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# Responsible Procurement Case Studies 2022/23

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MAYOR OF LONDON

LONDON  
LEGACY  
DEVELOPMENT  
CORPORATION

**LFB**  
LONDON FIRE BRIGADE

 METROPOLITAN  
POLICE

 TRANSPORT  
FOR LONDON  
EVERY JOURNEY MATTERS

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# Introduction

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

The Group procures around £9.5bn of goods and services annually. Using the scale and diversity 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 set the GLA Group an ambition to be leaders in sustainable social, environmental and economic practices, to deliver social value in the supply chain. Social value for us means an enhanced natural

environment, improved quality of life and better value for money. The case studies here highlight our progress across the five themes set out in the Responsible Procurement Policy and the ambitions contained within the associated Implementation Plan 2022-2024:

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

We believe that by driving and communicating best practice in our supply chain, our achievements will resonate beyond the GLA Group to other public and private organisations. In doing so, we can benefit businesses, individuals and communities, not just in London but across the UK and internationally.



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# Improving supply chain diversity

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**The GLA Group recognises that the scale and diversity of our procurement creates an opportunity to help smaller businesses throughout our supply chain**

The London Partnership Board, co-chaired by the Mayor of London and the Chair of London Councils, recognises the power of large organisations (known as Anchor Institutions), including the GLA Group, to use their employment and procurement power to drive good growth and address inequalities, for example by greater spend with micro, small and medium-sized enterprises.

In parallel, the Mayor's Equality, Diversity and Inclusion strategy also commits the GLA Group to 'lead by example', to ensure that our procurement and commissioning processes are accessible and inclusive, to support community-led regeneration and encourage supplier diversity. This includes, but is not limited to, businesses led by women, Black, Asian and minority ethnic people and disabled people.

**The scale and diversity of our procurement highlights an opportunity to help smaller businesses**

# Reserving contracts for smaller organisations

**A new initiative to ring-fence contracts for smaller businesses and social enterprises is helping to support their growth and save public money**

The GLA Group has committed to using its responsible procurement powers to support small and diverse businesses. The GLA, Transport for London, the Metropolitan Police Service and London Fire Brigade are signatories to the London Anchor Institutions' Charter to support this commitment.

Transport for London (TfL) led a small trial to pilot the use of the Government's Procurement Policy Note (PPN) 11/20, one of the actions developed to support these aims.

This allows public sector buying organisations to reserve below-threshold contract opportunities for small and medium-sized enterprises (SMEs) – businesses with fewer than 250 employees and either an annual turnover below £45m or a total balance sheet less than £40m – and voluntary, community-based or social enterprises.

The initiative aims to address economic inequality, create new businesses, jobs and skills, increase supply chain resilience, encourage entrepreneurship and attract new entrants to the market.

TfL identified four lower-value, lower-risk contract opportunities from its London Trams and DLR business areas. Two of the four reserved contracts have now been awarded, resulting in £118,000 of contracts going directly to SME suppliers – one of which also resulted in a significant saving on costs compared to the previous contract. Another two are in the pipeline, worth approximately £350,000.

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## 20%

**of GLA Group budget to be spent with small and medium-sized businesses directly and indirectly within the supply chain**

The procurement teams involved were supported by colleagues from across TfL, and responsible procurement leads, who have also been sharing their approach with peers in the wider transport sector via the Department for Transport SME working group.

Additional supporting procurement guidance material was produced, complementing existing guidance from the Cabinet Office.

A 'lessons learned' workshop was held to gather feedback on the trial from the participating procurement managers. Overall, the feedback from both suppliers and procurement leads was very positive and there is an appetite to reserve further appropriate contract opportunities in the future.

Other bodies across the GLA Group, including the London Legacy Development Corporation and the GLA itself, also successfully reserved contracts as part of this trial, resulting in potentially £600,000-worth of contracts being awarded directly to SMEs.

# The GLA Architecture and Urbanism Framework

## The GLA's new framework will support a more diverse range of businesses in the built environment sector in London and beyond

The new Architecture and Urbanism (A+U) Framework has replaced the Architecture, Design and Urbanism Panel framework first established in 2013.

It aims to provide a comprehensive design framework for use by the GLA Group and other public sector commissioning authorities across the UK in appointing architectural, place-making and urban-planning services.

The new framework will support economic, environmental and social outcomes through enhanced access to the diverse skills, high-quality expertise and professional backgrounds that public sector clients require to support the creation of successful, inclusive and sustainable places.

The main aims in terms of responsible procurement are to increase supplier diversity and inclusive employment practices, supporting the delivery of 'good growth' and quality in the built environment across London. The framework was procured using sustainability expertise and social value-led design methodologies to foster the production of a more inclusive built environment.

Specifically, the framework will:

- Address the under-representation of women and people from minority groups in public procurement processes
- Promote equality of opportunity in access to public sector work, including broadening the range of suppliers and holding larger practices to account on their diversity commitments

- Highlight innovation in public sector procurement processes and promote best practice in responsible procurement

A 10-point supplier diversity action plan ensures practices across the framework reflects London's diversity. This includes a targeted engagement and communications approach, plus action to tackle procurement barriers, removing turnover thresholds and reducing professional indemnity insurance requirements.

The GLA conducted several well-attended online market engagement events. Smaller practices were referred to Newable, which helps suppliers led by people from under-represented groups to gain access to public sector frameworks.

Streamlined award criteria and submission requirements were introduced to reduce the administrative burden on bidders. Equality, diversity and inclusion (EDI) and social value qualitative award criteria were also developed, together with a rigorous approach to diversity monitoring at each stage of the tender.

A total of 578 applications were received from 273 architecture and design practices, including 16 consortia. A restriction of three lots per bidder helped to create more opportunity. Applications were assessed by a diverse evaluation panel, including members from across the GLA Group and selected borough experts. All evaluators received a targeted unconscious bias session, plus EDI and social value training.

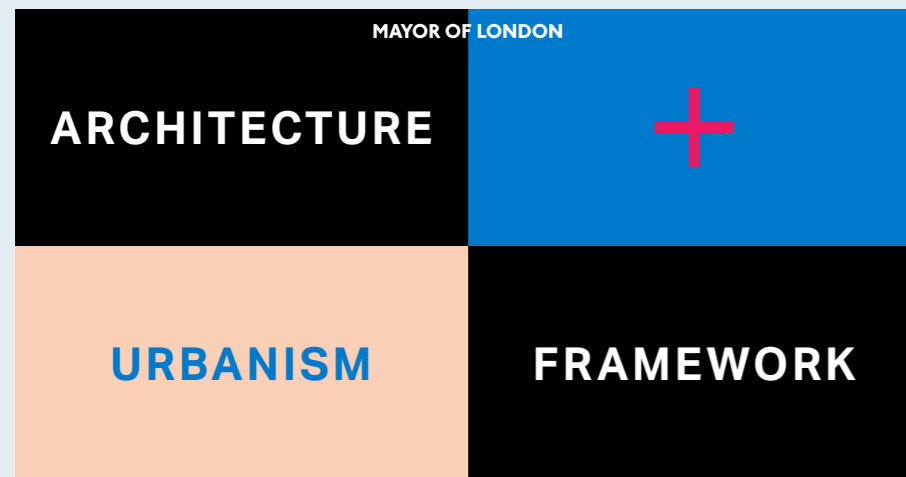


## The A+U Framework

Ninety-six places across 10 lots were awarded to 65 suppliers.

