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MAKING LONDON A  
**LIVING WAGE CITY:**  
**what we achieved together**

SEPTEMBER 2021 – AUGUST 2025



## ABOUT THIS **report**

*Making London a Living Wage City* has been a four-year effort to lift wages, develop community leaders and shift employer behaviours and practice across the capital. The project brought together Citizens UK organisers and community leaders, the Living Wage Foundation, anchor institutions, employers, the GLA and local government, with funding and strategic support from Trust for London.

Citizens UK brings together communities, employers and civic institutions to make London fairer. The Living Wage campaign, now over twenty years old, is one of the UK's most successful civil society movements. This project builds on that legacy, taking the work to the city-region scale.

This report sets out what the project achieved from September 2021 to August 2025. It is written for employers, funders, campaigners, community leaders and members of the public who want to understand the impact of the campaign, and what it means for the next phase of work: Making London Work for All.

# OUR IMPACT in numbers

Between 2021 and 2025, the project achieved:

- **2,561 newly accredited Living Wage Employers in London**, doubling the number of Living Wage Employer in the capital
- **70,308 pay rises nationally** by London-headquartered employers
- **44,358 pay rises to the London Living Wage**
- **£330m** in additional wages for Londoners
- **£413m** in additional wages nationally from London-based employers, rising to **£1.2bn by 2030**
- If current trends continue, the additional wages nationally from London-based employers will reach **£1.5bn by 2030**
- **£628m** in total economic value to London's economy
- **680,397 employees** now working for a Living Wage Employer

Alongside this:

- **500 community leaders** took part in structured training and development activities
- We worked with **138 Citizens UK member institutions**, including 18 campaign anchors
- 152 local actions and 32 cross-London events took place, with over **10,000 people attending**

Behind these figures sit thousands of people whose working lives improved because employers took responsibility for fair pay.



1. A leader is someone who builds relationships within their community and brings people together to work on shared issues. In the Living Wage context, they may be affected by low pay or they may be in a position of power or influence within their sector.
2. Anchor institutions are large public or civic bodies, such as councils, NHS organisations and universities, that have the economic influence, procurement power and convening ability to support local Living Wage action.
3. A campaign anchor is an organisation that provides the coordination, capacity, and continuity needed to keep the campaign going.



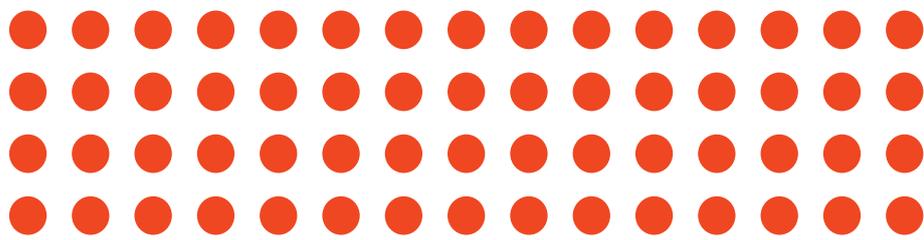
## WHY THIS WORK **mattered**

London is a city built on the work of cleaners, carers, security workers, retail staff, hospitality teams and many others in undervalued roles. One in seven people currently earn less than the real Living Wage and therefore less than they need to live on.

*“I’m really struggling balancing the bills, the rent, and also the food for the children and also for myself. Some sort of sacrifice is always happening, whether for myself or my children.”*

Although the statutory National Living Wage has risen, it still does not match the independently calculated real Living Wage of £14.80 in London. Rising costs, inflation and insecure work made voluntary employer action essential over the course of the project.

The campaign built on twenty years of broad-based organising within Citizens UK institutions, longstanding Living Wage leadership in East London, and existing fair work initiatives such as the Mayor’s Good Work Standard. What made this phase different was the scale and coordination across sectors, boroughs and institutions and the intentional bringing together of community, business and public sector.



## WHAT we did

The uniqueness of this project was the centrality of a community organising approach that simultaneously adopted various other tactics and approaches alongside this to make change. It was the combination of worker power and voice in getting employers and politicians to the table with a peer-to-peer business leader to leader approach that contributed to the change being made. Moreover, the bringing together of these different actors across different sectors at a strategic level in a steering group has led to the use of different levers being used depending on context, sector and interests.

The Steering Group was co-chaired by the Mayor of London, the Bishop of London, and a senior business leader, Anna Purchas from KPMG. This was a unique collaboration which provided strategic direction and alignment across sectors. The structure balanced community leadership with institutional and political power, reinforcing accountability and coordination. The project combined leadership development, institutional strengthening, employer engagement and public action. The aim was simple: build community power and move employers to adopt fair pay and better working conditions.

