



INTERPOL

>> ANNUAL
**PROCUREMENT
REPORT**

2025

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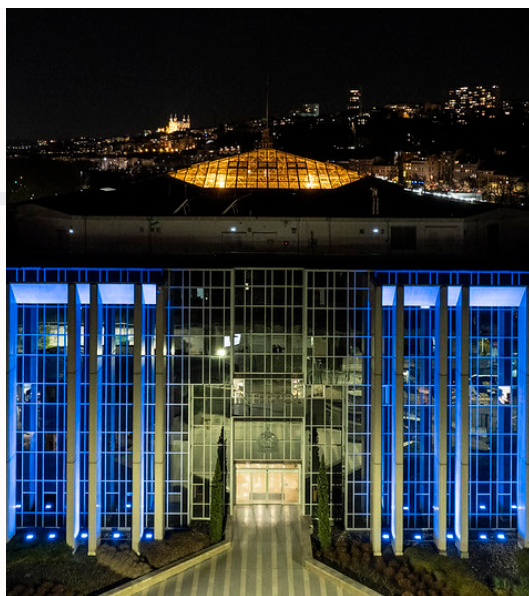
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MESSAGE FROM THE ASSISTANT DIRECTOR



On behalf of the Procurement and Contract Management Unit (PCM), I am pleased to present the 2025 Annual Procurement Report. The 2025 report reflects a year of strategic progress in how procurement and contracts support our Organization's mission and operations.

As shown throughout the report, our activities reflect both the complexity and scope of our function.

We also recognize the continued importance of the oversight role of the INTERPOL Procurement Committee, which ensures risk management and compliance with organizational policies and ethical standards.

The appended table of procurement data by supplier country provides a glimpse of how much increasing member country supplier diversity matters to us.

Thank you to our stakeholders, suppliers, and procurement professionals for your collaboration and commitment throughout 2025.

We look forward to building on the past year's achievements as we strive to deliver even greater success in 2026.

Magda Vigoureux

Assistant Director, Procurement and
Contracts, Travel, Missions and Events

2025 IN NUMBERS



EUR
40 M



3,795
Orders placed



1,224
Suppliers



417

Contracts signed

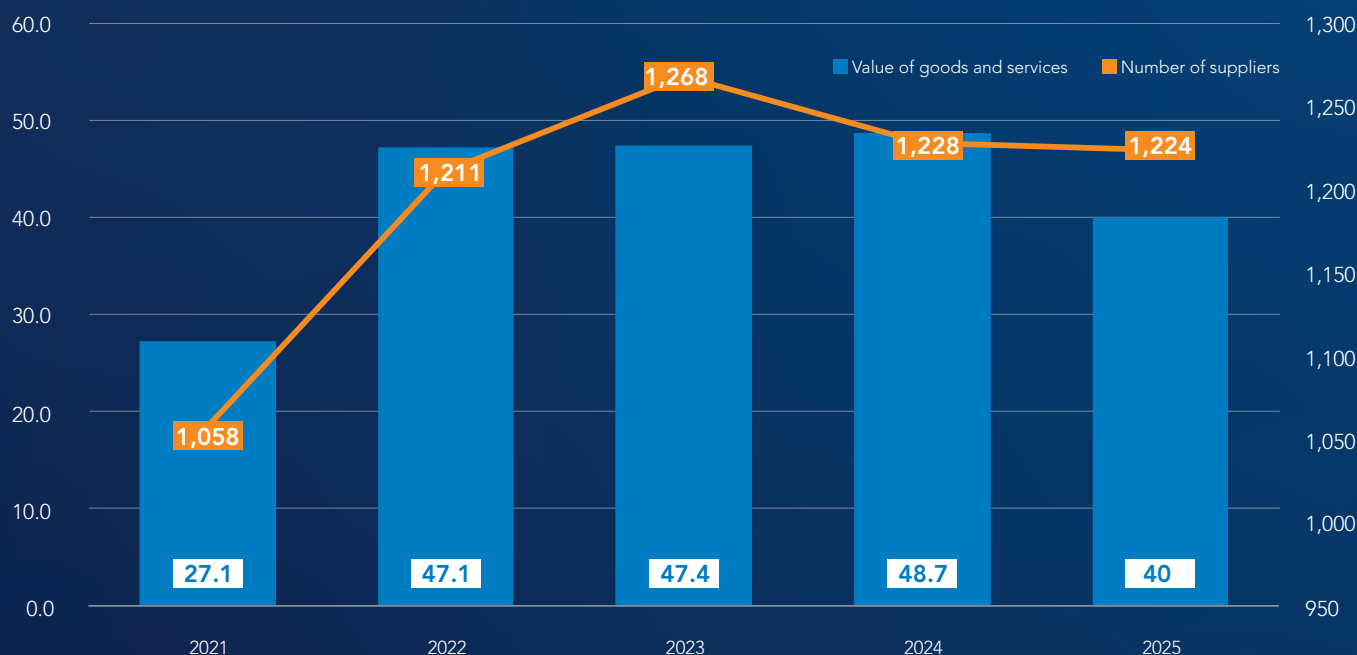


30

Files presented to the
Procurement Committee

The figures presented above represent only a snapshot of INTERPOL's procurement activities in 2025.

