

Responsible Procurement

Impact report 2025 - 2026



Better never stops

At the City of London Corporation, we believe responsible procurement is not an optional extra; it is fundamental to how we provide excellent services. Every purchasing decision is a chance to generate wider **value for society**.

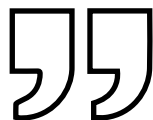


This year, we received more evidence of positive impact from our contract managers and suppliers than ever before. In this impact report, I am proud to share the many ways our supply chain has delivered **meaningful impact** through; supporting apprenticeships, championing small and diverse businesses, reducing carbon emissions, advancing modern slavery awareness and investing directly in local communities.

These achievements demonstrate what is possible when organisations work together with shared purpose. **Partnership is woven into the DNA of the City Corporation** and remains essential to delivering the best outcomes for the people we serve.

My sincere thanks to all our contract managers, suppliers and partners for their commitment, innovation and generosity. While we are proud of the progress made, we know there is always more to do because, as we often say, “**better never stops**”.

Deputy Benjamin Murphy
Chair of Projects & Procurement Sub-Committee



As we continue **900 years of work delivering service for and with community**, we are proud to work with suppliers that share our values. The stories and statistics in this report show what that looks like across our supply chain, large and small, familiar and new.

If you are new to this report, keep an eye out for the **best practice pointers**, where we share more about why certain delivery was particularly impactful and how our suppliers might apply it forward.



Led by our Corporate Plan

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. The City's Corporate Plan 2024-29 informs effective use of resources, and guides planning and decision-making for the City of London Corporation through **six strategic outcomes**:



**Diverse
Engaged
Communities**



**Dynamic
Economic
Growth**



**Vibrant
Thriving
Destination**



**Flourishing
Public
Spaces**



**Providing
Excellent
Services**



**Leading
Sustainable
Environment**

Our six supply chain commitments

The procurement decisions we make across the City Corporation's 18 departments are significant and responsible procurement further connects our spend to strategic outcomes. By having a diverse supply chain we promote economic growth and engage a wider community. Social value delivery for our communities supports the outcome of providing excellent services. The climate action our suppliers take support our leading sustainable environment.

To this end, we have **six supply chain commitments** to which we hold ourselves accountable:



Take **climate action** and minimise environmental impacts of procurement on our operations and throughout our supply chain



Encourage and facilitate **supplier diversity** (Diverse-Owned Enterprises and SMEs) through direct contracts, partnerships, and active monitoring



Embed **equity, diversity, and inclusion** throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain, and industry



Protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against **modern slavery** and other human rights abuses



Facilitate **meaningful work-related opportunities**, which are actively targeted to enable social mobility and inclusion



Achieve **meaningful social value outcomes** according to organisational and stakeholder priorities through internal collaboration, community input, and supplier engagement

We invite you to use the commitment indication shields above to understand the specific commitment each impact element in this report supports.

Supplier spotlight



The **London Careers Festival** is the City Corporation's annual platform connecting young Londoners to careers in and around the Square Mile. The festival strongly focuses on providing opportunities from underrepresented groups, including those from areas of deprivation and neurodiverse young people. This year, 17 of our suppliers participated across three weeks, up from three in our first impact report, including **AECOM, Bellrock Group, CBRE, E.ON, Hays, ISS, Mace Construct, Phoenix Software, OCS and Reed Specialist Recruitment**. Facilities management suppliers ran a showcase of the industry including use of AI-driven feedback tools and hands on activities for over 100 students in years 8 to 10, and **Phoenix Software** sent two apprentices to help students build a laptop from scratch.

SME DELIVERY

6%



of Central Criminal Court catering spend by **Social Pantry**, a catering supplier, went to Redemption Roasters, which trains prison leavers and people at risk of offending

SME DELIVERY

30



students inspired into renewable energy sector at a careers day hosted by **Volitalia**, our solar farm provider, at Spetisbury Junior School in Dorset, right next to the solar farm that powers their community

★ Best practice pointer

Not all of our suppliers are based in London. **Volitalia** delivered social value close to the solar panel site with the communities who can visit and experience that project.