### Developing community leaders

Leadership development sat at the heart of the project. By centring community leaders and those impacted by low pay the initiative has been able to maintain momentum and sustain motivation of everyone involved. People got involved through listening sessions, ESOL classes, workshops, sector groups, actions, citizen assemblies and core teams. Over four years, the project:

- **Developed 500 community leaders** through structured training and development activities
- **Engaged 736 people** in leadership roles
- Involved **1,055 community leaders** in strategy and co-creation meetings (some people were involved in more than one meeting)
- Grew sector-specific action team membership from **105 to 240**
- Brought over **10,000 people** to public events and actions

### Training and development

More than **200 community leaders** took part in structured training, including: Community organising, storytelling, Living Wage ESOL

classes, mixed-language online workshops, participatory theatre and forum theatre, a Living Wage Leadership Academy

Survey responses showed increased confidence, public speaking, negotiation skills and wellbeing.

*“I have increased my self-confidence to speak in public... and to support other leaders... it has given me several tools to be a better leader in my community.”*

## Strengthening institutions

Institutions such as churches, mosques, schools, universities, community groups and councils provided the foundation for the campaign. They hosted listening sessions, formed core teams, and mobilised members. Often, campaigns can be parasitical on civil society or instrumentalise

individuals or groups. Taking a community organising approach means that institutions are strengthened not weakened through their participation. We need these institutions to flourish in order to have a vibrant democracy. The project worked with **138 institutions**, with deeper support for **22 anchors**.

Institutions reported:

- Stronger internal relationships
- Clearer connection between mission and action
- New links with employers and local authorities
- More members confident in public roles

An institution involved in the work said the campaign had *“brought people in the church together”*, while another described it as *“a tangible example of the sort of action we could take.”*



## Building power through action

Actions and assemblies brought the campaign to life. For leaders impacted by low pay, they transformed powerlessness into agency, turning private pain into public purpose. Public action not only brought decision-makers to the table; it created meaningful, ongoing ways for people to participate. This has built a solid organising base with leaders and low-paid workers across London and given the movement the authenticity and oxygen it needed to keep going over the four years of the project. Over four years the project achieved:

- 152 borough-level actions
- 32 cross-London events
- Over 50 leader-led decision-making meetings
- Over 10,000 attendees in total

Creative and strategic actions helped shift employer decisions and behaviour.

Examples included:

- Jugglers at care provider headquarters to highlight the pressures on care workers
- A South Bank action where community leaders delivered invitations along the river to major employers
- Performances and testimonies at public assemblies

Two major assemblies at Methodist Central Hall shaped the political landscape.

### London Mayoral Assembly (2024)

Over 2,000 people attended a packed Methodist Central Hall. Community leaders presented their asks vision for London to the mayoral candidates, including seeking policy commitments on Living Wage and Living Hours asks.





The power of the assembly lies in a simple inversion: those who are usually spoken about become those who do the speaking. Sadiq Khan committed to work with us to:

- Support a real Living Wage for all social care workers
- Accredite all GLA functional bodies as Living Hours employers, extending the commitment from the GLA's own Living Hours accreditation
- Double the number of Living Hours employers year on year
- Embed Living Wage and Living Hours through procurement and planning

***“You get two thousand people in a room, people sharing their story about why the Living Wage still matters to the Mayor of London, it's significant.”*** Pete Brierley, Director of London, Citizens UK

### **General Election Assembly (2024)**

Community leaders met with national politicians including Angela Rayner, who committed to support a real Living Wage for social care workers and to ongoing engagement with Citizens UK.



## Stories of action across **sectors and places**

### **Participatory theatre: making Service Provision centre stage**

The Service Provision sector strand campaigned with workers such as cleaners and security staff to be paid the real Living Wage. Participatory theatre became one of the project's most distinctive and effective ways of developing community leaders and campaigning in this sector, especially in South London. It offered a space where workers and community members could explore their experiences of low pay, inequality and power in a supportive, creative environment. Community leaders took part in forum theatre workshops, storytelling sessions and bilingual organising spaces, often with others from their neighbourhood or institution. One practitioner described these workshops as:

*“a space where people can rehearse what leadership feels like before they have to do it in real life.”*

This approach was particularly powerful for migrant and Spanish-speaking community leaders, many of whom felt more comfortable joining a creative workshop than a formal meeting. As one organiser put it:

*“Some people won't come to a strategy meeting, but they'll come to a workshop where they can tell their story and be heard.”*

Through this work, community leaders built confidence, found their public voice and strengthened their sense of agency. The creative process deepened relationships, and the public performances demonstrated the power of lived experience to shift political and employer commitments.