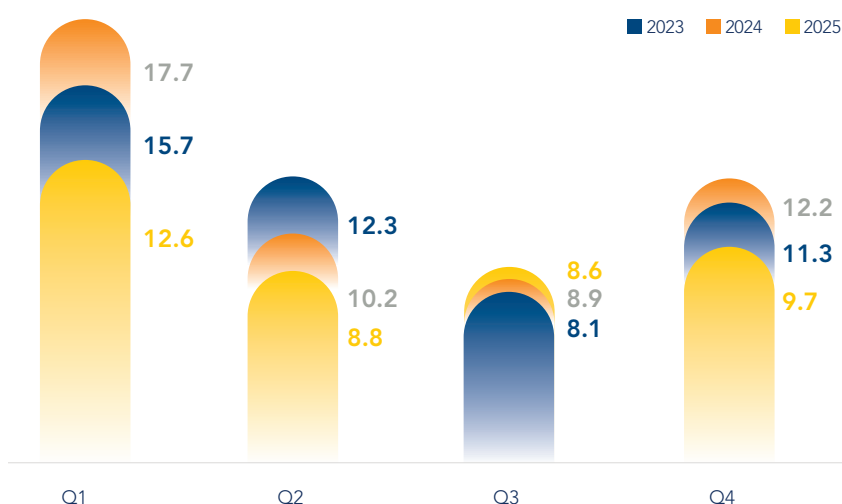
EVOLUTION OVER THE YEARS



In 2025, INTERPOL recorded a reduction in procurement spending. Despite this decline, the number of engaged suppliers remained stable, reflecting a deliberate balance between advancing supplier diversity and optimizing supplier relationships to enhance operational efficiency.



PROCUREMENT SPEND TREND, 2023-2025 (IN EUR MILLIONS)

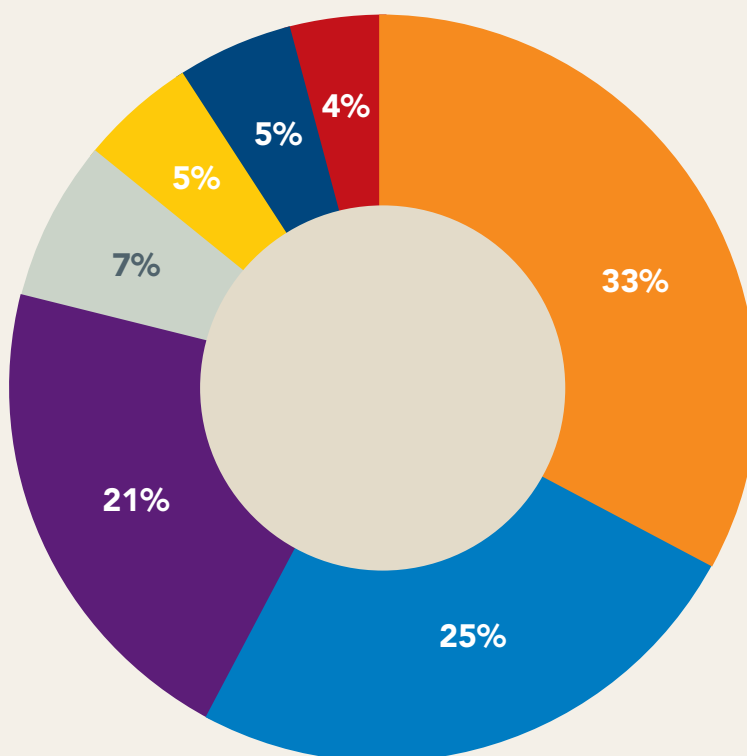


Procurement spending in 2025 peaked during the first quarter, primarily driven by the renewal of annual software subscriptions, maintenance agreements, and leases. Beyond this seasonal spike, and in contrast to prior years, the remainder of the year saw a notably stable spending pattern, indicating more predictable procurement planning across departments.

PROCUREMENT CATEGORIES

The distribution of procurement spend across categories reflects a strong alignment with INTERPOL's strategic priorities and operational activities.