- Fifty-five places (57 per cent) are held by diverse-led businesses (30 per cent female-led, 30 per cent Black, Asian and minority ethnic-led, three per cent LGBTQ+ led and one per cent disabled-led)
- A further 23 places (24 per cent) are held by businesses with some diversity in their leadership, but not enough for them to classify as diverse-led
- Of the 65 suppliers, 34 (52 per cent) are diverse-led businesses (31 per cent female-led, 31 per cent Black, Asian and minority ethnic-led, five per cent LGBTQ+ led and two per cent disabled-led)
- A further 17 suppliers (26 per cent) have some diversity in their leadership, but not enough for them to classify as diverse-led

Thirty suppliers did not hold places on the previous framework, 21 of which classify as diverse-led. Nineteen of these are micro-enterprises (17 classify as diverse-led), eight are small enterprises (five classify as diverse-led). Once the framework is live, the diversity of suppliers and the spend on fees will be reported on quarterly.





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## Embedding fair and inclusive employment practices

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**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 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.

As a result, businesses can improve the performance and success of their organisation and realise numerous benefits, including attraction and retention of the best skills and talent, reduced absences and increased productivity.

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 contracts, healthy workplaces, skills and progression, diversity and recruitment.

We are tracking the number of workers benefiting from the London Living Wage in our supply chain due to our procurement requirements.

We are also encouraging suppliers to adopt the principles of the GLA Workforce Integration Networks' Inclusive Employer's Toolkit and supporting the collation of supply chain workforce data to encourage data-led collective action.

**The GLA recognises the significance of fair pay and good work to Londoners and the role that employers play**



# Improving diversity and inclusion in construction

## A new training programme aims to encourage more people from diverse backgrounds into the construction industry by challenging discriminatory attitudes and behaviours

The built environment sector has a poor track record of employing a diverse workforce. The proportion of construction workers from minority ethnic backgrounds in London exceeds national trends – nine per cent nationally compared to 21 per cent for the capital.

But with a regional population of 36 per cent of people in London from minority ethnic backgrounds, workers from these groups are still significantly under-represented in the construction industry.

The picture in terms of apprenticeships is equally concerning, with just 8.1 per cent of 16 to 18-year-olds starting out as an apprentice being from minority ethnic groups.

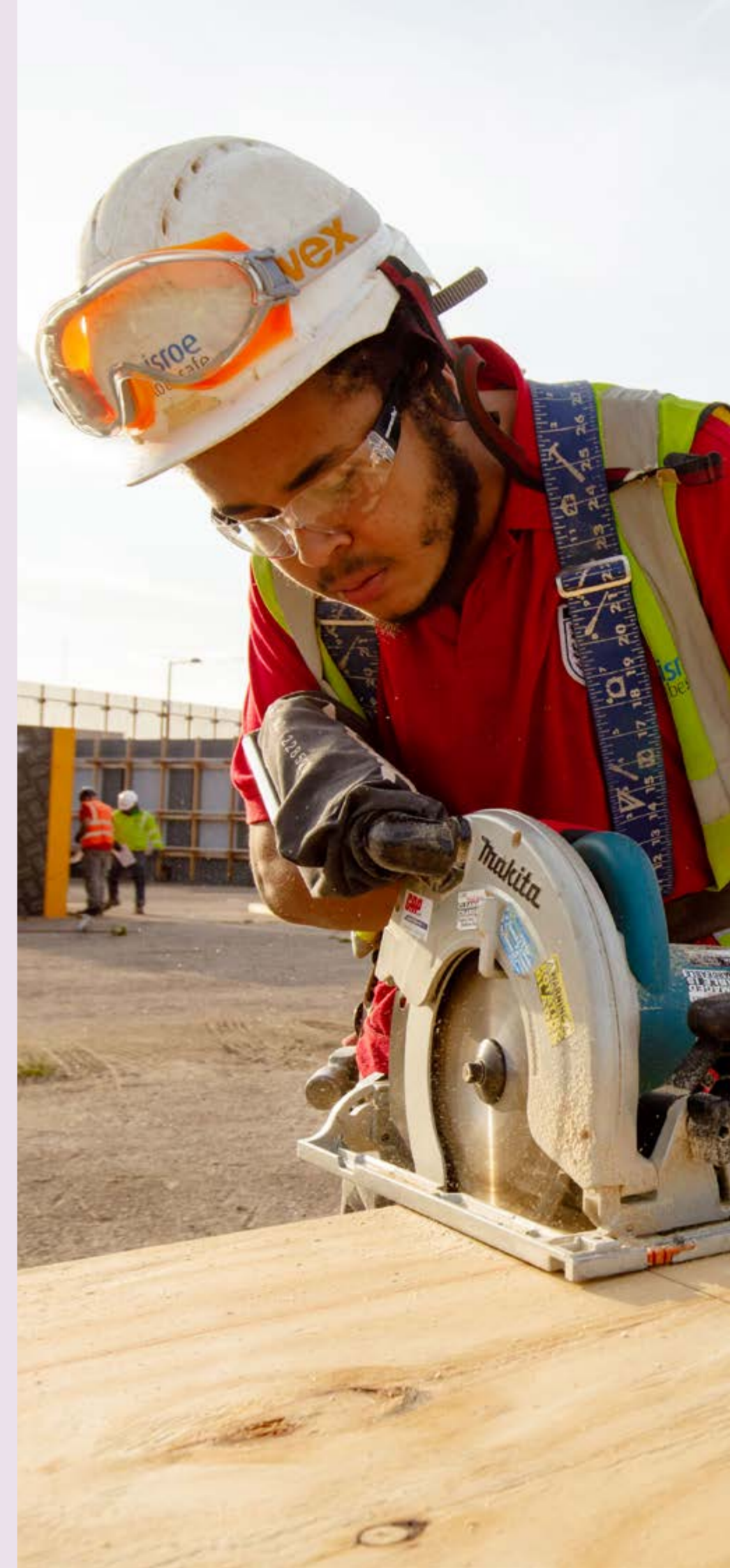
Women are also under-represented, with just 10 to 12 per cent making up the construction workforce, and even lower numbers operating on site (three per cent).

**Workers from minority ethnic backgrounds are significantly under-represented in the construction industry**

To address this gap, Serious About Youth (SAY) has been commissioned, in partnership with the London Legacy Development Corporation and Transport for London, to develop a programme of diversity and inclusion training for supply chain sub-contractors that will raise awareness and improve attitudes and behaviour on site.