16



participants supported into employment through **Clink Events**, a social enterprise caterer, turning contract delivery into real progression opportunities for people in prison



919



students engaged by **WPS**, a minor works contractor, through job fairs, career mentoring, CV advice and educational visits, inspiring the next generation into construction



189

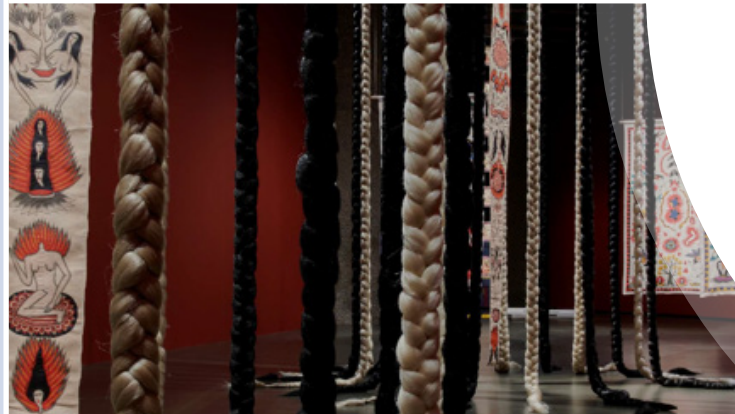
hours of volunteering were delivered to Hestia, London's largest provider of modern slavery support, through safe houses and community outreach by 22 colleagues from **Sykes & Son**, a minor works contractor

SME DELIVERY

63kg



of gloves recycled in 2025 by **HW Facilities**, a cleaning sub-contractor of CBRE, through their Gloves for Good campaign. 19kg more material than the previous year was redirected up the waste hierarchy into rubber pellets for benches and playground equipment



Supplier spotlight



As part of the Barbican's commitment to climate action, **Momart**, one of the Barbican's art transport suppliers, worked with the Exhibitions team and artist Citra Sasmita to ship large-scale artworks by sea rather than air for her exhibition at The Curve Gallery. The carbon footprint of ocean freight was 0.29 tonnes, compared to 11.31 tonnes by air - equivalent to saving 60 car trips from Land's End to John O'Groats. It also cost less than a third of the air freight quote. The City Corporation is the founder and principal funder of the Barbican Centre.

SME DELIVERY



70



hours of digital inclusion volunteering delivered throughout the year at the Mildmay Centre by **OCS**, **ISS** and **CBRE**, supporting over-50s with digital skills and a Christmas party thrown for 50 residents

38



apprentices working across contracts with **CBRE**, **ISS**, **Mace Construct**, **OCS**, **PwC**, **Sykes**, **TSG Building Services**, **Waterstons Limited** and **WPS**, up from 24 last year

SME DELIVERY

★ Best practice pointer

Waterstons Limited recruited their very first apprentice after attending a local school impact day for year 12. School impact days give equal access to students who may not otherwise have industry contacts or awareness of apprenticeships.

Supplier spotlight



As part of the Barbican Renewal project, our wayfinding designer **Assemble Design** took a sustainable and accessible approach to the future of navigation across the centre, responding directly to accessibility needs and low-carbon ambitions. The team collaborated with eight independent small to medium-sized enterprises (SMEs), including a hemp farm in Cambridgeshire, investing an estimated 400 hours of research and developing over 20 material prototypes using natural, low-energy and recycled materials. Working with SMEs brought practical benefits too including faster delivery, willingness to experiment, and new products developed from sustainable materials.