IT	33%
Facilities management	25%
Travel and events	21%
External consultancy	7%
Insurance and financial services	5%
Translation and interpretation services	5%
Miscellaneous	4%



33%

IT

The IT category (which encompasses IT equipment, warranties, IT services maintenance, and software licences) is the largest expenditure area, directly supporting the Organization's objective to digitalize and modernize wherever feasible.

25%

Facilities management

This is the second largest category, which reflects the essential costs required to maintain safe, functional, and efficient working environments across all INTERPOL offices.

21%

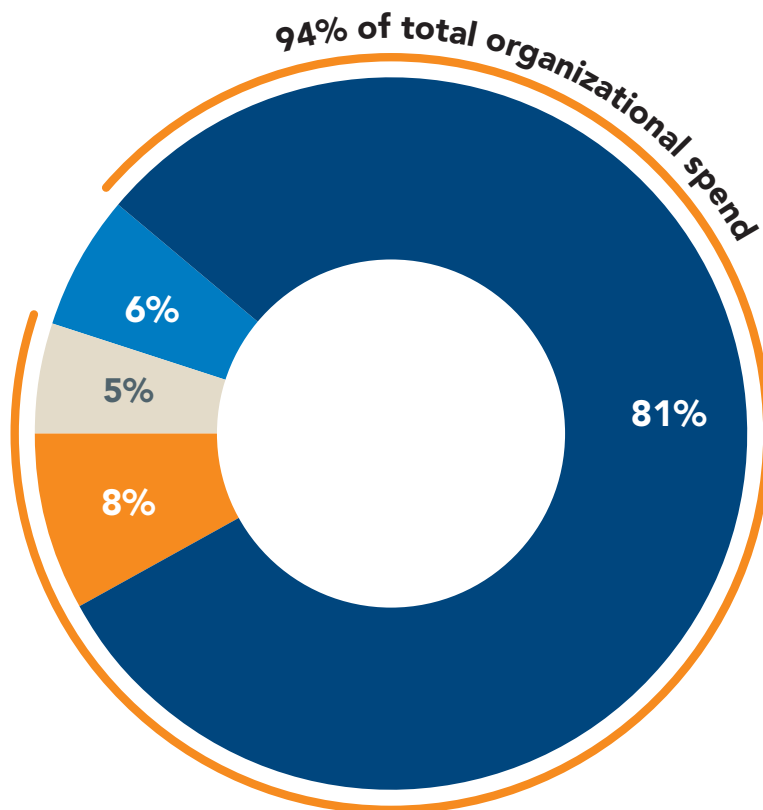
Travel and events

This is the third largest category, which, underscores INTERPOL's commitment to global engagement. This spending enables field operations, capacity-building training, and direct support to member countries, reinforcing the Organization's mandate to foster international police cooperation and strengthen local law enforcement capabilities.

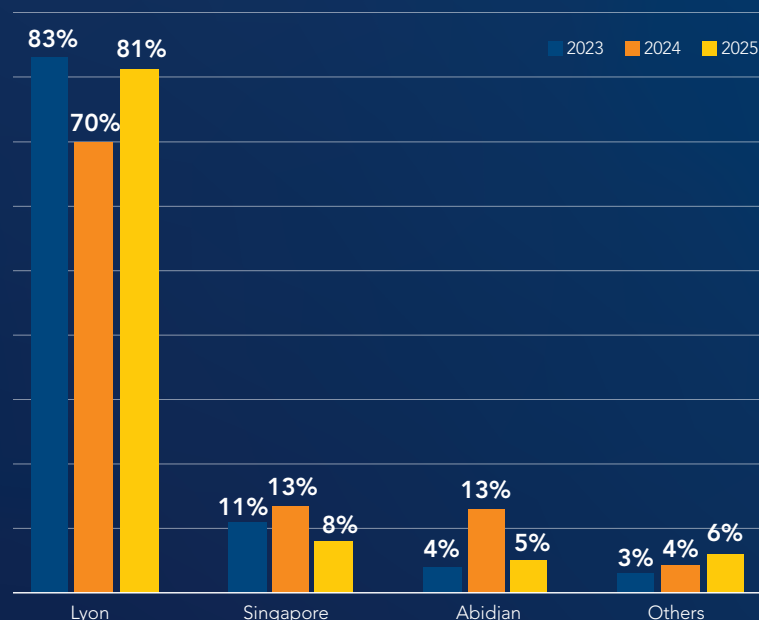
REGIONAL PROCUREMENT

In 2025, the INTERPOL General Secretariat (Lyon), the INTERPOL Global Complex for Innovation (Singapore), and the INTERPOL Regional Bureau for West Africa (Abidjan) remained the top three procurement hubs by value, collectively accounting for 94% of total organizational spend – consistent with trends observed in prior years.