SAY will develop the programme in consultation with site contractors, aiming to encourage more entrants from diverse backgrounds into the industry, as well as retaining people from under-represented groups. It will include training for site supervisors and managers and developing a diversity and inclusion ambassador network.

SAY is developing a series of tools that highlight acceptable and unacceptable ways of working and how to deal with discrimination on site. This will include a range of short standalone videos and supporting materials related to the key elements for the programme, including a diversity and inclusion induction video and marketing materials.





# Fairness, inclusion and respect in the supply chain

Transport for London is funding a collaborative approach to tackling under-representation in the workforce with its suppliers

TfL, together with HS2, National Highways and Network Rail, has led the drive for improved diversity in the supply chain through co-funding of the Supply Chain Sustainability School's fairness, inclusion and respect (FIR) programme.

The programme offers training, resources, events and a network of FIR ambassadors to the supply chain, free of charge, to help them build good practice in equality, diversity and inclusion.

In 2022, TfL suppliers accessed 582 online resources and 138 individuals attended training delivered through the FIR programme. This gives TfL assurance that their key suppliers are actively progressing work in this area and helps to encourage others to take part or share the work they are undertaking more widely.

TfL suppliers have access to a wide choice of free workshops, with topics ranging from addressing mental wellbeing and understanding unconscious bias to setting up inclusive construction sites.

In September 2022, suppliers attended an inclusive recruitment session with live actors that brought to life examples of biases and barriers in the recruitment process faced by those with protected characteristics.

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## 160,000

**individuals in TfL's supply chain responded to the workforce diversity survey**

The funding also includes an annual workforce diversity survey that collects data across the transport sector, which in 2022 included data from nearly 340,000 employees. Of these, 160,000 were in TfL's supply chain from 68 organisations, making it the largest-ever employee diversity survey in the UK.

Suppliers can compare their anonymised data with that of the wider sector, as well as Census data, through an online dashboard. This further supports organisations to review the latest evidence and make data-led decisions on their workforce diversity.

It also supports the Construction Leadership Council's objective to commit to a common diversity measuring and monitoring system for the industry.



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# Enabling skills, training and employment opportunities

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**London faces persistent inequalities in skills and labour market outcomes across different population groups. A combination of education, skills, transport accessibility, health, social and childcare barriers affect outcomes**

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

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.

The Responsible Procurement Policy requires GLA functional bodies to focus on training and employment opportunities in relevant contracts.

The Mayor is supporting green skills and jobs, while ensuring they are good jobs and making them accessible to a diverse cross-section of Londoners.

As the following case studies show, we have worked with our supply chain to address skills shortages in key industry sectors, including green skills. The Group targets the under-representation of diverse groups and promotes relevant opportunities to people who face barriers to employment.

# Making apprenticeships work for young people

The Metropolitan Police Service is embedding responsible procurement into supplier contracts to deliver training and employment opportunities

In February 2022, the Metropolitan Police Service (MPS) introduced two complementary construction and professional services framework agreements covering the next four years, with the appointment of 12 suppliers across four lots of general building works.

The MPS included a range of award criteria in the non-price, technical section of the tender submission to evaluate prospective suppliers' ability to deliver a range of social value and responsible procurement outcomes. A minimum of 10 per cent of award criteria is focused on social value and a further five per cent on environmental criteria.

Contracts range in value from £150,000 to £5m and include engineering works and specialist support services required by the MPS's policing operations. They cover a variety of projects, including work to maintain the estate, larger refurbishment projects and retrofitting heating systems to meet net zero carbon targets.

**A minimum of 10 per cent of MPS award criteria is focused on social value and a further five per cent on environmental criteria**

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## 500

**supply-chain apprenticeship starts to be created each year by the GLA Group**

One of the key elements of social value in the contracts focuses on skills, training and employment opportunities, including work experience and apprenticeships.

Getting young people and those from under-represented groups into work is a priority, and the GLA Group as a whole is aiming to create 500 supply-chain apprenticeship starts each year that reflect London's diversity.

On appointment, suppliers sign up to the commitments made at the tender acceptance and award stage, and these are closely monitored.

As part of its supplier engagement plans, the MPS ran a conference for key suppliers, including those from the construction framework, to explore innovation and collaboration featuring social value. A future engagement session will consider a range of mutual challenges, including meeting the legal and moral obligations to prevent modern slavery in the supply chain.



As a supplier to the MPS through the Mayor's Office for Policing and Crime office refurbishment framework, Overbury is committed to creating opportunities for young people and supporting community projects



## Harry Trainee construction manager

Harry joined the Overbury apprenticeship programme after completing a BTEC Level 3 in construction. He's now working with two experienced managers on a complex project to introduce and manage a temporary infrastructure network to support each fit-out phase on an MPS head office site over the next four years. Harry is working towards a degree and says he benefits from the continuing access to best practice and ideas through the information shared across projects in the MPS framework.

I love the variety and am always learning something new. There's a clear pathway for progression into project management

## Jess Electrician

When she joined Overbury as an apprentice, Jess thought she would be doing menial tasks, but soon found she was working on second fix and wiring and progressing on to more difficult tasks every day. She finds her managers very supportive and says there is always something new to learn on MPS projects. She has now started a college course to support what she is learning on the job and is aiming to become a fully qualified electrician.

Being a woman in the construction industry is still rare, so if I can be an inspiration to other women getting into the industry, I am all for it!

## Willmott Dixon

As an MPS supplier, Willmott Dixon recognises the role they play in delivering wider value to customers and their communities.

Since January 2022, Willmott Dixon Interiors has supported more than 120 14- to 18-year-old students with high-quality work experience placements across three MPS projects.

More than 96 per cent of the young people who took part in the work experience programme rated their time spent as five-out-of-five.

As part of a wider programme of work, Willmott Dixon has also supported 381 young people with special educational needs over the past year through their Building Lives programme.



# Women with drive

## More women are becoming bus drivers thanks to an on-going initiative from Transport for London

Five women enjoyed the opportunity to find out what it was like to be a bus driver thanks to a two-week employability programme run by TfL with Abellio and the College of Haringey, Enfield and North East London (CONEL).

Participants undertook customer service and employability training, gained valuable driving experience at Abellio's Battersea garage and had a chance to visit TfL's Network Management Control Centre.

The women also had appointments with Smart Works, a charity offering interview preparation and high-quality work clothes for unemployed women and those on low incomes.

Abellio helped the women to complete their bus driver applications and at the end of the programme, all five candidates went on to pass their interview and assessment.

Four are now training to achieve their passenger-carrying vehicle licence. One candidate has already gained her licence and is now working as a bus driver.



### Caroline

My adviser at the Jobcentre told me about TfL's programme encouraging women to become bus drivers and I didn't think twice - I just joined the programme. I've met lovely people who have helped me progress, prepared me for the job and provided me with every little help to become a bus driver. Thank you for this great opportunity!



