement for the operation of the Elizabeth line.

At tender stage, bidders were asked to provide an initial plan on how they would address human rights risks for the duration of the contract, covering risks connected to maintenance, cleaning and security staff, as well as the potential purchase of solar panels, and the rental of retail estate at the stations.

The plan will be updated and monitored through robust contract management and building a strong relationship with the supplier.

Supply chain mapping

Mapping our supply chain is an important precondition to effective human rights due diligence. We started mapping through our partnership with Electronics Watch and the Ethical Trading Initiative, focusing on electronic hardware, zero emission vehicles and garment supply chains. As the mapping progresses, it will be used to further refine our risk assessment and mitigation.

Our electronic hardware supply chains extend to Austria, Canada, China, the Czech Republic, Hungary, Italy, Malaysia, the Netherlands, Romania, South Korea, Thailand and the UK. Based on the data provided by Electronics Watch, it is also likely that they include Bolivia, India and Taiwan. These countries include locations of final production factories, component manufacturers and mines.

TfL uniforms are procured from a UK-based supplier. The tier 2 suppliers who manufacture the uniforms are located in Bangladesh and China. Since December 2024, they can be found on the Open Supply Hub, a free and accessible global supply chain map. TfL recognises the importance of transparency and is committed to make its supply chain mapping available on the platform where possible.

Monitoring human rights with Electronics Watch

Ensuring effective human rights due diligence in our electronics hardware and zero-emission vehicle supply chains

Addressing the human rights risks in our supply chains is not something that we can do on our own. It is a long-term process that requires collaboration between different stakeholders, including us, our suppliers, other public buyers, governments, workers, trade unions and civil society organisations.

The GLA Group is affiliated to Electronics Watch, who support our efforts to implement human rights due diligence in our electronic hardware and zero-emission vehicle supply chains. Among other services, they provide us with invaluable information from the most important stakeholders in this context: workers on the ground. Workers are best placed to identify issues that affect them and suggest how they should be remedied effectively.

Once issues are identified, Electronics Watch, together with worker representatives, focuses on addressing them and achieving remedy. Often this is done through industry engagement at the local level, although sometimes we may also be asked to intervene.

The impact of Electronics Watch is significant. Representing more than 1,500 public sector affiliates, they use our collective leverage to achieve improvements on the ground, bringing about outcomes that we would not be able to achieve individually. Thanks to their innovative worker-driven model, workers (such as the cooperative tin miners in Bolivia, pictured right) have the power to improve their working conditions, address issues as they arise and ensure their rights are respected.



Human rights risks are present in most supply chains. Acknowledging this reality and proactively identifying these risks is the necessary first step to addressing related harms, providing remedy for workers and preventing future occurrences.

Our affiliation with Electronics Watch is instrumental in achieving this in our electronic hardware and zero-emission vehicle supply chains.

In 2024, Electronics Watch reported on human rights issues in 15 factories and two mines in GLA Group supply chains. These production sites are located in seven countries (Bolivia, China, Hungary, India, Malaysia, Taiwan and Thailand).

Remediation takes time, and several of these cases are still ongoing. Some successes to date are highlighted below:

- A final assembly facility in India paid overdue bonuses to a number of workers, representing 8.33 per cent of their annual income for several of those affected
- All 203 eligible migrant workers were refunded for recruitment fees paid to secure their jobs at a component supplier in Malaysia. This case had knock-on effects for other rights-holders, with another 178 migrant workers being refunded for recruitment fees at a different site by the same supplier
- A component manufacturer in China implemented recommendations to resolve sexual harassment issues that were identified through Electronics Watch monitoring
- A collective bargaining agreement was signed between factory management and the sectoral union at a component manufacturer in Malaysia, following the identification of serious violations of human rights
- A component manufacturer in China has indicated they may be willing to agree to establish a third-party grievance mechanism in the factory. The fact that this mechanism is even being considered represents a major step forward
- Discussions with several vehicle manufacturers, unions and works councils are underway following human rights abuses identified at a battery manufacturing site in Hungary



In 2024-25, as part of the Electronics Watch Low Emission Vehicles programme, Transport for London (TfL) held several meetings with the four main original equipment manufacturers (OEMs) that produce electric buses used on the network, to understand where their strategic components are made.

TfL was the first participant in the programme to receive data about production sites in its supply chains related to one of the bus models on its network. Although the data was incomplete, it represents a major first step in creating more detailed supply

chain mapping in the vehicle sector, which is behind the electronics sector in terms of transparency. TfL also updated its Bus Vehicle Specification to require OEMs to report on the legal names and addresses of suppliers involved in battery manufacturing.