Lyon	81%
Singapore	8%
Abidjan	5%
Others	6%



REGIONAL PROCUREMENT, 2023-2025



The shifts in spending distribution compared to 2024 can be attributed primarily to **two key 2024 initiatives**:

- › The Collaboration Space project in Singapore
- › Increased activity related to the EU-funded WAPIS programme in Abidjan.

Importantly, as regional procurement disparities can be identified in terms of volume and alignment with its strategy, PCM prioritizes outreach with all regional offices and engagement with local and regional suppliers wherever operationally viable.

TOP 10 SUPPLIERS

2024 top 10 suppliers	% value		2025 top 10 suppliers	% value	Nature of good or services
FCM TRAVEL SOLUTIONS	14.1	→	FCM TRAVEL SOLUTIONS	14.19	 Travel and events support
SCI CORE	6.8	→	SCI CORE	5.21	 Rental property
8BUILD PTE LTD	3.2		METANEXT	3.90	 Software licences and support
THALES	2.7		INTONATIONS	1.74	 Translation and interpretation
DANOFFICE IT APS	2.2		ELIOR RESTAURATION	1.61	 Catering services
SPECTRUM AUDIO VISUAL PTE LTD	1.9		CIVIPOL CONSEIL	1.56	 External services
API RESTAURATION	1.9		VERSPIEREN	1.52	 Insurance
INTONATIONS	1.5	→	EDF GDF	1.47	 Electricity
DANOFFICE IT SA	1.4		CITE CENTRE DE CONGRES LYON SA	1.47	 Events support
ACCENTURE FRANCE SAS	1.3		RIPJAR LTD	1.41	 Application support development



The list of INTERPOL's top 10 suppliers, ranked by annual procurement value, has undergone notable changes between 2024 and 2025. This evolution is attributable to several interrelated factors, including the completion of major projects in 2024, the initiation of new operational initiatives in 2025, and the subsequent integration of new suppliers to support emerging requirements. Furthermore, changes in supplier representation reflect the outcomes of competitive procurement procedures conducted in accordance with INTERPOL's procurement rules and principles.



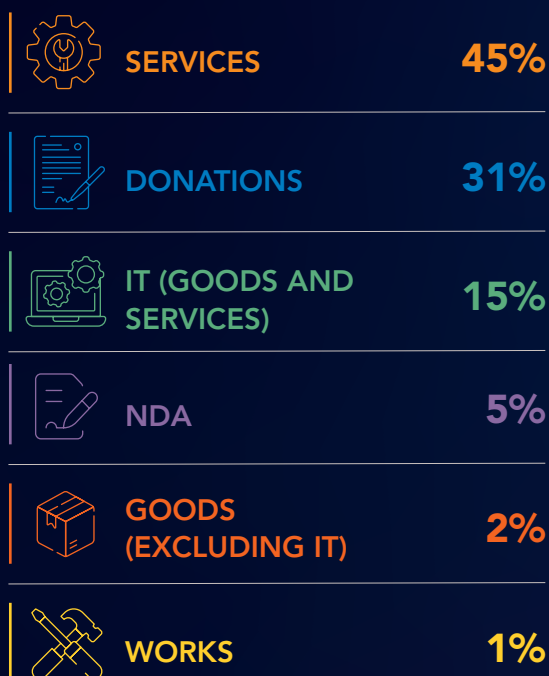
All competitive procurement processes are publicly disclosed on INTERPOL's official website, where potential suppliers are redirected to the e-tendering platform.



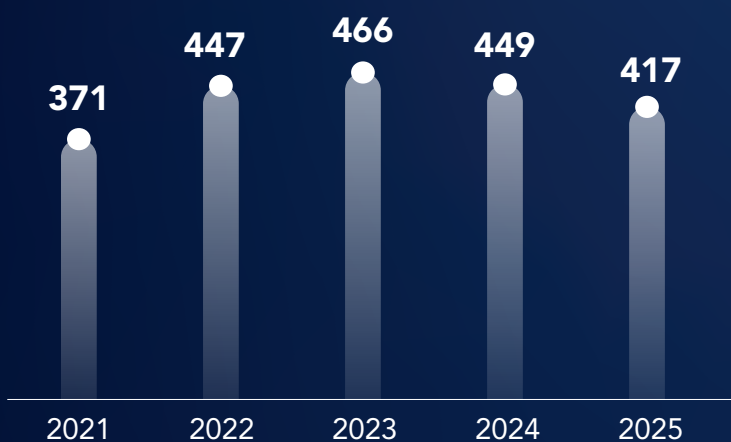
Please note: A limited range of services procured for operational purchases are decentralized and therefore outside the scope of PCM's centralized purchasing function. These services are excluded from the table above and associated data are not captured elsewhere in this report. In 2025, services procured for corporate travel services with Carlson Wagonlit Travel, for example, totaled over EUR 8 million (including taxes).