### Vanya

Before attending this programme, I was looking for a serious job that would give me stability. After learning about the possibilities and benefits I decided to accept the challenge and become a professional bus driver. The job makes me proud of myself because it is a very responsible and important job.

# Women into transport and engineering

**Finding suitable apprentices is a key challenge for the transport and construction sectors. Pre-employment programmes give businesses the chance to meet potential candidates, while participants gain valuable skills**

Catalyst is a suite of flexible pre-employment programmes designed to assist people in under-represented groups into meaningful careers, as well as tackle workforce shortfalls and develop the skills needed within the transport sector.

One such programme is Women into Transport and Engineering (WiTnE), run by TfL, which encourages women to consider careers in the transport and construction industries through training and work experience. Each WiTnE programme is tailored to the specific needs of three to four industry employers.

The College of North East London delivers training of up to two weeks, covering a range of certified courses, including Level 1 health and safety and business administration, plus specific technical skills relevant to the opportunities offered.

**It has been a joy to watch our placements grow and develop in confidence, knowledge and skill**

Rebecca Empey, BAI Communications

This is followed by a minimum of two weeks' work placement with one of the participating employers.

TfL also works with the Department for Work and Pensions and Women into Construction to deliver overall support throughout the programme, especially with childcare and travel.

Candidates have a personal styling consultation with charity Smart Works, plus a one-to-one session with an expert interview coach. This boosts their confidence and helps them make the most of their work placements. Candidates who secure permanent positions return to Smart Works for a second styling session and receive an additional working wardrobe to last until their first pay cheque.

Candidates who are not selected to join WiTnE, or who have not secured a job at the end of the programme, are directed towards opportunities in other organisations.

## WiTnE programmes 2022/23

Three TfL suppliers, ADComms, Alstom and BAI Communications, took part in WiTnE 4. All were very keen to encourage women back to the workplace, while two were new to pre-employment programmes.

Several of the participating women were employed as a result of the programme, in roles such as assurance assistant, network ops engineer apprentice, graduate structural engineer, document controller and project manager.

WiTnE 5 involved four TfL suppliers – Riverlinx CJV, FM Conway, TKJV and MTR Elizabeth line. The programme delivered a wide range of field- and office-based opportunities covering roles such as customer service assistant, mechanical engineer, pump engineer, assistant project manager and workflow assistant.



## Employers value the programme for the access it offers to talented women who may not otherwise have considered their industry

During their two-week placement, the five women hosted by MTR Elizabeth line shadowed customer experience assistants, toured Elizabeth line stations and helped run an event for local schools. Following interview, three were offered roles as customer experience assistants.

'It's a great initiative, as it allows candidates to experience what specific roles are like in reality,' said Paul Siniacki, Strategic Labour Needs & Training Manager.



### Michelle

Michelle worked for Network Rail for 16 years, before leaving due to ill health. Following a four-week programme, she is now back at work as a Customer Experience Assistant for MTR.

'The programme was amazing. I shadowed for two weeks in the office and on the stations. We were made to feel like we were already part of the company. I was passionate about getting this role and was helped along the way by the team,' she said.

Construction company Kier hosted three women working within technical departments for two weeks. The company had been trying to attract more female employees into its technical and engineering operations.

'This scheme offered a great pathway for a joint initiative with like-minded organisations to encourage more women into the engineering and technical design industries,' said Dave Beggs, Senior Maintenance Engineer.



### Lina

Lina hadn't considered transport as a career option but, following the programme, she is now a Workflow Coordinator at Kier.

'The fact that the programme is specifically made to benefit women and help them with their career path was key for me. This experience opened my eyes and made me aware of what happens on London roads every day,' she said.

The initial programme with ADComms was for two weeks, but the company offered continuing work experience placements to seven women, together with financial support.

'Following interviews, we were delighted to offer roles as project management assistant, support engineer, document controller and assurance assistant to six women,' said Carl Pocknell, Managing Director.



### Anita

Anita was working as a carer when she heard about WiTnE and joined the programme. She is now a Support Engineer at ADComms.

'I really enjoyed the programme and met so many other women in similar circumstances. We were able to share experiences and motivate each other. Everyone in the team has been very helpful and welcoming. It changed my view for the better about working in the construction industry as an Asian woman,' she said.



# Building the London 2012 Games legacy for young people

Training and employment initiatives in and around Queen Elizabeth Olympic Park in east London are paying off for both young people and construction employers

As the development authority for Queen Elizabeth Olympic Park, London Legacy Development Corporation's mission is to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth in London and the UK.

Several of its regeneration programmes include employability programmes for students in local schools and from under-represented communities.

Work placements give young people the industry experience they need for employment, while helping employers in the built environment to find workers with the skills they require.

**Regeneration includes employability programmes for local schools and people from under-represented communities**

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## Build East Skills Centre

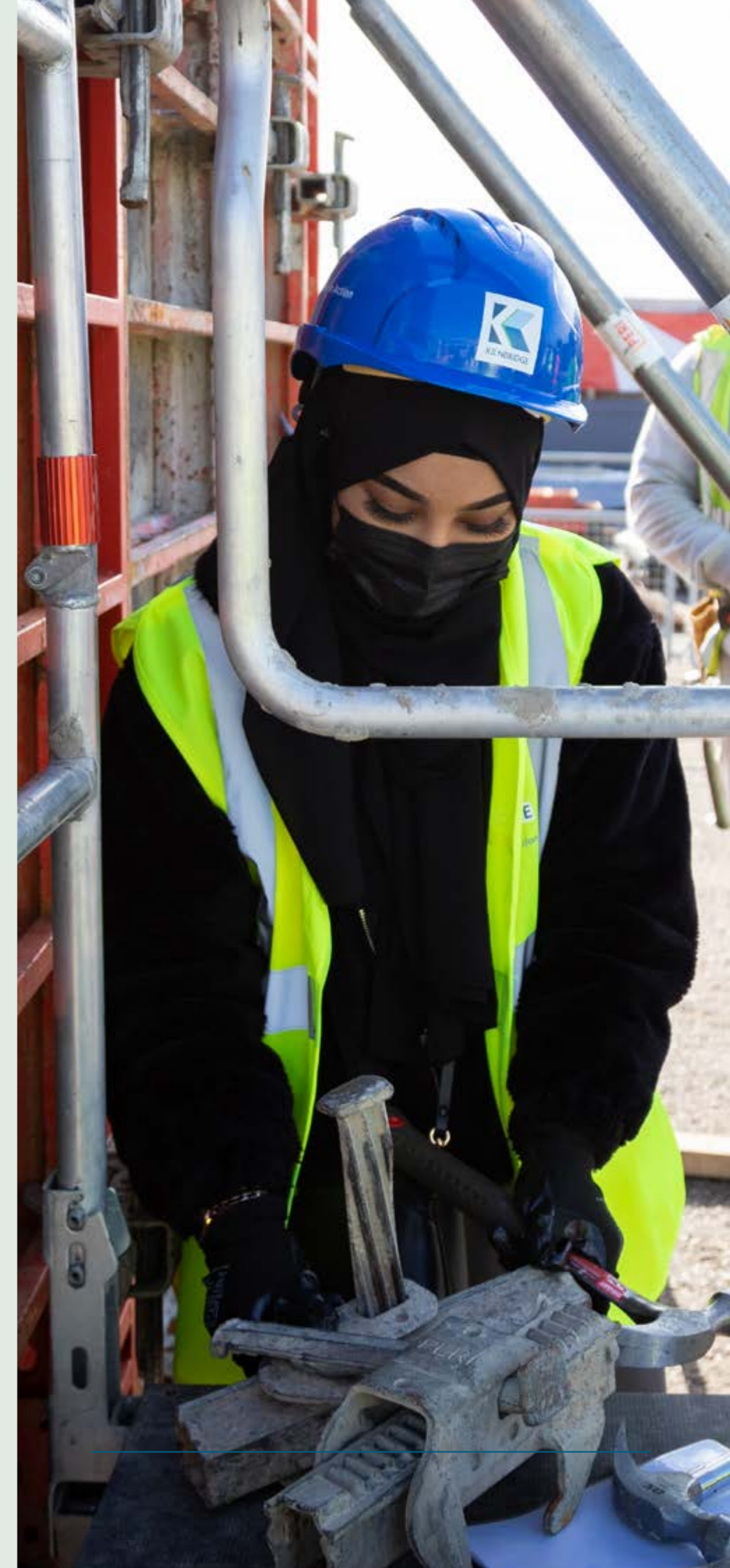
Operated by The Skills Centre, Build East is a collaboration between LLDC and Transport for London (TfL), working together through the Mayor's Construction Academy.