It was influential actions such as this that saw significant progress in the Service Provision sector:

- Growth from **34 to 80 Living Wage Employers in cleaning and security**
- **Now 2,593 workers in total receiving a pay rise**
- **73 Recognised Service Providers**, employing more than **157,000 workers** on Living Wage-aligned contracts
- Sector toolkit launched with support from the Institute of Workplace and Facilities Management

## South Bank: influencing iconic employers in the Creative and Cultural sector

Overall, the project saw huge progress in the Creative and Cultural sector:

- **327** accredited employers
- **36,667** employees covered
- **3,828** workers receiving a pay rise
- Strong engagement from institutions such as the National Theatre and Shakespeare's Globe
- Industry champions helped normalise accreditation in advertising, communications and cultural institutions

The South Bank became a model for creative, place-based Living Wage organising. Leaders identified iconic employers along the riverfront, including Tate Modern, and spent months building relationships and preparing for action.

In summer 2023, leaders from six member institutions walked the length of the South Bank, delivering invitations to employers and asking for meetings about the Living Wage. The action combined community pressure with encouragement from political leaders and the Living Wage Foundation.

This led to major employers committing to both the Living Wage and Living Hours. It also created a ripple effect across nearby cultural institutions, helping shift expectations in a part of London that employs thousands of low-paid workers, and ultimately winning more accreditations in this iconic area of London's creative and cultural industries.



## Transforming pay in Health and Social Care

Health and social care became one of the clearest examples of the project's impact. When the work began, accreditation in the sector was relatively low and many of the lowest-paid workers in London were employed in care, cleaning, portering, catering and other essential roles across hospitals, care homes and community settings.

Over four years, the sector saw major progress:

- **298 accredited organisations** in health and social care
- **14,045 workers received a pay rise** in the health and social care workforce overall
- Including **23 NHS hospitals**, responsible for **7,088 pay rises**
- **78% of NHS Trusts** in London accredited as Living Wage Employers, as well as **NHS England**
- The **North East London Integrated Care Board** became the **first ICB in England** to accredit
- Social care accreditations rose sharply despite a complex, fragmented commissioning environment

In summer 2022, leaders coordinated actions targeting five of the UK's largest private care providers. Jugglers were used to show the impossible 'balancing act' expected of care workers who face rising costs, long shifts and chronic understaffing. Families and workers shared testimony about the strain caused by low pay, and how it affected both the quality of care and the wellbeing of those delivering it.

This action was followed by a second coordinated push in December 2022, which secured a meeting with a large healthcare provider. The company later committed **£12 million** to improving staff wages, which was one of the largest salary commitments secured during the life of the project.

As a result of South London's community organising with NHS partners known as South London Listens they have been the most active throughout the campaign. Ten of the eleven South London NHS Trusts had accredited by 2022, strengthening pay for thousands of workers and modelling good practice for the rest of the country.

This progress helped set the stage for the **North East London ICB** to become the first Integrated Care Board in England to accredit,

reinforcing that the Living Wage can be embedded at system level, not just in individual trusts.

The impact in this sector was not only financial. For many workers, accreditation meant predictability, dignity and the ability to support their families. One organiser reflected on how leaders grew through this work:

*“She learnt about minimum wage and said, ‘Wow, I’ve been earning terrible wages my entire life. I really want to get involved in this.’ ... She stood up in front of all the MP candidates and told that story. And that’s really been a boost for her because she’s like, ‘Oh, my story is interesting... it’s going to push things along.’”*

Actions in health and social care also widened the coalition. Families, patients, NHS staff, unions and community groups built relationships that are still shaping borough-level work today.

The sector’s progress demonstrates how strong community organising, persistent employer engagement and partnerships with NHS bodies can shift pay and expectations in

one of London’s most challenging labour markets. It also shows the value of combining storytelling, creative actions and negotiation to move large institutions.

## Organising for fair pay in Hospitality

During 2023–24, hospitality became a focus for coordinated actions that brought together employers, unions and local authorities. At **Whitbread’s AGM in 2023**, leaders from a West London Citizens alliance worked with Unite members and ShareAction to raise concerns about low pay across the Premier Inn chain. The action secured a commitment from Whitbread to meet with the group, opening the door to further discussion about fair pay, although the company has not yet accredited. The following year, hospitality employers joined a Living Wage Week 2024 event where the project launched a new Hospitality Toolkit, developed with Middlesex University research. The toolkit addresses service-charge policies, franchise models and accommodation issues, giving venues practical guidance on how to adopt the Living Wage. The toolkit launch, hosted by the Sunborn Hotel in the Royal Docks,



attracted employers and sector bodies and strengthened the sector's engagement with the movement.