SME DELIVERY



100+



students engaged by **PwC**, a City Police consultant, at Ilford County High School Careers Fair, promoting school and college leaver pathways into professional services

22



volunteers and £8,000 worth of plants and materials donated by **WPS**, a minor works contractor, and supply chain partner to transform Hampstead Heath Children's Centre, including a new woodland seating area for storytelling



40



minority entrepreneurs equipped to access public sector contracts through a social value learning workshop delivered by **DEFY Brands**, and hosted by supplier diversity organisation Minority Business Matters and DOHE Global at UCL's Entrepreneurship Hub

SME DELIVERY

133



SMEs attended five Lunch and Learn sessions delivered by responsible business charity **Heart of the City** to support businesses taking climate action



31,752



training hours delivered through live service delivery at our events to participants working toward employability and rehabilitation outcomes by **Clink Events**

10

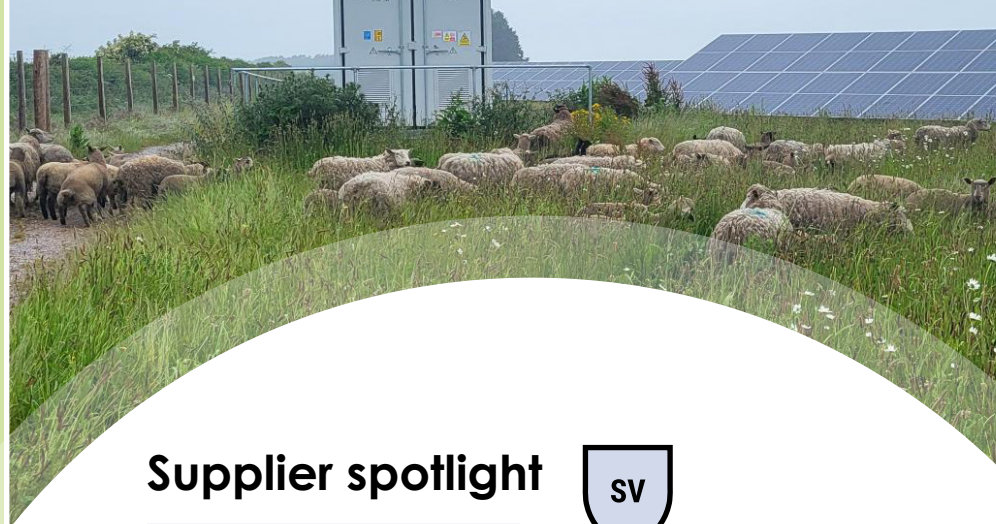


people from disadvantaged backgrounds given paid work experience at a Livery lunch in the City by **Seasoned Events**, an events caterer, through their Deliciously Doing Good programme in partnership with the Shaw Trust

2



years of growth before cutting has allowed our solar farm provider, **Volitalia**, to support biodiversity through rotational cutting of 3m wide enhanced grassland margins with tall herb mix across the solar farm site



20



individuals staying at Hackney Night Shelter received a hot home-cooked meal on City Giving Day, prepared and served by **OCS**, **CBRE** and **ISS**, our integrated facilities management suppliers



33



hours, £2,050 over two days invested by **Mace Construct**, a major works contractor and sub-contractor Keltbray to enhance the gardens at community hub St Bride's following a plan designed by two of its own church members

Supplier spotlight



As part of our commitment to meaningful social value in 2025 we partnered with Hackney Giving, a charity supporting grassroots community groups in Hackney and the City. Through Match My Project, an online platform allowing community groups to ask for what they actually need, suppliers can work with our communities directly. Through this initiative, **WPS** donated tools to Step by Step Kids, a charity providing recreation for children with physical, emotional and learning disabilities. **H&W**, **Kingdom Cleaning** and **CBRE** cleaned up a communal garden at Mayne Court, **OCS** donated vacuum cleaners to Hackney Night Shelter and **CBRE** spent a full day painting a supported living house for Yad Voezer Day Centre.

★ Best practice pointer

Social value does not always require a large budget. Using this simple, accessible route any supplier can make a direct difference to our communities. We're pleased to see lasting connections from these initial interactions.

Supplier spotlight



FM Conway, our highways contractor, is transforming the St Paul's gyratory into a new public space, creating safer walking and cycling routes. To reduce the environmental impact of construction, they deployed electric excavators, an electric dumper and a battery pack, all recharged on site by Charge Fairy, a UK start-up delivering 100% renewable mobile charging solutions. The equipment operates virtually silently, reducing disruption to nearby businesses and residents.