2025 CONTRACTS

TYPE OF CONTRACTS

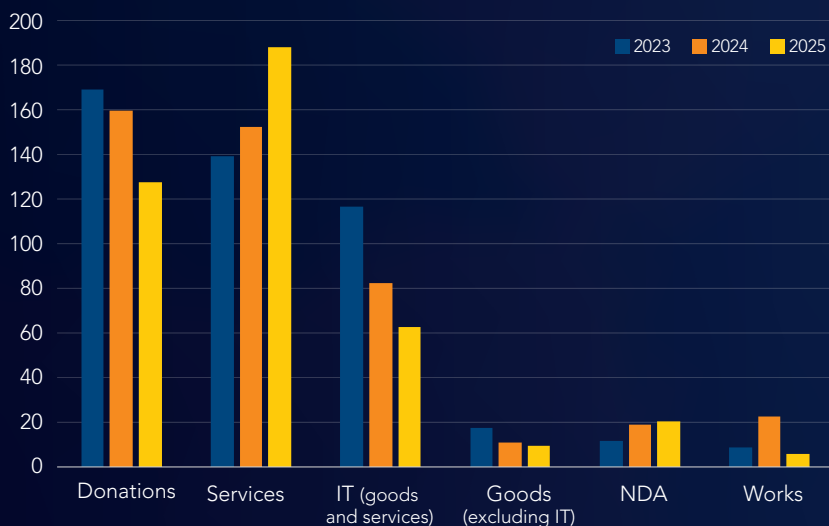


NUMBER OF CONTRACTS, 2021-2025



Contract conclusion trends, contract volume, and contract type remained stable in 2025, with PCM finalizing 417 contracts. This is a slight decline from 2024, attributable to the high volume of framework agreements concluded in prior years, which continue to drive procurement efficiency through pre-negotiated terms.

CONTRACT TYPES, 2023-2025



Over the past three years, the Organization's contract types have remained largely stable. In 2025, a slight shift emerged with increased services agreements and decreased donations agreements – the latter of which is examined on the following page.

FOCUS ON DONATION AGREEMENTS

Donations constitute a significant portion of INTERPOL's contractual engagements, with the Contracts Team within PCM playing a central role in drafting and negotiating these agreements. Donations are classified into two primary categories that can be further divided into monetary and in-kind contributions.

DONATIONS BY INTERPOL

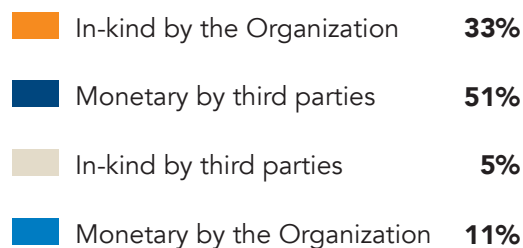
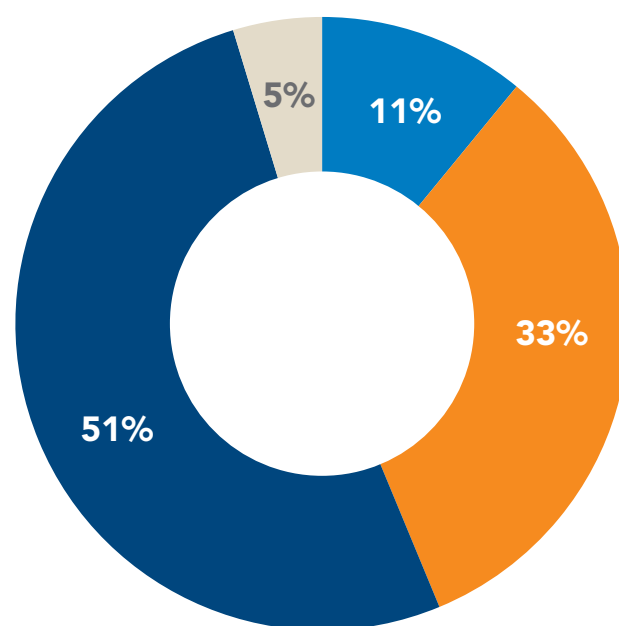
Monetary: Funding for operational activities.

In-kind: Provision of equipment or resources to support operations.