The centre offers a range of pre-employment training programmes designed to support under-represented groups in finding apprenticeships and jobs at Stratford Waterfront, across Queen Elizabeth Olympic Park and beyond.

Employer-led skills programmes cover key areas such as modern construction methods, digital construction and green skills.

The centre has capacity for over 500 learners each year, studying for apprenticeships, NVQs and trade-specific courses as well as those attending industry 'bootcamps'. Since April 2022, Build East has delivered 206 pre-employment courses, 320 NVQs, 511 specialist tickets and 62 apprenticeships, enabling 127 residents into work.

Build East is also a construction skills certification scheme accreditation testing centre, where London's designated Growth Boroughs (Newham, Hackney, Tower Hamlets and Waltham Forest) can refer candidates for training and testing.



Work placements are an opportunity to gain valuable professional experience with industry-leading practices and increase the chances of a rewarding career



## Joshua

Lead design partners at East Bank's Stratford Waterfront site, Allies and Morrison (A&M) have shown their commitment to supporting young people into the industry by providing 20 placements to date, both directly and through their design partners.

Joshua graduated with a degree in architecture in 2020, but struggled to find openings in his chosen profession during the pandemic.

In spring 2022 through Our Newham Work, his local council jobs brokerage team, Joshua secured a placement with A&M, working mainly on digital modelling projects.

His talent and enthusiasm led to the offer of a short-term contract with the practice, which has since been extended to a part 1 architectural assistant role. Joshua continues to specialise in modelling, working with digital tools as well as being trained in physical model-making.



## Mohammed

Mohammed, from Canning Town, is a construction manager apprentice with Mace, the lead contractor on Stratford Waterfront at Queen Elizabeth Olympic Park.

After sixth-form college, Mohammed gained a BTEC Level 3 engineering diploma with a double distinction star. Rather than face huge university fees, he chose an apprenticeship and found his current role through Our Newham Work. He is working on the new BBC music studios being built on Stratford Waterfront.

'My day-to-day role is to ensure that everyone on site is working safely and managing different sub-contracts to ensure they meet the programme, says Mohammed. 'The most useful thing I have learnt in this role is how to manage different sub-contractors by writing professional emails, doing a safety inspection, and communicating effectively when an issue pops up.'





# Promoting ethical sourcing practices

**For the GLA Group, ethical sourcing means protecting labour and human rights in our vast supply chain within London, the UK and internationally**

We expect our suppliers to adopt and adhere to the nine provisions of the Ethical Trading Initiative's Base Code as the standard to support working conditions that are legal, fair and safe.

The International Labour Organisation estimated the number of people living in modern slavery in 2021 at 50 million, 28 million of whom were in forced labour.

Public focus on, and scrutiny of, these issues is growing too, whether it be the global response to PPE procurement during the pandemic, commercial lawsuits raised by victims of human rights violations or the impact of electric vehicle production on communities in the Global South.

It is therefore vital that the GLA Group leads by example and demands mandatory due diligence from its suppliers, aligning to and going beyond emerging legislation from Europe to improve supply chain transparency and our understanding of working conditions in the supply chain.

**The International Labour Organisation estimated the number of people living in modern slavery in 2021 at 50 million**

# Tackling modern slavery in the supply chain

## The GLA Group is using procurement to protect human rights in its vast supply chain

The Cabinet Office's modern slavery assessment tool is being rolled out to all medium- to high-risk suppliers. So far, 154 suppliers have been invited to complete the assessment and approximately 50 per cent have done so. Suppliers must score 70 per cent or above to achieve a 'green' result.

The tool helps buyers better understand how their supply chain is managing the risk of modern slavery, and work in partnership to reduce the risk, based on the results of the self-assessment.

In January 2020, the Group worked with Action Sustainability to produce a modern slavery guide for procurement to ensure a consistent approach to managing risks in the supply chain and has set up a dedicated group as a result of this work to discuss emerging risks and best practice in due diligence.

The Group recognises the risk of modern slavery is a shared one, so collaborating with the supply chain to develop capacity is important. To help suppliers progress, in December 2022 and February 2023, two modern slavery due diligence workshops were offered through TfL as a member of the Supply Chain Sustainability School.

TfL has developed a standardised tender and contracting approach which is being implemented across its vast and growing property development portfolio.

# 154

**GLA Group suppliers invited to complete the modern slavery assessment**

By taking a consistent approach, TfL has some assurance that its construction sites are being appropriately set up to manage these significant risks, with measures including on-site toolbox talks, posters communicating workers' rights in different languages and clear whistleblowing procedures.

The Group uses online platform Sedex to support risk management. Suppliers must demonstrate adherence to the Ethical Trading Initiative's base code during the tender process to ensure a minimum level of labour rights in its supply chain.

Suppliers deemed to be at risk of human rights violations, including modern slavery, have to complete a self-assessment questionnaire and annual audits through Sedex, providing greater supply chain transparency and intelligence.

## Just transition to net zero

The Mayor of London has recognised climate change as an issue of social justice, so it is vital that the transition to electric vehicles also supports workers' rights. The importance of responsible procurement in protecting human rights in the supply chains for electric vehicles is outlined in London's Electric Vehicle Infrastructure strategy.