Overall, the project had an impressive impact on Hospitality, in a very challenging economic climate with rising costs for employers and staff:

- Growth from **66 to 199 accredited employers**
- **Now 7,427 workers in total receiving a pay rise**
- Polling showed Londoners are more likely to choose venues that pay fairly
- A new sector toolkit supported venues with service charge, concessions and franchise models

## Place-based organising: Ealing, Royal Docks and Southwark

Place-based organising showed how the Living Wage can take root in local economies when communities, employers and councils work together. Ealing, the Royal Docks and Southwark each demonstrate how different contexts produced meaningful progress.

### Ealing: new partnerships and rapid growth

Ealing became a Living Wage Place in July 2024, the first in London to build Living Hours into its plan from the start. The council, University of West London and Chamber of Commerce formed a strong partnership, while

local leaders built momentum through listening sessions and employer outreach.

By 31st August 2025, Ealing had achieved:

- **93 accredited employers**
- **906 pay rises**
- Living Wage requirements in regeneration at **North Acton Square**
- Growing interest from larger employers, including Ferrero

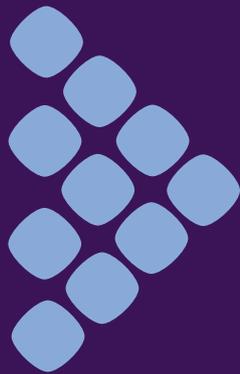
The work also supported a wider West London push, with action spreading into Hounslow and employers such as UNIQLO and CACI accrediting.

### Royal Docks: a model for place-based organising

Launched in 2022, the Royal Docks Living Wage Place showed how concentrated partnership working can shift a local economy. Backed by Newham Council and the GLA, the Action Group increased accreditations by an incredible **50%**, earning a 2023 Living Wage Champion Award.

The work combined grassroots leadership through TELCO with institutional power from the council and GLA. As the funded phase ended, learning from the work informed a **borough-wide Living Wage approach in Newham**, ensuring continuity beyond the Place designation.

### Southwark: embedding the Living



## Wage into civic life

Southwark is now one of the strongest Living Wage Places nationally. After renewing its recognition in 2023, the council continued to embed fair pay in planning, procurement and local partnerships.

Highlights included:

- Launching Southwark's first **Living Wage Building** at Tower Bridge Court
- **Borough Market** embedding the Living Wage in all new and renewing trader licences and securing Living Hours status

- Commissioning research with **King's College London** on the impact of the real Living Wage
- Ongoing collaboration through the pan-South London organising initiative, rooted in South London Listens

Southwark also gained national recognition, winning multiple Living Wage Champion Awards in 2024 and 2025, and is now helping shape a brand new **Equity Neighbourhood** as part of our ongoing work.



# Impact summary



The project made measurable change for workers, employers and communities across London. These gains came from years of leadership development, targeted employer engagement, sector work and coordinated borough organising.

## Raising wages and boosting the local economy

Between 2021 and 2025, the project helped deliver:

- **44,358 pay rises to the London Living Wage**
- **70,308 pay rises nationally** by London-headquartered employers
- **£330 million** in additional wages for Londoners
- **£413 million** in additional wages nationally from London-based employers, rising to **£1.2bn by 2030**
- If current trends continue, the additional wages nationally from London-based employers will reach **£1.5bn by 2030**
- **£628 million** in total economic value added to London's economy



The graph below shows a steady rise in Living Wage accreditations across London, with growth increasing more sharply once the project began in 2021. This reflects targeted work with priority sectors, anchor institutions and borough partnerships. The result is a sustained increase of almost 900 more accredited employers than would have been expected had the pre-2021 trend continued.

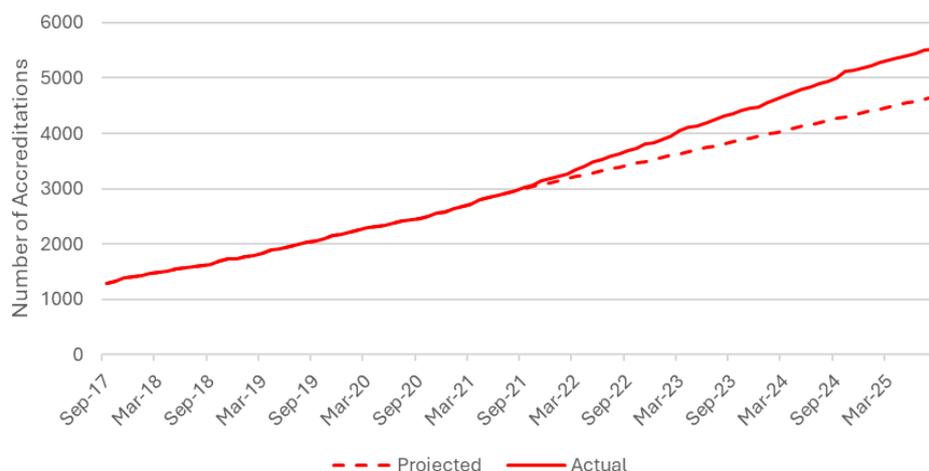


Figure 1. Living Wage Accreditations in London 2017-2025

Data on pay rises shows a similar pattern. The number of Londoners whose wages rose because of Living

Wage accreditation was over 11,000 higher in the project period than in the previous four years.