This will support TfL's efforts to map the supply chains of zero-emission buses and address any human rights risks related to them. We are committed to achieving a just transition where net zero is not achieved at the expense of workers' rights in global supply chains.



Improving environmental sustainability

The Mayor is committed to tackling the climate and ecological emergencies. He has set ambitious goals for London to become a net zero carbon city by 2030, while improving air quality, building a circular economy that eliminates waste and enhancing green spaces and climate resilience

The GLA Group supports these goals through its procurement activities. We work with suppliers to contribute to a resource-efficient and resilient city with high environmental quality, accelerating London's transition to a low carbon and circular economy.

We ensure that the Mayor's ambitious targets on climate change and air pollution reduction are embedded within procurement decisions.

We are committed to reducing the impacts of our purchasing decisions on the environment. The following case studies demonstrate the range of work delivered across the GLA Group to improve our impact on the environment of our supply chain activities.

TfL supply chain 'driving' greener outcomes

TfL supplier, Telent, is helping to reduce emissions from the supply chain by delivering ambitious carbon reduction targets

In line with TfL's vision for a greener, more sustainable transport network, one of their key suppliers, Telent, is mobilising more than 100 electric vehicles to deliver contracted services and tackle supply chain emissions.

Telent has been awarded multiple lots on the traffic technology contract, ensuring London remains at the forefront of traffic and CCTV technology.

To meet its contractual requirements, Telent committed to operating a fully electric fleet of maintenance vehicles to support London in achieving its environmental targets



for air quality and carbon. In May 2024, they began the transition to electric vans to deliver key services. These vehicles not only produce zero tailpipe emissions but also offer quieter operation, compact design for better manoeuvrability in tight city spaces and traffic and improved safety.

In addition to vans, Telent has also rolled out electric cars for their support and management colleagues, which have a long electric range. These vehicles provide a range of benefits including reliability, which is key to delivering critical services.

In 2023, Telent became one of the first telecommunications companies in the UK to have carbon reduction targets approved by the Science Based Targets initiative. In addition to fleet decarbonisation, they are also cutting their supply chain emissions intensity by 55 per cent by 2030 on the path to net zero.

Telent's Senior ESG Procurement Manager, Rhys Griffiths, said: 'We are proud to support TfL's sustainability ambitions by embedding carbon reduction into the way we deliver our services. Transitioning to zero-emission vehicles is a key milestone, alongside working with our supply chain to decarbonise at pace. Through innovation and collaboration, we are ensuring London's essential services are delivered safely, reliably and with reduced environmental impact.'



We are delighted to see Telent's commitment to sustainability and their ongoing transition to a zero-emission service fleet, well ahead of London's 2030 target. Our supply chain's efforts to decarbonise is an essential step in our move to net zero while improving air quality in London, reflecting our commitment to responsible procurement.

Carl Eddleston, Director of Streets and Network Operations, TfL

A licence to...reduce carbon impacts

Using recycled materials to make taxi licence plates has reduced carbon impacts in production by two-thirds



795 tonnes

of carbon to be saved through use
of recycled taxi licence plates

As part of efforts by Tfl's Licensing and Regulation team to help create a greener London, new sustainable taxi licence plates were introduced from September 2024, in a bid to reduce our supply chain carbon emissions. This work builds on the introduction of the Zero Emission Capable taxi and public hire vehicles requirement.

The new plates, made from recycled propylene, require just a third of the materials needed to make our current ones. This is expected to save 795 tonnes of carbon over the life of the contract.

The project has been progressed as part of our continuous improvement requirements to ensure suppliers and Tfl share knowledge and generate ideas for improvement that have sustainability benefits.

This is part of wider sustainability initiatives by the team, which include the introduction of two new, more energy-efficient inspection sites. For example, Rainham boasts solar panels, a green wall and electric vehicle charging stations.

The overarching work of the inspection teams across five sites ensures vehicles are safe to carry passengers and meet our policy standards, which includes emissions, in line with air quality standards as set out by Tfl and the Mayor.

Improving environmental sustainability for London events

Using the procurement process to promote sustainable and ethical events

The GLA champions sustainability through its Events for London programme, which hosts numerous public events each year celebrating London's rich culture and diversity, mainly taking place on Trafalgar Square.

Events are delivered in partnership with production companies, who are contracted through a procurement framework that requires them to demonstrate good sustainability practice.