Poor working conditions, child labour, forced labour, environmental destruction and the displacement of indigenous communities are all well documented in the production of lithium-ion batteries and the mining of materials such as cobalt, nickel, tin, lithium and nickel.

To tackle this, in 2022 Transport for London, the Metropolitan Police Service (MPS) and London Fire Brigade (LFB) joined the Electronics Watch low-emission vehicle programme, along with eight other European cities. The programme expands the successful Electronics Watch model of worker-driven monitoring into the automotive sector.

The three-year programme aims to improve transparency in the supply chain for London's bus fleet and the fleets owned and operated by TfL, LFB and MPS. This intelligence will allow Electronics Watch to monitor battery production sites and mining operations in the GLA Group's supply chain.





## How the London Legacy Development Corporation is tackling modern slavery

The London Legacy Development Corporation (LLDC) is responsible for transforming and integrating one of the most challenged areas in the UK – in and around Queen Elizabeth Olympic Park – into a world-class, sustainable and thriving neighbourhood.

As a mayoral development corporation, the LLDC is directly accountable to Londoners through the Mayor of London and works closely with the GLA Group on issues connected to modern slavery.

Much of the work carried out by the LLDC involves developing areas through construction, such as the

East Bank Stratford Waterfront site. Mace, the project management partner for Stratford Waterfront, is tackling modern slavery using online platform Sedex to assess suppliers for risk. Sedex uses pre-screened data of country and sector risks plus supplier-specific information to highlight potential issues.

Mace also has access to audits from Clearview, a global social compliance certification scheme for labour providers, which are risk-assessed via the Sedex platform. This enables a more targeted approach to undertaking audits, highlighting the areas where potential risks may lie.

In addition to this screening, Mace operates the Speak Up line for its own employees to share information or concerns of potential or known modern slavery incidents anonymously.

The LLDC includes standard clauses in above-threshold contracts that oblige contractors to comply with the Modern Slavery Act and with a certified ethical labour scheme. The LLDC also undertakes an annual audit of employers on the Park in relation to the London Living Wage, which includes questions about business compliance with the Modern Slavery Act and related due diligence with their supply chains.



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# Improving environmental sustainability

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

Through its procurement activities, the GLA Group will work with suppliers to deliver a resource-efficient and resilient city with high environmental quality, accelerating London's transition to a low-carbon economy and ensuring that the Mayor's ambitious targets on climate change and air pollution reduction are embedded within procurement decisions.

The GLA Group will give priority to the circular economy in procurement options and business models by encouraging and trialling materials innovation to keep materials in circulation for longer, helping to reduce the consumption of resources and the use of disposable products, particularly single-use plastics.

Under the Responsible Procurement Implementation Plan all new contracts worth more than £5m must provide an organisational carbon-reduction plan aligning to and going beyond the UK Government's PPN 06/21.

The range of case studies here demonstrate the work being delivered across the GLA Group to identify and address opportunities to reduce our impacts on the environment through our supply chain activities.

# Pioneering the zero-emission emergency vehicle

London Fire Brigade is leading the way in finding and promoting innovative solutions to help fire and rescue and other emergency services decarbonise their vehicles

London Fire Brigade's fleet, sustainability and procurement teams have been collaborating with fleet service providers to deliver a strategy for rolling out zero-emission technology across the fleet.

LFB and Babcock Critical Services Ltd worked with Emergency One to develop and trial a new electric-hybrid fire engine, the first of its kind.

The new zero-emission capable pumping appliance, known as ZEPA1, meets LFB's demanding operational requirements and has minimal differences to its existing fleet of 188 fire engines.

It uses the same control systems as existing fire engines and has air conditioning and heating. The appliance has a range of more than 200 miles. It can pump water continuously at 3,000 litres per minute on battery alone for just under three hours (and over the legislated four hours on its back-up power source).

The new fire engine is due to be used out of Hammersmith fire station during 2023, helping to deliver LFB's commitment to significantly reduce carbon emissions and achieve air quality improvements to meet London's net zero 2030 targets.

This is the latest development in years of work to reduce emissions from LFB's fleet and support electric and hybrid vehicles. Continual environmental improvement including carbon reduction was built into the fleet services contract, resulting in the use of the current zero-emission pumping appliance chassis, supporting resource and cost efficiencies.



Ninety-six per cent of LFB's buildings now have electric vehicle charging points, with 226 sockets, and a further three fire stations have publicly accessible rapid charging.

Other projects to reduce emissions from LFB's fleet are underway. One initiative is to replace the fleet of electric-hybrid cars with 50 fully electric vehicles in 2023.

LFB is working with the UK's 53 UK fire and rescue services as well as others internationally, to share these developments and support the market for zero-emission specialist vehicles in the emergency services.

# Promoting the circular economy through digital inclusion

## Action to reduce ICT waste is helping to promote digital inclusion by giving Londoners access to upcycled devices

The Metropolitan Police Service is committed to reducing its environmental impact and contributing to more a circular economy. In 2022, in consultation with key stakeholders, the MPS explored how it could increase the amount of redundant ICT equipment that was refurbished and reused, rather than simply being recycled.

In parallel, London's first-ever digital inclusion service, Get Online London, was being set up by the Mayor of London, London Office of Technology and Innovation and Good Things Foundation as a city-wide, holistic approach to tackling the digital divide, aimed at helping those who do not own or have access to digital technology.

The service provides a pool of devices and equipment donated by private and public sector partner organisations that are given to Londoners who need them to get online and build their digital skills.

**Refurbished devices are distributed to community organisations, libraries and charities across London's 32 boroughs**

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# 5,600

**smartphones donated for upcycling in 2022**

Discussions between the MPS's digital, data and technology (DDat) and commercial teams, working with Get Online London resulted in a donation of 5,600 redundant smartphones.

In early 2023 the MPS donated a further 6,000 redundant laptops and regular donations will continue through the year, thanks to a technology refresh programme to replace a further 13,000 laptops, which will then be available for donation.

The MPS is exploring options to extend donations to include desktop computers, tablets and additional smartphones.

MPS devices given to Get Online London are wiped of their data according to security requirements and refurbished by Reconome, a London-based circular SME, before being distributed to community organisations, libraries and charities across London's 32 boroughs.







# Reducing emissions with recycled plastic railway sleepers

Recycled plastic sleepers are delivering substantial carbon savings across London's transport infrastructure and supply chain

Recycled plastic sleepers have been used on a trial basis across above-ground sections of the London Underground since 2019, replacing the use of timber and concrete sleepers.

The sleepers are made from 99 per cent recycled materials, which creates significant performance enhancements, improved value and carbon savings.

Transport for London (TfL) has now procured more than 10,000 environmentally and financially sustainable sleepers for the railway tracks, saving approximately 1,300 tonnes of plastic waste from landfill.

Whole-life cost-benefit analyses show that recycled plastic sleepers provide significant carbon reduction and whole-project value.