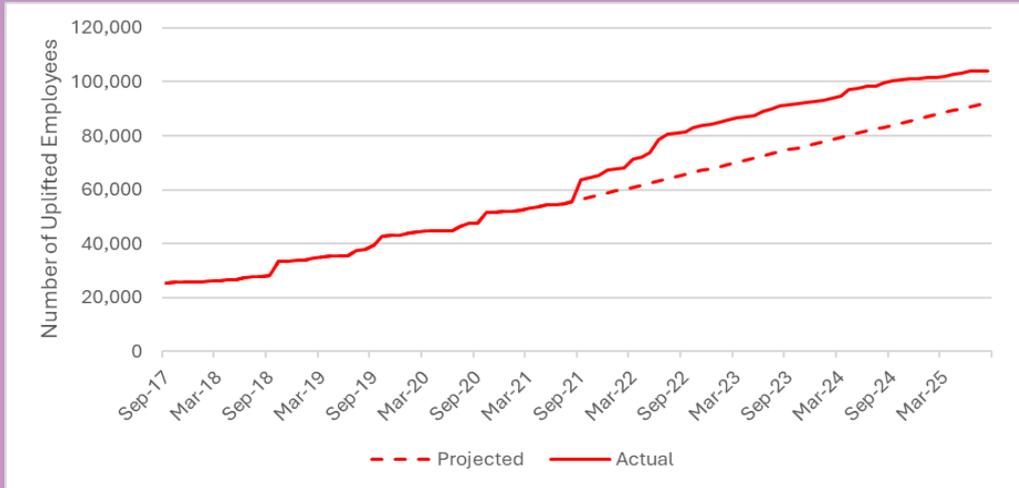


Figure 2. Number of pay rises to the Living Wage in London 2017-25

### Borough-level impact

Accreditation gains are not evenly spread across London. Central boroughs still account for the largest

absolute numbers of employers, but some of the most striking growth has been in outer London.