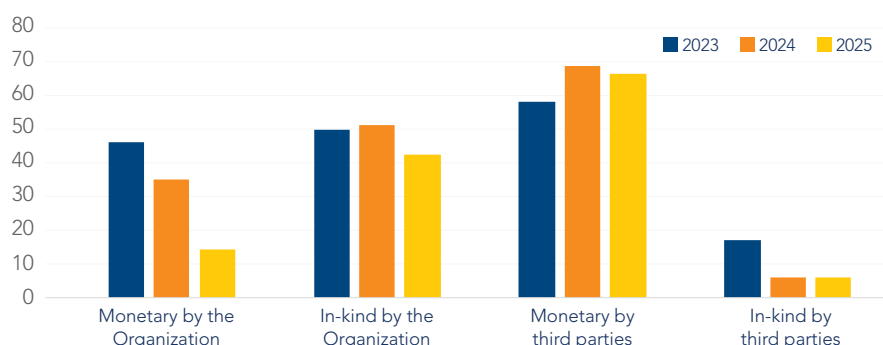
DONATIONS TO INTERPOL

Monetary: External funding for INTERPOL-led initiatives.

In-kind: Expertise, services, or equipment contributed by partner institutions.



DONATION AGREEMENTS, 2023-2025

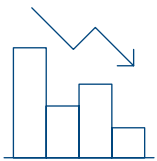
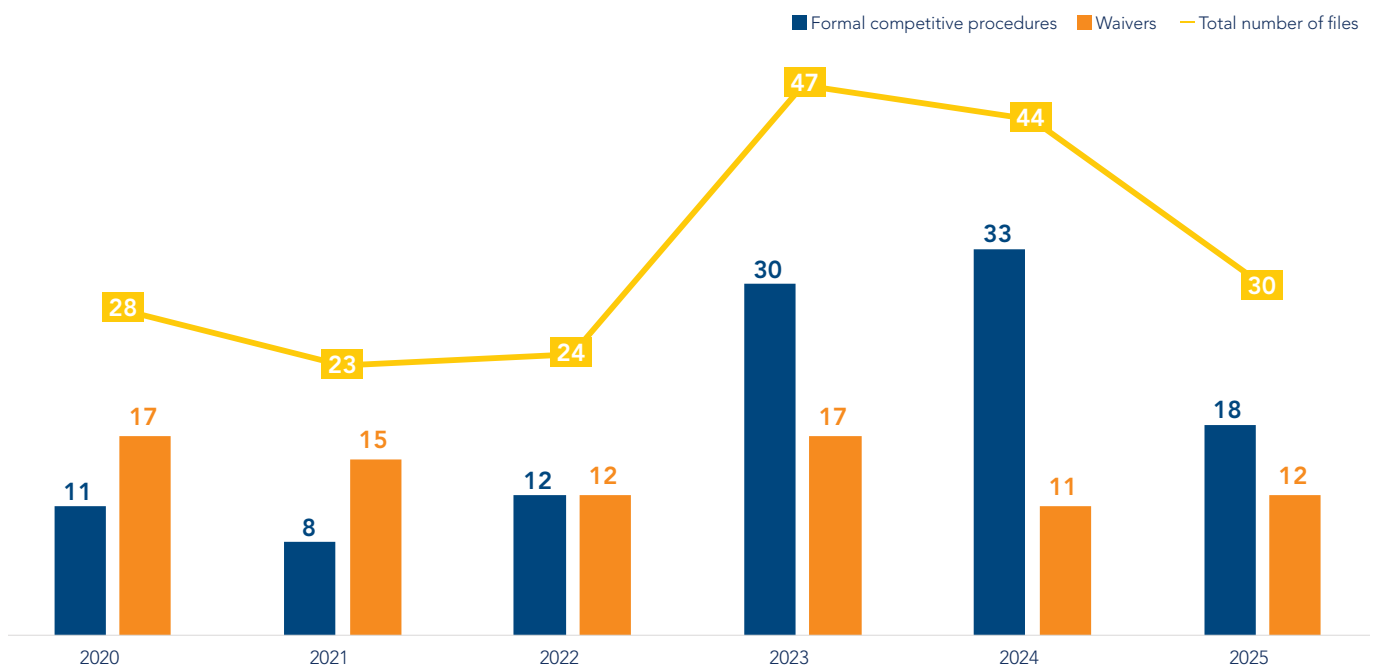


The decrease in monetary contributions by the Organization is not indicative of a trend, but rather reflects 2023 as an exceptional year (the Organization's centenary). Other types of donation agreements have remained stable in number over the past three years.

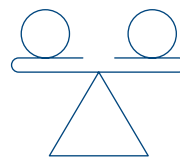
PROCUREMENT COMMITTEE

The Procurement Committee plays a vital role in ensuring the Organization's procurement activities adhere to established rules and procedures, while also exercising oversight on contracts and determining waiver applications.