The framework also requires subcontracted stallholders and caterers to comply with the Mayor's Event Sustainability Policy and Responsible Procurement Policy. Their sustainability practices are factored into their selection.

We advise food sellers to offer at least one plant-based option. A highlight is Diwali on the Square, which only offers vegetarian and plant-based food.

All caterers pay an environmental deposit that is returned after the event. They are required through the application process to avoid single-use disposable plastics, including in cutlery and promotional handouts.



St Patrick's Day Festival 2025 adopted a re-usable cups scheme, where cups were sold at £1 per cup for every drink purchased. Customers were incentivised to return cups in order to refund their £1, helping to reduce waste. The Festival welcomed more than 20,000 people throughout the day and recorded 5,525 drinks sales that in the past would have had single-use plastic cups.

GLA events are delivered in line with the Mayor's tightening standards for the use of Non-Road Mobile Machinery (NRMM) and the transition to zero emission NRMM by 2040, ensuring that generators used by suppliers and subcontractors comply with the Low Emission Zone Policy. Traders are also encouraged to report their energy use and staff travel, pay the London Living Wage, and use local employment and suppliers.

5,525

single-use cups saved
from waste at one event



TfL pilots an innovative carbon reduction tool

TfL is adopting a new approach to drive carbon reduction through the procurement process

The CO2 Performance Ladder is an internationally recognised procurement tool that incentivises companies to improve sustainability with a notional financial advantage or technical points-based advantage based on their carbon performance.

The tool has been adopted across Europe over the past 15 years, proving to be a practical and effective way to drive decarbonisation and innovation in the supply chain.

TfL is the first organisation in the UK to pilot the tool, helping to reduce emissions in its operations and supply chain. It also helps to reach other environmental goals, promoting the efficient use of resources and minimising waste, as well as stimulating innovation and competition across the supply chain.

By integrating the CO2 Performance Ladder into procurements, TfL as a contracting authority can encourage suppliers through the tender selection processes to adopt processes and procedures that reduce their environmental impact.

At tender stage, suppliers indicate their chosen ambition level ranked from Level 1 (lowest ambition) to Level 5 (highest ambition) on the tender form. This is then converted into a notional financial or technical advantage during the evaluation process – the higher the ambition, the greater the advantage.

We can only achieve our green commitments by working with our supply chain and we've started the pilot in track material tenders. We're hoping to see suppliers demonstrate how they can reduce carbon through the design, manufacture and supply of points and crossings for track renewals, something that is typically carbon-heavy. Going forward, we aim to roll out the tool to our future tenders.

Anna Fish, Environment Manager and Paul Mallows, Senior Sourcing Manager Track Maintenance, TfL

Once the contract is awarded, the commitment is incorporated into the contract and converted into a key performance indicator within the relevant schedule of the terms and conditions.

TfL is currently trialling the CO2 Performance Ladder on a variety of contracts, including points and crossings, fencing and small plant and hand tools.

Reducing the environmental impacts of Metropolitan Police Service uniforms

The MPS is embedding waste reduction, reuse and more responsible sourcing practices within their uniforms management system

Uniforms are a defining feature of policing worldwide, symbolising authority, professionalism and public service. The Metropolitan Police Service (MPS) has long used uniforms not only to distinguish officers but also to build trust, deter crime and ensure officer safety.

Police uniforms and equipment have a significant environmental impact due to large-scale production, disposal and transport. Traditionally issued as standard kit, used garments are often discarded, in turn causing significant environmental waste and carbon emissions.

Recognising this challenge, the MPS worked in partnership with NUMS (National Uniform Managed Service) providers DHL, to create a more circular and sustainable approach to uniform provision and disposal.

A central element of the process is ensuring that all new uniforms and equipment are sourced responsibly. This goes beyond cost and functionality, embedding environmental and ethical considerations into every stage of the procurement process:

- Sustainability as a specification requirement:
Every product development project now includes environmental impact in the design and supply criteria

- Supplier accountability: Contractors must demonstrate compliance with environmental standards, ethical labour practices, and long-term sustainability goals
- Closed-loop thinking: Products are designed with recycling and reuse in mind, reducing overall resource use and emissions
- Innovation incentives: Innovation is encouraged through the prioritisation of suppliers who develop greener textiles, recyclable materials and lower-carbon production methods
- Lifecycle consideration: Instead of focusing only on purchase price, procurement decisions look at the full lifecycle of a product, from production, use, maintenance and refurbishment, to eventual recycling

This shift toward responsible procurement ensures that sustainability is not an afterthought, but a core value in how the MPS source and manage their uniforms.