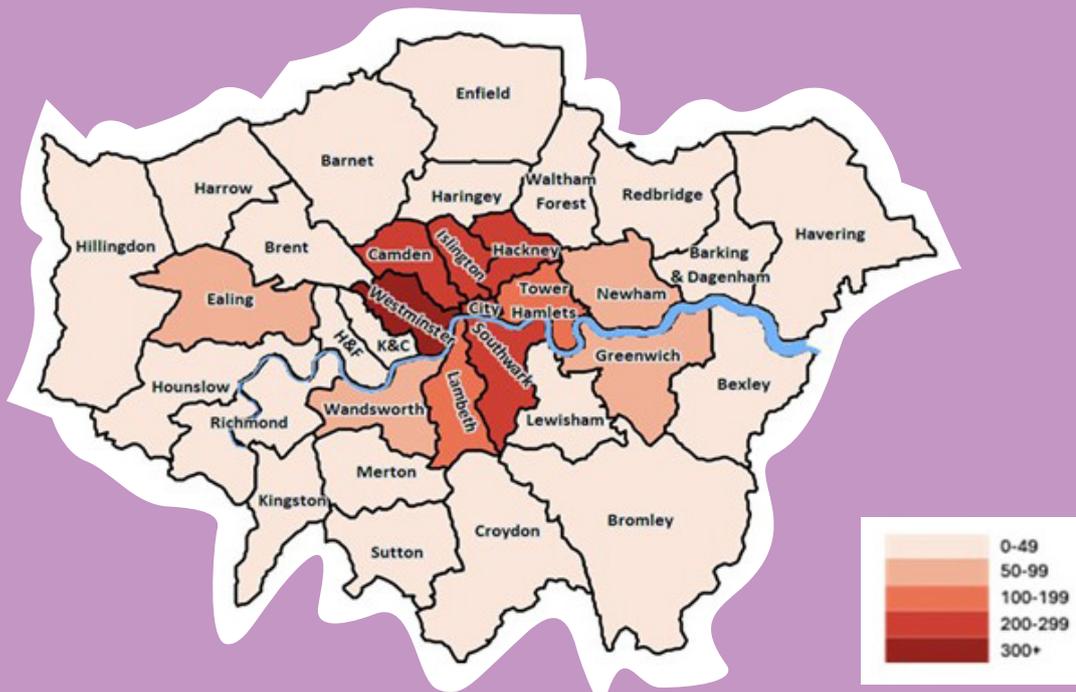


Figure 3. Living Wage accreditations in London 2021-2025

	2017-21			2021-25		
	Employers	Share	Growth	Employers	Share	Growth
Barking and Dagenham	10	0.6%	143%	16	0.6%	114%
Barnet	17	1.0%	100%	35	1.4%	125%
Bexley	3	0.2%	60%	14	0.5%	175%
Brent	33	2.0%	70%	29	1.1%	47%
Bromley	15	0.9%	94%	25	1.0%	109%
Camden	165	9.8%	82%	224	8.7%	75%
City of London	139	8.2%	84%	224	8.7%	92%
Croydon	42	2.5%	86%	34	1.3%	49%
Ealing	27	1.6%	93%	70	2.7%	149%
Enfield	14	0.8%	78%	26	1.0%	96%
Greenwich	19	1.1%	17%	61	2.4%	50%
Hackney	138	8.2%	108%	207	8.1%	100%
Hammersmith and Fulham	38	2.3%	127%	43	1.7%	75%
Haringey	32	1.9%	94%	27	1.1%	52%
Harrow	9	0.5%	100%	21	0.8%	131%
Havering	5	0.3%	100%	17	0.7%	170%
Hillingdon	11	0.7%	220%	21	0.8%	191%
Hounslow	15	0.9%	71%	31	1.2%	115%
Islington	152	9.0%	74%	203	7.9%	71%
Kensington and Chelsea	39	2.3%	122%	43	1.7%	78%
Kingston upon Thames	10	0.6%	143%	21	0.8%	162%
Lambeth	125	7.4%	96%	149	5.8%	77%
Lewisham	56	3.3%	82%	43	1.7%	44%
Merton	17	1.0%	106%	41	1.6%	152%
Newham	39	2.3%	130%	65	2.5%	108%
Redbridge	7	0.4%	70%	18	0.7%	129%
Richmond upon Thames	18	1.1%	150%	28	1.1%	127%
Southwark	140	8.3%	80%	274	10.7%	109%
Sutton	8	0.5%	67%	18	0.7%	120%
Tower Hamlets	78	4.6%	63%	132	5.2%	82%
Waltham Forest	32	1.9%	114%	45	1.8%	100%
Wandsworth	38	2.3%	123%	50	2.0%	96%
Westminster	195	11.6%	79%	306	11.9%	85%
<b>Total</b>	<b>1,686</b>	<b>100%</b>	<b>83%</b>	<b>2,561</b>	<b>100%</b>	<b>86%</b>

Table 1. Living Wage Accreditations by Borough Living Wage in London 2017-25

These figures suggest that the campaign has succeeded in extending its reach into parts of London that previously had few accredited employers.

Table 2 shows employee uplifts by borough. Here, the picture is similar but even more dramatic:

	2017-21			2021-25		
	Uplifts	Share	Growth	Uplifts	Share	Growth
Barking and Dagenham	94	0.3%	348%	581	1.3%	480%
Barnet	134	0.4%	27%	482	1.1%	75%
Bexley	17	0.1%	44%	81	0.2%	145%
Brent	76	0.2%	4%	219	0.5%	11%
Bromley	60	0.2%	6000%	182	0.4%	298%
Camden	1,642	5.2%	116%	7,037	16.3%	230%
City of London	513	1.6%	20%	2,104	5%	70%
Croydon	1,021	3.2%	334%	1,591	3.7%	120%
Ealing	196	0.6%	103%	398	0.9%	103%
Enfield	371	1.2%	161%	528	1.2%	88%
Greenwich	68	0.2%	16%	3,915	9.0%	774%
Hackney	475	1.5%	97%	1,233	2.8%	128%
Hammersmith and Fulham	212	0.7%	15%	190	0.4%	11%
Haringey	2,221	7.0%	2243%	54	0.1%	2%
Harrow	46	0.1%	383%	655	1.5%	1129%
Havering	39	0.1%		2,776	6.4%	7118%
Hillingdon	3,189	10.0%		112	0.3%	4%
Hounslow	78	0.2%	31%	683	1.6%	206%
Islington	978	3.1%	118%	996	2.3%	55%
Kensington and Chelsea	1,463	4.6%	1117%	240	0.6%	15%
Kingston upon Thames	1,252	3.9%	367%	149	0.3%	9%
Lambeth	2,622	8.2%	367%	2,942	6.8%	88%
Lewisham	296	0.9%	203%	1,705	3.9%	385%
Merton	3,571	11.2%	6053%	89	0.2%	2%
Newham	3,032	9.5%	824%	796	1.8%	23%
Redbridge	606	1.9%	514%	1,425	3.3%	197%
Richmond upon Thames	1,143	3.6%	4233%	788	1.8%	67%
Southwark	1,694	5.3%	99%	3,798	8.8%	112%
Sutton	45	0.1%	346%	1,093	2.5%	1884%
Tower Hamlets	378	1.2%	15%	1,656	3.8%	58%
Waltham Forest	258	0.8%	78%	377	0.9%	64%
Wandsworth	186	0.6%	108%	387	0.9%	108%
Westminster	3,897	12.2%	144%	4,033	9.3%	61%
<b>Total</b>	<b>31,873</b>	<b>100%</b>	<b>160%</b>	<b>43,295</b>	<b>100%</b>	<b>83%</b>