NUMBER OF FILES PRESENTED TO THE PROCUREMENT COMMITTEE, 2020-2025



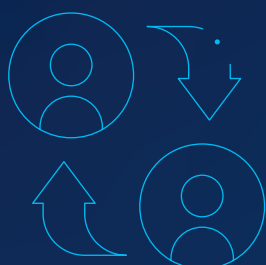
The number of files presented to the Procurement Committee in 2025 decreased compared to previous years, partly due to the delayed impact of a surge in calls for tenders and the successful conclusion of multiple framework contracts in 2023 and 2024.



Despite accounting for 40% of all files presented to the Procurement Committee, the number of waiver requests remained stable compared to previous years.

2025 HIGHLIGHTS

In 2025, the third year of the 2023–2026 strategy, PCM built upon the momentum and achievements of 2024 to lay a solid foundation for the successful implementation of 2026 initiatives, ensuring the full realization of the strategy's overarching objectives.



P2P

A central pillar of PCM's modernization and digitalization agenda is the procure-to-pay (P2P) initiative. To ensure its successful launch, extensive preparatory efforts were undertaken throughout 2025 – including the development and cataloguing of procurement items, rigorous platform testing and customization, and proactive communication and collaboration with all internal stakeholders across departments and regions.

Leveraging strategic partnerships

The strategic partnerships established in 2024 with **the United Nations International Computing Centre (UNICC)**, **the United Nations Global Marketplace (UNGM)**, and **the United Nations System Staff College (UNSSC)** were effectively leveraged in 2025 to amplify impact:

- › **UNICC** enabled streamlined procurement of IT services.
- › **UNGM** expanded INTERPOL's supplier base and enhanced market reach.
- › **UNSSC** empowered PCM staff with enhanced skills in procurement practices.



Procurement risk framework development

A risk-based framework was developed to guide PCM in prioritizing high-risk procurements and aligning resources accordingly. Designed to complement the P2P initiative, it enables the identification and decentralization of low-value, low-risk transactions – freeing capacity for strategic oversight while driving efficiency through automation.



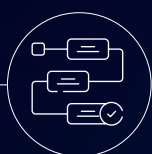
These coordinated efforts positioned PCM as a more agile, transparent, and digitally enabled unit, setting the stage for sustained success in the final year of the strategy.

2026 INITIATIVES



DOCUMENTATION

- › **Maintain comprehensive, accurate, and up-to-date documentation** to fully enable and maximize AI-supported processes within PCM.
- › **Ensure documentation accessibility as a foundational layer** for audit readiness, compliance, process standardization, and effective AI tool deployment across the procurement lifecycle.



PROCESS OPTIMIZATION

- › **Conduct workflow reviews to identify process optimization opportunities** that build on initial documentation efforts.
- › **Pursue improvements in parallel with documentation initiatives** to ensure procedures are streamlined, well documented, and efficiently implemented and to reduce redundancy, minimize errors, and enhance operational agility.



TOOLS & TECHNOLOGY ENABLEMENT

- › **Launch the new procure-to-pay (P2P) solution** to unlock strategic value and operational efficiencies through faster, self-service procurement for routine items.
- › **Empower decentralized units with direct purchase order capabilities from pre-approved digital catalogues** for low-value, low-risk procurement, freeing the central procurement team to focus on higher-value strategic activities such as supplier relationship management, cost optimization, and risk mitigation.



OUTREACH & STAKEHOLDER ENGAGEMENT

- › **Strengthen internal collaboration through proactive outreach and seamless coordination** with other units and Regional Bureaus to align procurement practices and ensure consistent service delivery.
- › **Establish a transparent, centralized external communication channel with suppliers and vendors** by consolidating supplier information, publishing procurement opportunities, and creating clear engagement pathways to enhance supplier diversity, responsiveness, and trust.



CONSULTANCY FRAMEWORK

- › **Review and enhance consulting services governance** to ensure that consulting services are managed strategically, with clear governance structures in place to support transparency, efficiency, and optimal resource allocation.