Pre-loved uniforms online

A new web shop went live in August, making returned items available to officers and staff before ordering new items. Over 1,500 items were purchased in the first two months, saving more than £21,600 on the cost of new uniforms. Another UK police service has signed up to use the centre and others are showing interest. Environmental savings are averaging eight tonnes of carbon per month, equivalent to 20,000 miles driven in an average petrol car.



One of the key successes of the partnership has been our shared vision in relation to our sustainability journey and aspirations. The whole team are passionate about ensuring every part of our process, from procurement through to end-of-life disposal, is environmentally and ethically sound. The work carried out so far has proved you can achieve sustainable outcomes, while still providing best value for the taxpayer and ensuring officers and staff have the right kit to carry out their roles in protecting the people of London.

Tina Reay, Deputy Director for Enabling Services, MPS and Rebecca Howes, General Manager, DHL NUMS

Sustainability is built into all stages of uniform production

The MPS Uniform team and DHL are working with Environment and Sustainability colleagues on a number of other initiatives.



Packaging improvements

Despatch bags are made from 100 per cent recycled and recyclable material, with all unnecessary packaging removed. Returns bags are also re-used to reduce plastic waste. Savings to date: 20.8 tonnes of carbon.



Product refurbishment

A contract for the refurbishment of handcuffs has been in place since June 2025, with projected savings of 26 per cent for each pair, compared to buying new.



Formal wear hiring

Since April 2025, most officers now hire tunics and formal trousers as required, rather than owning their own items, which is generally worn just a few times during their career. The process allows for changes in body shape and wearing uniform that fits. Savings to date: 18 tonnes of carbon.



Transport sustainability

DHL vehicles under the NUMS contract have switched from diesel to hydrotreated vegetable oil fuel. In the first month alone, this saved three tonnes of carbon. Overall, an 80 per cent reduction in carbon is anticipated, compared to diesel, at no extra financial cost.



Closed-loop product development

In the past two years, new products such as micro-fleece and soft-shell jackets are fully closed loop, made with recycled fibres and components and suitable for full recycling

at end of life. Savings to date: 103 tonnes of carbon, compared to traditional garment manufacturing processes.



Bristol Uniforms powers sustainable protection for London Fire Brigade

A West Country supplier has adapted its site, operations and equipment to meet sustainability criteria in its contract

As part of their commitment to reduce carbon emissions in the supply chain, London Fire Brigade's uniforms provider, Bristol Uniforms, has invested significant resources into improving its operational sustainability.

The company provides a fully managed service contract to London Fire Brigade, which includes the manufacture, distribution, laundry and repair of fire protective personal protective equipment (PPE), along with all customer service support.

Bristol Uniforms merged two warehouse sites into a single facility, which reduced inter-site traffic through delivery runs and improved efficiency. The new warehouse location at Yate has solar panels in place and new LED lighting, making it more energy efficient.

Sustainability initiatives delivered by the company include:

- A new electric van for transport between operational and storage locations, as well as for deliveries within the east London area
- Outdated storage heaters replaced with modern, energy-efficient electric heaters
- The old oil heating system in the laundry drying area replaced with an updated liquefied petroleum gas system, already in use for the building to operate two washing machines

- Converting inefficient natural gas-powered equipment to high-performance Electrolux washing machines, reducing Scope 1 emissions
- Replacing dryers with more efficient drying cabinets from PODAB, which reduce energy consumption and complete the drying process more quickly

In late 2024, the company installed four additional stratification fans in its Bristol production and service areas. These ceiling-mounted fans are designed to break up temperature layers in the factory and recycle warm air back into occupied zones. They reduce the demand for additional heating methods, allowing for lower thermostat settings and enables shorter heating cycles, which means that less energy is consumed.

In addition, Bristol Uniforms collaborates with a company that collects condemned garments for shredding. Items with more than 80 per cent natural fibres are used to produce brand-new garments, those with 40–80 per cent natural fibres are repurposed for insulation, and items with less than 40 per cent natural fibres are processed through energy for waste.

These initiatives, combined with a 100 per cent renewable power purchase agreement, eliminate the use of non-renewable fuel sources while improving energy efficiency. The shift to electrification is expected to result in a net energy reduction, further advancing Bristol Uniforms' commitment to sustainable operations.