Combined with switches to lower carbon fuels and materials, FM Conway reduced the carbon intensity of our overall contract by 24% in their year three report.

9,808kg



CO₂e saved by **DHL**, the City of London Police's uniform supplier, through their Sustainability Centre which redeploys as-new uniforms rather than manufacturing new ones, equivalent to the carbon footprint of around 1,500 t-shirts



30



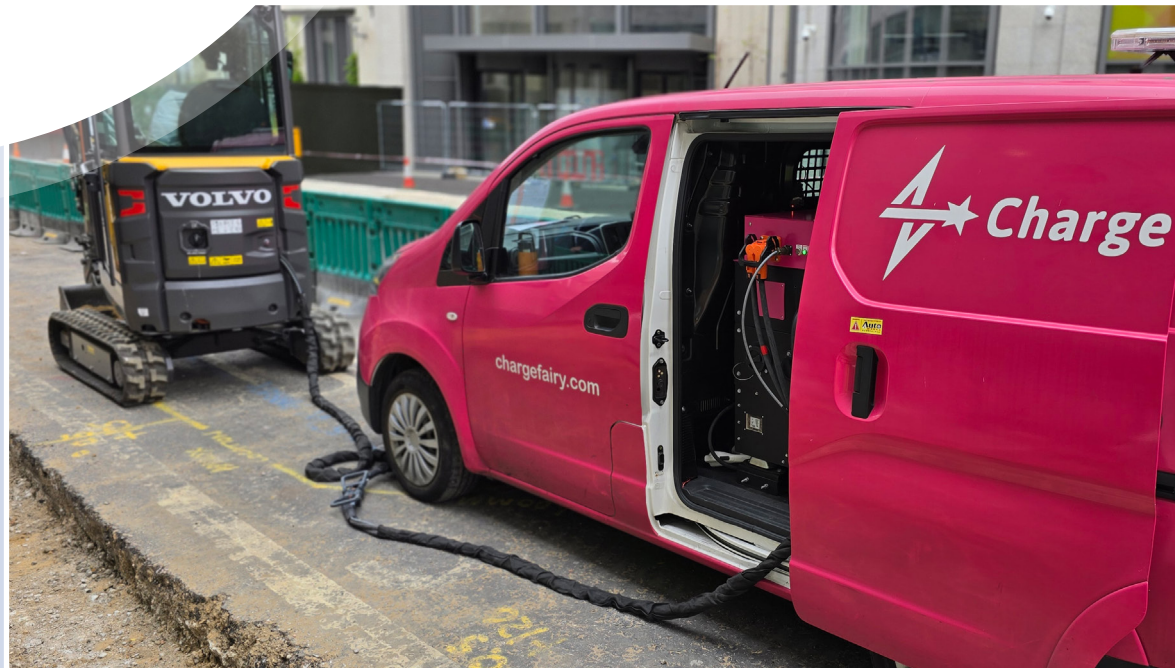
attendees from 18 ethnic minority owned and small businesses supported at the Minority Business Matters roundtable, where canteen supplier **BM Caterers** provided free refreshments, freeing up more budget for supplier readiness programmes



12



grassroots youth sports teams supported with £3,000 funding, covering equipment, coaching and participation costs donated by **PHL Group**, a custody healthcare supplier

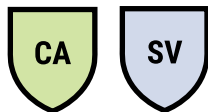


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SMEs engaged by **Buro Happold**, a City Corporation consultant, to shape innovative climate solutions for the Square Mile through a collaborative workshop

Supplier spotlight



Heartwood Contractors, veteran tree surgeons working in Epping Forest, delivered two biodiversity days. The team transplanted lichens from felled trees onto retained trees and recorded measurements for future surveys, helping protect a tree species of local importance and building an evidence base for biodiversity recovery in future woodland management.