GLOSSARY

Term	Definition	Source
Artificial intelligence	A technical and scientific field devoted to the engineered system that generates outputs such as content, forecasts, recommendations or decisions based on a given set of human-defined objectives.	https://www.iso.org/artificial-intelligence/what-is-ai
Consulting services	Usually intellectual in nature and are considered technical services whose outputs are not equipment intensive. Typical consulting services include advisory and project related activities such as feasibility studies, project management, engineering services, finance and accounting services, and training and development, among others.	https://www.procurementclassroom.com/public-procurement-categories/
Facilities management	Organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business.	https://www.ifma.org/about/what-is-fm/
Goods	Physical products purchased or manufactured on request. There is usually an element of service involved, such as when the agreement is for the purchase of goods to be assembled and/or installed. However, the extent of the service provided is directly related to acceptance of the goods purchased. Typical examples of goods are: office supplies and equipment, furniture, IT equipment, books, vehicles, medical supplies and other commodities.	https://www.procurementclassroom.com/public-procurement-categories/
Non-consulting services	Usually involve the use of equipment and specific methodologies to achieve their objectives. Some typical examples of non-consulting services are: equipment maintenance and repair, operation and maintenance services, utility management, installation and maintenance services, surveys and field investigations, and similar.	https://www.procurementclassroom.com/public-procurement-categories/
Risk management	An integrated part of an entity's management system, designed to (a) identify, understand, and assess potential risks and opportunities (and their interdependence) that may affect the entity, and (b) manage those risks and opportunities to be within its risk appetite, so as to provide proper disclosure and reasonable assurance regarding the achievement of entity objectives. Risk management is effected by an entity's board of directors, management, and other personnel, applied in strategy setting and normally, across the enterprise.	https://www.oecd-ilibrary.org/docserver/45667d2f-en.pdf?expires=1705934065&id=id&ac-cname=guest&checksum=AF768A70A64ADD-B3AD2C6EF4E91DDDAC
Sustainable procurement	Procurement is called sustainable when it integrates requirements, specifications and criteria that are compatible and in favour of the protection of the environment, of social progress and in support of economic development, namely by seeking resource efficiency, improving the quality of products and services and ultimately optimizing costs.	https://www.ungm.org/Shared/KnowledgeCenter/Pages/SustainableProcurement

PROCUREMENT BY SUPPLIER COUNTRY

Country	Net value (in EUR thousands)	Number of purchase orders
 France	26,269	2,076
 Singapore	2,721	349
 United Kingdom	1,351	58
 United States	1,322	125
 Côte d'Ivoire	744	128
 Switzerland	595	23
 Poland	532	3
 Ireland	385	23
 Jordan	315	3
 Belgium	292	31
 Argentina	248	116
 El Salvador	240	80
 Portugal	234	4
 Chad	232	23
 Canada	218	14
 Zimbabwe	217	52
 Denmark	193	8
 Greece	189	5
 Cameroon	181	42
 Kenya	180	47
 Morocco	175	8
 Spain	171	92

Country	Net value (in EUR thousands)	Number of purchase orders
 Gambia	168	13
 Sierra Leone	149	3
 Luxembourg	137	5
 Italy	125	23
 Germany	113	30
 Somalia	112	12
 Ethiopia	109	36
 South Africa	108	5
 Brazil	107	8
 Moldova	107	3
 Barbados	106	9
 Seychelles	101	3
 Togo	80	10
 Ghana	79	8
 Benin	79	8
 Nigeria	79	2
 Oman	71	2
 Lebanon	70	32
 Austria	70	7
 Senegal	63	8
 Tunisia	56	5
 Djibouti	52	5
 Netherlands	52	16
 Panama	48	5
 Colombia	46	3
 Guinea	45	6

Country	Net value (in EUR thousands)	Number of purchase orders
 Türkiye	45	1
 India	45	5
 Sri Lanka	38	1
 Viet Nam	33	1
 Saudi Arabia	33	5
 Cabo Verde	31	4
 Malawi	25	2
 United Arab Emirates	25	5
 Uzbekistan	24	1
 Georgia	23	1
 Yemen	19	2
 Rwanda	18	1
 Ecuador	17	2
 Kuwait	15	1
 Gabon	15	3
 North Macedonia	14	2
 Indonesia	13	5
 Peru	13	2
 Guinea-Bissau	12	4
 Madagascar	11	2
 Uganda	10	2
 Australia	9	9
 Qatar	8	2
 Czechia	8	4
 Democratic Republic of the Congo	8	1
 Uruguay	7	1

Country	Net value (in EUR thousands)	Number of purchase orders
 Congo	7	1
 Suriname	6	1
 Egypt	6	2
 Namibia	6	2
 Belize	6	1
 Mauritius	6	3
 Nicaragua	5	1
 Mozambique	5	2
 Costa Rica	5	2
 Papua New Guinea	5	2
 Japan	5	1
 Finland	4	2
 Paraguay	4	1
 Sweden	4	1
 Tanzania	4	1
 Mali	4	3
 Malaysia	3	3
 Mauritania	2	2
 Cambodia	2	1
 Niger	2	2
 Burkina Faso	2	2
 Slovakia	2	2
 Algeria	2	2
 Lao PDR	2	2
 Thailand	1	1
 Kiribati	1	1

Country	Net value (in EUR thousands)	Number of purchase orders
 China	1	5
 Armenia	1	1
 Philippines	1	2
 Republic of Korea	1	1
 Liberia	1	1
 Hungary	0	1
 Sint Maarten	0	1
 Ukraine	0	1



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