Solar roof at the London Stadium generates major environmental gains

The new solar-powered roof shows how environmental sustainability can be embedded within infrastructure procurement, even in complex settings

The London Stadium, originally built for the 2012 Olympic and Paralympic Games and now home to West Ham United, has recently introduced a pioneering solar membrane system on its roof, marking a significant advancement in the venue's sustainability journey. This £4.35 million initiative, funded by the Mayor of London's Green Finance Fund, is the first of its kind in the UK and the largest solar array on any Premier League venue.

Electricity consumption is one of the largest contributors to the stadium's carbon footprint. Rising energy costs and the Mayor's net zero targets prompted the need for a sustainable, innovative solution that could work within the constraints of the stadium's unique architecture. The stadium's roof, made of lightweight membrane rather than conventional materials, posed a challenge for traditional solar panel installation. Rather than dismissing the idea, the procurement team challenged the market to deliver a viable solution.

The winning bidder, Ameresco, proposed a cutting-edge thin-film photovoltaic (PV) system that met all technical requirements, including weight restrictions, fire safety, insurance compliance and architectural integration.

Approximately 3,350 panels have now been installed, covering 6,500 square metres of the roof. The panels will generate around 850,000 kWh annually – enough

850,000kWh

of green energy generated and 200 tonnes of carbon saved each year through the new roof panels

to power all football fixtures and major events at the stadium – and reduce carbon by more than 200 tonnes each year.

Beyond environmental benefits, the project also delivers strong social value. Ameresco committed to a range of community initiatives, including two internships, student site visits, STEM talks and volunteering. Associated educational outreach has reached more than 500 students across Newham and Tower Hamlets. The project also supports local employment and is accredited by the Living Wage Foundation (see page 10).

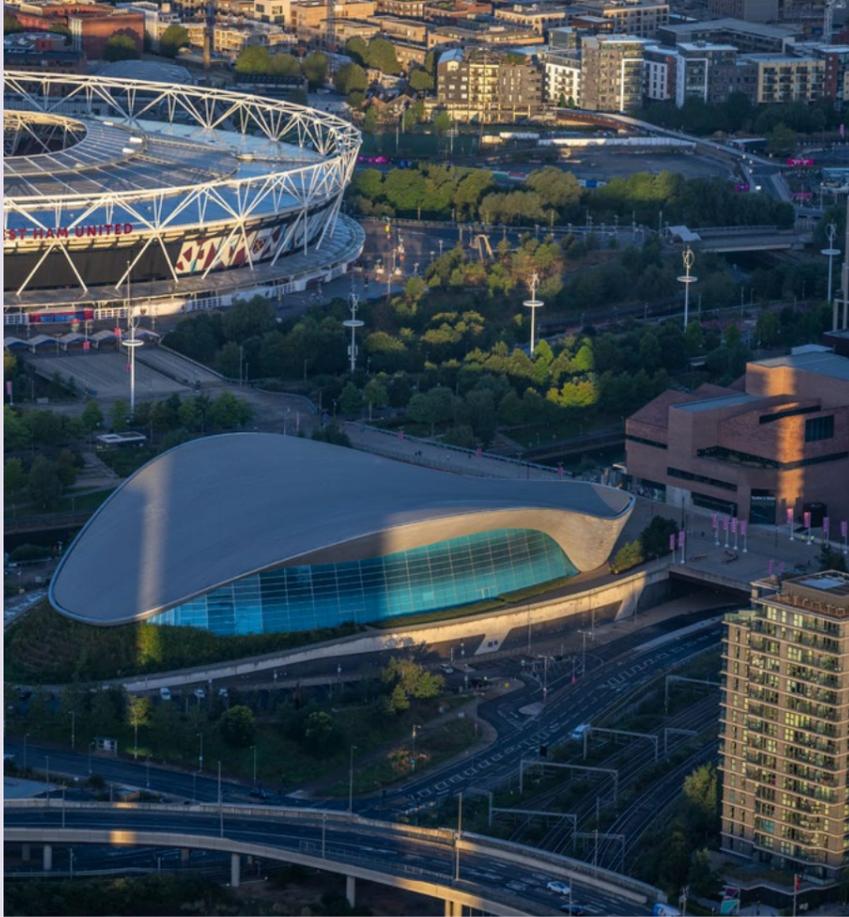
This project demonstrates how responsible procurement can drive innovation, deliver measurable environmental and financial outcomes, as well as creating meaningful social impact.

These solar panels are a game changer for the London Stadium, turning it into one of the world's greenest sports and concert venues and hugely reducing energy use and running costs.