Table 2. Pay rises by Borough

## Who benefited

Consistent with previous Living Wage Foundation research and the employer survey undertaken during the project, the Living Wage reached groups most affected by low pay.

A survey was sent to 2,000 accredited Living Wage employers in London, with just over 100 responses. Figure 4 below shows the results of the survey:

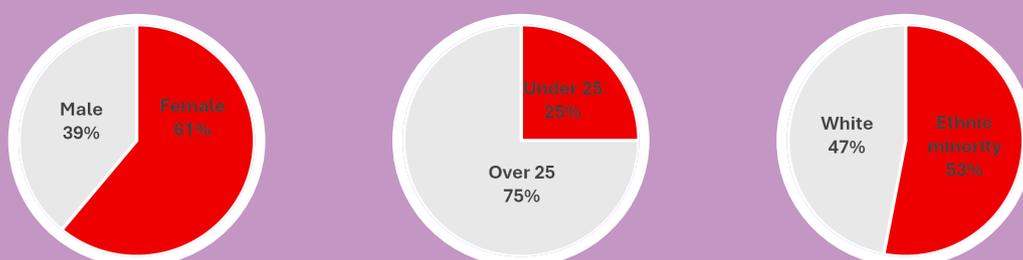
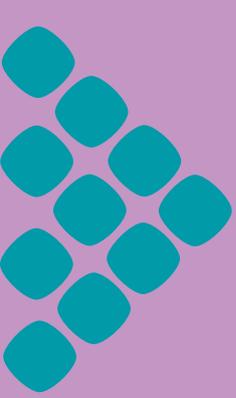


Figure 4. Characteristics of Living Wage recipients



As we can see:

- Around half of reported pay rises were among workers on third-party contracts
- A majority of recipients were women
- Workers under 25 made up about a quarter of recipients
- Racialised workers comprised just over half of all employees receiving a pay rise

The data on pay rises shows that the Living Wage continued to change conditions in sectors where low pay is deeply embedded.

## Strengthening employers and institutions

The project strengthened the institutions at the heart of the campaign. Schools, faith groups, universities, community organisations and local authorities invested in leadership, built stronger core teams and created clearer links between their mission and practical action. These institutions reported:

- Stronger internal teams and relationships
- A clearer sense of purpose
- More members taking public roles
- New partnerships with local employers, councils and NHS bodies

Employers received clearer guidance on how to adopt the Living Wage and Living Hours, particularly through sector toolkits, targeted engagement and support from the Living Wage Foundation. This made accreditation more achievable for organisations in complex sectors such as hospitality, service provision and social care.

Taken together these relationships between institutions, community leaders, employers and local authorities formed the backbone of borough-level progress. They helped build a broader cross-London movement capable of shifting pay and job quality at scale.

## A more visible and confident movement

The project received significant media coverage and strong digital engagement during Living Wage Week and the London Mayoral Assembly. The assemblies at Methodist Central Hall, which brought more than 2,000 leaders into one room, showed the scale, diversity and confidence of the movement that has grown through Making London a Living Wage City.





## What we learned

Across the four years, the project generated learning that will shape the next phase of work.

### Depth over scale

Experience showed that meaningful leadership development requires time and continuity. Working intensively with smaller groups of community leaders produced more confident, skilled and committed leadership than working in a lighter-touch way with bigger numbers of people.

### Accessible pathways into leadership

Creative and flexible approaches, including storytelling and participatory theatre, helped diversify the pathways into leadership. These methods enabled people who may not attend traditional meetings to develop confidence, relationships and public voice.