Traditional sleepers currently represent 29 per cent of track-embodied carbon. Using recycled plastic sleepers in place of hardwood or concrete delivers an array of sustainability benefits, including:

- A substantial reduction in embedded carbon of up to 200 tonnes of carbon dioxide per kilometre
- Reduced transport and logistics burden, as the lighter recycled sleepers need 10 fewer lorry deliveries per 1,000 sleepers

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## 200 tonnes

**of carbon emissions saved per kilometre using plastic sleepers**

- Increased durability, with the ability to endure poor track and weather conditions
- Minimum maintenance requirements due to lack of material degradation over time

The future procurement of sleepers not made from hardwood or concrete can help to realise some of TfL's most pressing goals to achieving the aim of net zero carbon emissions by 2030, producing less waste and driving efficiencies for financial sustainability.

The use of recycled plastic sleepers also addresses some of the ambitions in TfL's corporate environment plan: to consider the carbon cost of a material throughout its life cycle, increase the purchase of recycled products and reduce carbon emissions across both assets and infrastructure.

# Embedding carbon reduction requirements into developments

## New housing developments in the former Olympic Park are fulfilling the promise to create sustainable neighbourhoods that allow people to live low-carbon, resource-efficient and healthy lifestyles

East Wick and Sweetwater are two neighbourhoods on the western boundary of Queen Elizabeth Olympic Park, running from Here East south towards the London Stadium. The neighbourhoods comprise 1,500 homes and community facilities.

Sustainability and the environment were at the heart of the London 2012 Olympic and Paralympic Games. Following the Games, the London Legacy Development Corporation (LLDC) created an ambitious sustainability vision for the future of the Park that embedded sustainability targets into planning requirements.

For all new developments, the LLDC aims to achieve a 15 per cent reduction in embodied carbon compared to industry baseline and carry out whole-life carbon assessments on new developments. At least 20 per cent of construction materials must be from reused or recycled sources by weight and achieve at least 25 per cent recycled content of aggregate within new buildings and infrastructure (by weight). Potential suppliers are evaluated on how they will meet sustainability targets, and their progress tracked throughout the project.

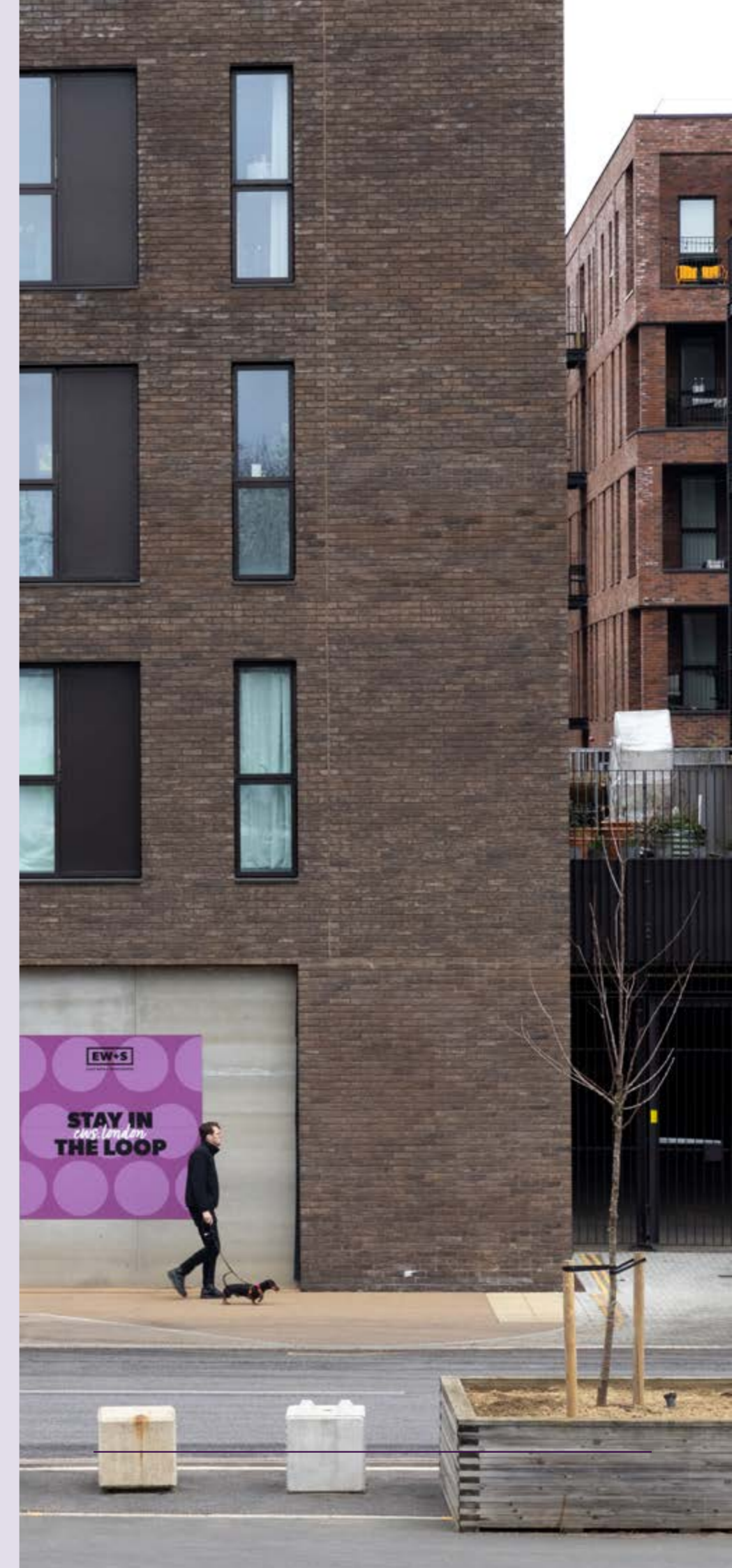
Phase 1 of East Wick and Sweetwater development has achieved an average 35.7 per cent reduction in embodied carbon, together with the use of 25 per cent of recycled aggregates in new buildings, public realm and infrastructure. To meet targets, a baseline was established as part of the tender submission.

The methodology included designing the building in such a way as to reduce the resulting carbon emissions. Detailed guidance was supported by a range of workshops.

Embodied carbon impacts formed part of discussions with the contractor and the decision-making criteria. Carbon models and materials models were updated and reviewed to ensure any corrective actions were addressed and included in future work packages.

At each stage of the process, carbon reduction measures were considered, such as:

- Switching to lower-carbon products
- Replacing concrete with a lightweight steel frame above the first floor
- Reducing floor areas
- Replacing rigid polyurethane insulation (PUR) with mineral wool in walls
- Reducing waste by cutting materials off-site and reusing materials on site
- Optimising concrete mix designs
- Using alternatives to conventional piling





# Delivering shorter, greener supply routes

London Fire Brigade's day van service has seen significant energy savings following changes to its delivery routes

The day van service is LFB's logistical backbone, keeping its 103 fire stations running smoothly. The vans deliver everything from internal mail, uniform and consumables through to essential kit such as respiratory protective equipment, air cylinders, hoses and personal face fit masks.