Mete Coban, MBE, Deputy Mayor of London for Environment and Energy

Carbon reduction initiatives at London Aquatics Centre

New approaches are helping to reduce energy use at a major public venue in east London



115 tonnes

of carbon saved on heating and electricity

The London Legacy Development Corporation's (LLDC's) priority responsible procurement themes underpin the operation of Queen Elizabeth Olympic Park, and all operational contracts are required to support these themes and ambitions.

New technologies are being introduced at the London Aquatics Centre to improve energy consumption performance for heating and powering the venue and reduce associated greenhouse gas emissions.

As owners of the Aquatics Centre, the LLDC first worked to identify potential energy and carbon saving measures through several feasibility studies carried out on the venue. These allowed the LLDC to identify cost-effective building, environmental and commercial performance improvement opportunities prior to market engagement.

For example, one study found that upgrading the pool floodlighting to LED luminaires with advanced controls could reduce the venue's operating costs by £334,000 per year, offering a 1.8-year basic payback. The associated emissions for lighting the venue would also decrease by 652 tonnes of carbon each year.

Procurement requirements included carbon reduction targets and close collaboration between the LLDC and the venue operator. Sustainability key performance indicators were also included as part of the service schedule to maximise energy efficiency and improve the environmental performance of the venue consistently throughout the lifetime of the contract.



£334,000

saved annually using LED floodlights

To adopt good practice circular economy principles, the lighting project will retain and re-use existing wiring and switches where possible, reducing the embodied carbon of the project.

This is in addition to the initiatives already implemented by the venue operator, Everyone Active, which achieved a reduction of 61 tonnes of carbon from heating and 54 tonnes from electricity usage.



Social value initiatives

Social value is the economic, social and environmental well-being of our communities in London and beyond

Through our responsible procurement programme, we create social value as part of our purchasing and commissioning activity.

Working with our suppliers, we can use the GLA Group's expenditure as leverage to deliver enormous social value throughout our supply chain. This is helping businesses, workers and the environment in London and beyond.

We seek innovative approaches to deliver social value by proactively embedding social, economic and environmental benefits in addition to contract delivery.

This means that suppliers providing services and products for the GLA Group can actively deliver benefits such as creating local jobs and upskilling the workforce, contributing to community well-being and helping to boost the local economy.



Metropolitan Police Service suppliers help to support Londoners

Donations built into supplier contracts help to support charities working with people facing disadvantage

As part of its commitment to delivering social value outcomes in London, the Metropolitan Police Service (MPS) has established a Supplier Giving Programme (SGP) which has so far generated more than £500,000 of funds supporting four charities within London.

The programme allows suppliers to commit either a fixed value or a percentage of their contract value for charities nominated by MPS, which is agreed at contract award stage. The SGP currently contributes to four non-profit organisations: StreetGames, Groundwork, Redthread and Pursuing Independent Paths.

More than £140,000 of donations were paid by suppliers within the 2024/25 financial year. For the financial year 2025/26, £95,000 has been donated so far with a further £35,000 in the pipeline to support Londoners in the following ways:

StreetGames

Their mission is to transform the lives of young people living in low-income under-served communities through sport and physical activity. The MPS sponsors the UsGirls programme, which provides girls and young women safe access to sporting facilities.

Groundwork

A federation of charities mobilising practical community action on poverty and the environment across the UK. The funds have supported several projects, including the transformation of a wasteland in White City into a Recovery Garden.

Redthread

Helps young people to break the cycle of violence in their lives. A group working in hospital A&E departments with trauma-informed youth workers, has benefited from this funding.

Pursuing Independent Paths

Empowers adults with learning disabilities or autism to find their voice and lead a life of their choice. The charity has used the funds generated for employability workshops for adults with learning disabilities or autism.

£500,000

in supplier donations to support a variety of London-based charities



Since its opening in April 2025, the hub has delivered:

65 tonnes

of material salvaged so far, exceeding the annual target of 20 tonnes

21 tonnes

of carbon saved, on track to meet the target of 20 tonnes by the end of March 2026

24 tonnes

of salvaged material donated or sold to community groups and local businesses, exceeding the annual target of 14 tonnes