### Bringing together a unique alliance and mixed methods approach

We have achieved impact through a unique partnership made up of workers and community leaders, business, the public sector and civil society. Progress came when different methods were used together. Organising provided the relationships and momentum, sector leads brought practical guidance, and political support from the Mayor helped reinforce campaign asks at the right moment. In places like the Royal Docks and Southwark, employers moved when these approaches were combined rather than used in isolation. This blended method, rooted in organising, proved to be one of the project's strongest assets.

## The importance of anchor institutions

Councils, NHS bodies, universities and major cultural institutions played a crucial role. Their ability to use procurement, planning, funding and governance powers helped embed the real Living Wage in local systems. Where anchors were committed, progress accelerated.

## Tailored sector strategies

Each sector required a different approach, depending on its economics, workforce and organisational structures. Industry champions, sector toolkits and professional networks were essential in creative and cultural industries, service provision and hospitality. In health and social care, progress depended on long-term relationships with NHS partners and targeted actions focused on private providers.

## Place-based organising works

Where local relationships were strong in Southwark, Ealing and the Royal Docks, the Living Wage became part of local identity and civic life. These places demonstrate how borough-level coalitions can shift employer behaviour and build stronger neighbourhood economies.

## Storytelling and public action shift decision-making

Public testimony, creative actions and citizen assemblies played a critical role in shaping employer and political commitments. Community leaders' stories, including those shared through participatory theatre, helped people see the realities of low pay and built broad public support for Living Wage asks.





## Looking ahead: Making London **Work for All**

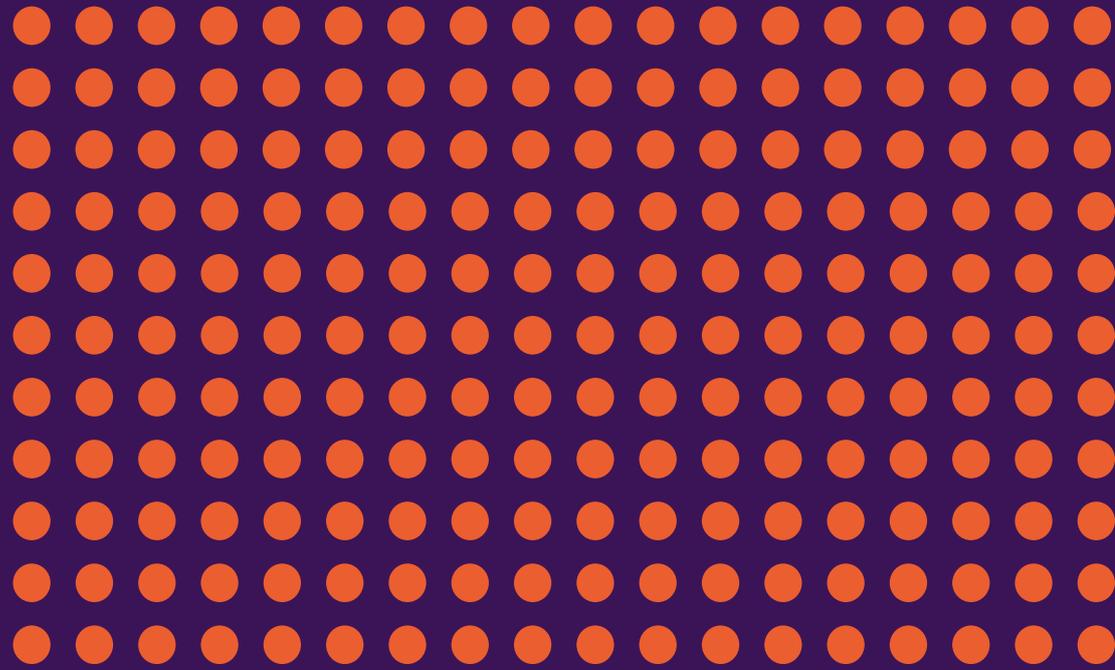
The next phase of work, Making London Work for All, builds directly on the foundations laid by Making London a Living Wage City. The focus widens beyond pay to the broader conditions that shape people's working lives, including:

- **Secure and predictable hours**
- **Dignity at work and fair treatment**
- **Worker voice and participation in decisions**
- **Equity and neighbourhood-level change**

This phase will continue to use sector strategies, worker-led organising, community leadership development and borough partnerships. It will also develop two

new initiatives, **Worker Centres** and **Equity Neighbourhoods**, piloting approaches that bring together work, housing, health and local economic development.

The achievements of 2021–2025 show what is possible when employers, communities and civic institutions work together. The task now is to build on these foundations and work towards a London where every worker has a fair wage, secure hours and a decent, dignified working life. We would like to express our gratitude to everyone who has made this project a success, especially Trust for London, without whom the project would not have been possible.



MAKING LONDON A  
**LIVING WAGE CITY:**  
**what we achieved together**

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