SME DELIVERY



16



months, the duration of an internship appointed by **Lightbulb Analytics**, a City Corporation consultant, supporting software development and long-term skills building

SME DELIVERY

B Corp



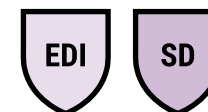
certified **Thomas Franks**, a school catering supplier, achieved certification in March 2026 for their commitment to high social and environmental standards, including sustainable nutrition programmes delivered at the City of London Freeman's School

62%



of all dairy milk on **Holroyd Howe** catering contracts is now RSPCA Assured, supporting animal welfare and British farming practices since January 2026

Supplier spotlight



The Barbican Centre is one of the City Corporation's most diverse public spaces. To better serve visitors who use sign language, our corporate security contractor **ISS** arranged for Barbican security officers to complete a full day of British Sign Language deaf awareness training tailored specifically to the Barbican's environment. The session was designed and delivered by Feras Al-Moubayed of **Deaf Accessibility C.I.C.**, an MSDUK certified ethnic minority business - a connection made after a contract manager attended an MSDUK event. Security staff have fed back that their confidence in communicating with deaf visitors has grown. Further sessions are being planned for the upcoming year.

Better together



Making meaningful impact is not always easy and it is rarely achieved alone. Here are examples of ways the City Corporation is working directly with our supply chain partners to take those steps.

Carbon emissions

Accurate carbon data is the foundation of meaningful climate action. This year we made significant progress in moving away from spend-based reporting towards contract-specific emissions data. We need to move away from purely spend-based reporting otherwise the only way to reduce carbon emissions is to spend less!

- In summer 2025, 40 suppliers provided supplier or contract-specific emissions data, covering nearly 50% of our purchased goods and services spend
- Our first Supply Chain Carbon Breakfast in September brought suppliers together to share results and showcase innovations – a great example is our spotlight on **FM Conway** and **Charge Fairy**
- Another six of our SME suppliers participated in our funded SME Net Zero Accelerator delivered through **Heart of the City** with commitments from **Spence Refit** and **RG Jones** to collectively save at least 18,000 tCO₂e by 2050, equivalent to 571,428 cups of tea!

Modern slavery

For the past two years, as part of our commitment to a Just Transition through our Climate Action Strategy, we have collaborated with Westminster City Council, seconding their ethical sourcing lead to work with our suppliers for two days per week over six months each year.

- 31 participants from 20 strategic suppliers attended a webinar to strengthen their modern slavery statements
- The webinar used collective feedback to help suppliers move beyond basic compliance towards meaningful action
- **TSG Building Services Plc**, a housing repairs contractor, updated their modern slavery statement and completed the government's Modern Slavery Assessment Tool as a direct result

Supplier diversity

Supplier diversity remains central to our work and supports the City Corporation's wider SME Strategy. Tier 2 contracting allows small and diverse businesses to participate in larger supply chains by providing access to opportunities they otherwise might not secure with us directly.

- At MSDUK's Public Sector Meet the Buyer in December, we shared the stage with **Rope Access Limited** (working with **WPS**) and **Gazelle Global** (working with **Reed Specialist Recruitment**), and two SMEs from our supply chain to talk about the journey as Tier 2 contractor
- **WPS** spent over £7.5m with SMEs on our contracts last year alone
- One year into the contract, 46% of **Reed Specialist Recruitment's** supply chain for the City are SMEs and 3.5% are diverse-owned enterprises
- **Kingfisher SEC**, an event attendee, is now Tier 2 to our security contract with **ISS** working on our sites

"When we started it was quite difficult to join the industry. We really started with **WPS** and we've grown with WPS throughout the last ten years."

Artur - Rope Access Limited



Responsible procurement supplier diversity benchmarks	23-24	24-25	25-26
Suppliers mapped using Datagardener's supplier diversity tool	4,574	4,634	4,739
Score received on MSDUK supplier diversity benchmarking survey	59%	73%	73%
Outreach events	24	27	29
Peer-to-peer engagements	17	10	9

Number of businesses we have spent with	23-24	24-25	25-26
Ethnic minority-owned businesses (EMBs)	61	76	125
Women-owned businesses (WMBs)	470	497	513
Small and micro businesses	2,634	3,102	3,663
Medium businesses	No metric	890	637
Square Mile SMEs	No metric	137	204

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Ethnic-Minority Supplier

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