Minerva Works circular economy hub

Temporary repurposing of a vacant facility is transforming waste for new uses

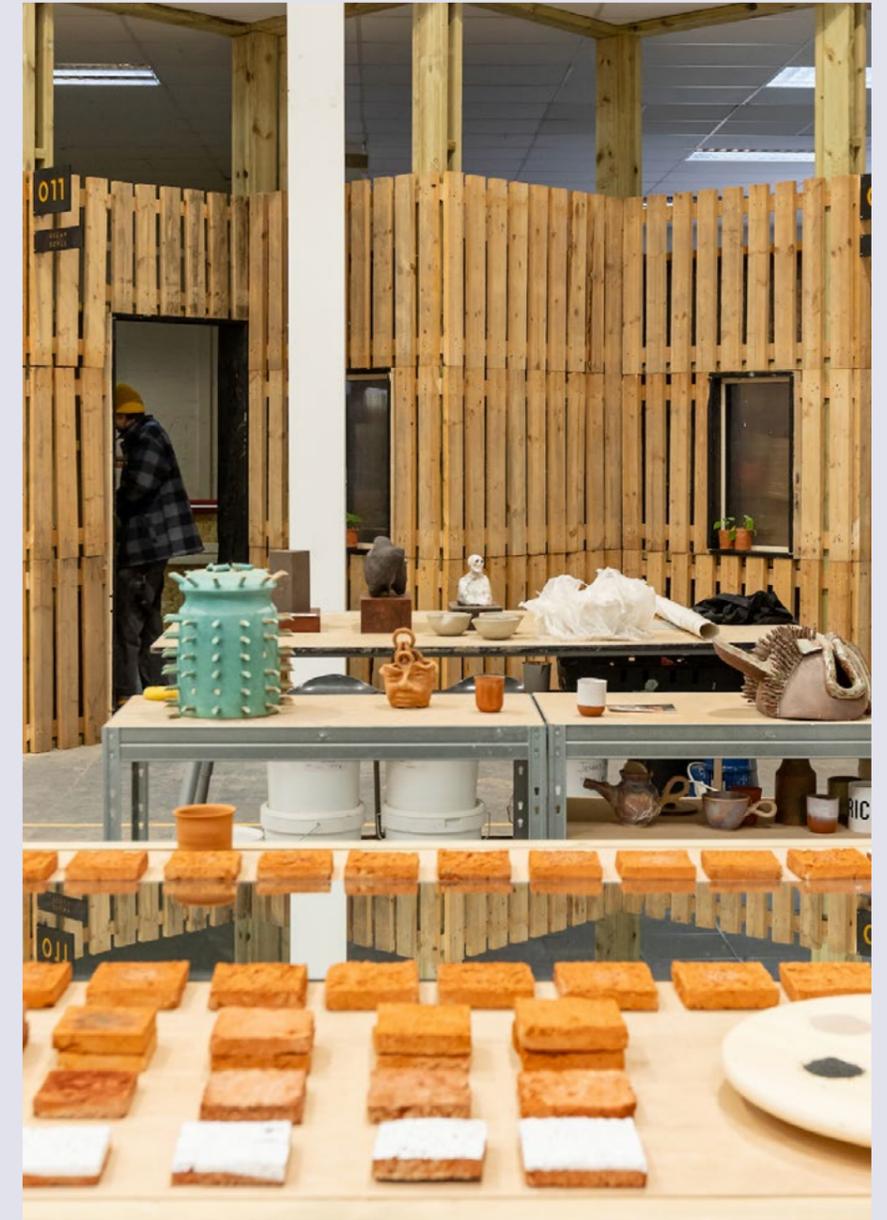
In April 2024, Old Oak and Park Royal Development Corporation (OPDC) acquired a building on Minerva Road, to become the energy centre for an innovative district heat network, delivered in partnership with Hemiko.

The new network will use waste heat from local energy centres to heat homes and businesses across the OPDC area. Building works are not due to start until late spring 2026, so OPDC initiated a meanwhile-use programme for the building, to repurpose it as a circular economy hub in the interim.

The circular economy hub is operated by The Republic of Park Royal, which holds the head lease from OPDC as freeholder. OPDC awarded £28,800 of grant funding to kickstart the project, sourced from OPDC's carbon offsetting fund.

The building was transformed into a collaborative workspace for local enterprises championing the circular economy and exploring sustainable ways to repurpose Park Royal's waste streams. Creative enterprises include:

- Rescued Clay, which reclaims clay that would otherwise be discarded from construction sites such as HS2 and transforms it into resources for art, education and community engagement
- Absolute Beginners, a community art initiative in Park Royal, where young people can learn to produce everyday goods through hands-on workshops
- Recollective, which designs and constructs community buildings using rescued wood and other set materials from local film studios in Park Royal



Measuring the social value delivered by TfL and GLA contracts

A new approach is allowing GLA Group members to capture and report on the additional social value delivered by the Group and its suppliers

The Social Value Portal (SVP) is a UK social value measurement framework that is underpinned by government data, co-created with stakeholders in the public and private sectors and endorsed by the Local Government Authority.