The fleet is being upgraded in line with LFB's ultra-low emission fleet programme to reduce emissions linked to the supply of goods and services for the Brigade.

With their main base on the outskirts of Greater London, the service minimises the potential number of deliveries into London (often by larger goods vehicles associated with diesel engines) by acting as a unified storage and distribution centre for all fire stations.

Inspired to create an even more efficient, cost-effective service and contribute to LFB's commitment to improve air quality, the service has now devised a series of new routes that save more than 15,915 miles of travel each year.

The LFB headquarters in Southwark were added to one of the routes for the first time, ending the need for a standalone delivery route and saving more than 5,000 miles a year. In total, these route changes have led to a 14 per cent decrease in mileage each year.

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## 23,315

**miles each year saved through re-routing  
LFB supplies vehicles across the capital**

The day van service has also integrated breathable air cylinder delivery and exchange into its internal online ordering systems. Stations now place cylinder orders more regularly, enabling the payload of each vehicle to be calculated accurately.

This has reduced the weight of cylinders carried by the vans and reduced the stop count on routes for stations that have no cylinder deliveries or collections. Every route is now more efficient and greener than before, exceeding the forecasted target of 7,400 saved miles each year for cylinder deliveries.

In total, these mileage reductions are almost the equivalent of travelling around the world's equator (24,901 miles).

# Improving air quality through electric innovation

A new electric dustcart serving London's fire stations is helping to reduce transport emissions and cut noise

A recent tender for London Fire Brigade's new waste management contract included several responsible procurement requirements, including supporting actions to reduce supply chain emissions and improve air quality, as well as continuing to improve LFB's recycling rates.

The successful supplier, Bywaters, responded to this by utilising their new electric dustcart on the LFB contract.

This state-of-the-art electric dustcart, named Electric-City, is powered by a significantly quieter electric motor than standard diesel versions, resulting in fewer emissions and less noise pollution.

The vehicle was designed from scratch and is charged from its east London base using self-generated renewable energy from one of London's largest-ever solar PV retrofits (4,000 panels).

Electric-City serves six fire stations at Deptford, Dockhead (Southwark), Greenwich, Lambeth, Peckham and New Cross.

The new dustcart has already reduced transport emissions for each tonne of recycling collected from 38kg per tonne to just 8kg per tonne – a 79 per cent saving – supporting the GLA's aim to reduce supply chain environmental impacts.

**The electric dustcart is powered by a significantly quieter motor, resulting in fewer emissions and less noise**



# Delivering sustainability through facilities management

## The GLA's new facilities management contracts are supporting local employment, ethically sourced food and zero-emission deliveries

A number of facilities management contracts were updated to coincide with the GLA's move to its new location in Newham, further embedding sustainability requirements.

The focus was on reducing emissions – for instance, amalgamating goods deliveries to reduce the number of vehicle movements, reducing waste, and supporting skills and employment opportunities.

Graysons, which holds the contract for GLA catering, employs at least two Newham residents in their team and pay the London Living Wage to workers. Fairtrade coffee, chocolate and snacks are served at the GLA café. Meat and fish are ethically sourced, eggs are free range and palm oil is from sustainable sources.

Waste disposal is another area where suppliers are making strides. Waste collections from Trafalgar Square are made by a fleet of electric dustcarts that will reduce carbon emissions, contributing to the Mayor's target of net zero carbon by 2030, while improving London's air quality.

GLA Group stationery suppliers are using zero-emission vehicles in their fleet to deliver GLA Group products. This is in line with the GLA target for all new contracts using vehicles under 3.5 tonnes to be zero-emission for all deliveries to GLA Group sites from 2025.

The contract also includes continuing to use 'green' products that offer environmental benefits such as 100 per cent recycled copier paper and non-oil-based inks. The MPS, for example, has switched to using 100 per cent recycled paper for more than 90 per cent of its use. Alongside this, a campaign to reduce consumption and blend working practices has resulted in a reduction of 8,000 reams of paper from 2020/21 and 2021/22.

The GLA's new postal contract consolidates letter deliveries at a regional postal hub and emails scanned versions of documents to designated recipients. This reduces the number of vehicle journeys, cutting carbon and air quality emissions while enhancing security.





# Ensuring sustainable events for London

A principled approach to managing major events has the welfare of Londoners, and the city's environment and heritage, at its heart

Events can bring major social benefits to London, raising the city's profile and bringing Londoners together, creating a sense of shared interests and culture.

They also help to boost London's economy, creating opportunities for business and attracting new visitors and investors.

Alongside these benefits, it is essential that GLA events are made increasingly sustainable, helping to support Mayoral strategy across a wide range of issues affecting London.

To this end, all GLA events protect the environment through the efficient use of energy and transport and cutting down on waste. They also promote inclusion and fairness for all Londoners.

To use energy efficiently and reduce carbon emissions, generators must comply with GLA standards, including shifting to electric power.

Further efforts are being made to reduce energy consumption at Trafalgar Square. The Christmas tree lights are now LED, reducing the power consumption by 28 per cent, and on a timer, which further reduces power by 11 per cent.

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## 28%

**reduction in power consumption by using LED lights for the Christmas tree in Trafalgar Square**

Equipment used at Trafalgar Square is mainly hired or re-used, minimising waste where possible. Catering stalls for events must meet a minimum requirement for sustainability to trade on the square. The amount of printed material produced for events has also been reduced, helping to cut waste further.

Information on the GLA website on how to get to events encourages the use of walking, cycling and public transport.



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# Further information

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## **GLA Group:**

GLA Group Responsible Procurement Policy

Good Work Standard

Green New Deal Fund

Inclusive London – The Mayor’s Equality, Diversity and Inclusion Strategy

London Fire Brigade

London Legacy Development Corporation

London Recovery Board

Making London events more sustainable

Mayor’s Office for Policing and Crime

Metropolitan Police Service

Pathways to Net Zero Carbon by 2030

Responsible Procurement – GLA Group Implementation Plan 2022-24

The Mayor’s Architecture + Urbanism Framework

Transport for London

## **Government guidance:**

Procurement Policy Note 11/20

## **Suppliers referred to above:**

Abellio

ADComms

Action Sustainability

Allies and Morrison

Alstom

Babcock Critical Services Ltd

BAI Communications

Bywaters

FM Conway

Graysons

Kier

Mace

MTR Elizabeth line

Overbury

Riverlinx CJV

Willmott Dixon

## **Other:**

Build East Skills Centre Stratford

College of Haringey, Enfield and North East London

Get Online London

Good Things Foundation

Electronics Watch

Ethical Trading Initiative

Living Wage Foundation

London Anchor Institutions’ Network

London Office of Technology and Innovation

Newable

Our Newham Work

Reconome

Serious About Youth

Smart Works

Supply Chain Sustainability School

The Skills Centre