The initial phase with the GLA, which began in 2021, focused on designing a set of social value metrics (the GLA London TOM system) that represent the balance between London priorities and typical supplier capabilities.

In 2024, TfL rolled out use of the SVP to evaluate and report on the social value created through its procurements. This shift represented a move to a business-as-usual approach of including social value as a minimum weighting of 10 per cent of the total evaluation score on all relevant above-threshold tenders and reporting on the successful delivery of social value across contract lifecycles.

An internal communications and training programme was rolled out to upskill all procurement teams on how to implement social value within procurement and contract management, providing colleagues with process maps, templates and guidance to ensure a smooth implementation. Transport for London (TfL) has also established a Social Value Leaders scheme and drop-in sessions to support and empower procurement leads.



While TfL continues to include bespoke responsible procurement requirements in its largest contracts, SVP use has allowed a greater application of social value across relevant tenders, resulting in additional benefits for people, communities and the environment, beyond the contract terms.

To September 2025, successful suppliers have committed to delivering more than £5.7m of social value, including:

548

FTE local jobs being retained or created

112

FTE jobs for under-represented people (long-term unemployed, those not in education, employment or training, rehabilitating people with convictions)

£1m+

to be spent with London-based businesses, of which more than 65 per cent will be spent with SMEs

1,700+

weeks of Level 2+ training and apprenticeships

900

Almost 900 hours of volunteering

Social enterprise supplies City Hall

A London video production company supporting young people from diverse backgrounds is helping to embed social value into creative delivery

When the GLA was seeking to commission a company based in London to produce video content for the London Lifelines website, the social enterprise Mediorite was competitively selected.

Not only did Mediorite stand out for its creative expertise and good value for money, but also for its social value offer. As part of its ongoing business model, Mediorite trains and supports diverse groups of young people to learn about media production and become professionals in their own right.

The company has become a regular supplier to the GLA's Civil Society & Volunteering team, receiving several ongoing commissions.

As part of the Mayor's Community Weekend 2025, Mediorite was commissioned to provide a videographer to document a related community visit in March 2025, and to train the Mayor's own cohort of Team London volunteers in media skills to document the weekend's activities, ensuring a wider community-lens approach to content creation.

Social value outcomes supported by the GLA's procurement include young people gaining hands-on experience and skills in media production – such as eight hours of mentoring associated with the Mayor's Community Weekend contract.

For every pound spent with the company, 30p supports their social aims. In 2024/25, for example, Mediorite supported 81 young people to gain accreditations, and delivered two training programmes in a prison.

As part of this relationship, the social enterprise also benefited from receiving consistent business, supporting their growth and enabling continued investment in opportunities they create for young people. In addition, the GLA achieved value for money by combining service delivery with training and inclusion.

Being able to help people come out of their comfort zone and use their phone in more ways than one was a pleasure. The highlight was seeing their faces light up once they got the hang of capturing the story around them.

Tavanna Huchinson, a young person and freelance media manager trained and supported by Mediorite over the past four years, who was part of the team selected to deliver the GLA Team London volunteer workshops



Further information

GLA Group:

GLA Group Responsible Procurement
Delivery Plan 2025-2028

GLA Group Responsible Procurement
and Social Value Policy 2025-2028

London Fire Brigade

London Growth Plan

Mayor of London's Good Work Standard

Mayor of London's Green Finance Fund

Mayor's Office for Policing and Crime

Metropolitan Police Service

Non-Road Mobile Machinery

Old Oak and Park Royal
Development Corporation

The London Legacy Development Corporation

Transport for London

Government guidance:

Procurement Policy Note 005 (formerly 11/20)

Suppliers:

Ameresco

Badgemaster Ltd

Badu CIC

Bristol Uniforms

DHL

FM Conway

Hemiko

Mediorite

Promex Ltd

Telent

Transport UK London Bus

Yunex Traffic

Other:

CO₂ Performance Ladder

East Summer School

Electronics Watch

Elevate

Ethical Trading Initiative

Groundwork

Lewisham College

Living Wage Foundation

London Anchor Institutions' Network

London Aquatics Centre

London Stadium

MSDUK

Open Supply Hub

Pursuing Independent Paths

Redthread

Social Value Portal

StreetGames