

# Supplier Guide

Heathrow Supplier Management



Heathrow

<b>1</b>	<b>Heathrow and Team Heathrow Overview</b>
<b>2</b>	<b>Heathrow's purpose and vision</b>
2.1	<i>Beacons</i>
2.2	<i>Foundations</i>
<b>3</b>	<b>People and Planet</b>
3.1	<i>Net Zero Aviation</i>
3.2	<i>A great place to live and work</i>
<b>4</b>	<b>What we expect from our suppliers</b>
4.1	<i>The Balanced Scorecard</i>
<b>5</b>	<b>Supply Chain opportunities at Heathrow</b>
<b>6</b>	<b>The buying process at Heathrow</b>
6.1	<i>Supplier Platform</i>
<b>7</b>	<b>How we will engage with suppliers moving forward</b>
<b>8</b>	<b>More information and getting in touch</b>
<b>9</b>	<b>Requesting Supplier Guide in other languages or accessible formats</b>



# 1. Heathrow and Team Heathrow Overview

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Heathrow is Europe's largest airport and one of the World's top international aviation hubs. The airport is home to more than 80 airlines and is Britain's most valuable cargo port, helping to drive British trade growth by connecting the nation to more than 200 destinations around the world.

Team Heathrow is the overarching name for tens of thousands of people from 400 companies that work at Heathrow. The service provided to passengers is the combination of a highly complex and interconnected system of services from different organisations. Heathrow works collaboratively and in partnership with all the organisations in this ecosystem to deliver our vision.

Given the scale of Heathrow's operation and its impact on the local economy, we are focused on creating supply chain opportunities for local businesses.

We strive to work with partners and stakeholders of all sizes across the UK to share the economic benefits generated by Heathrow and create a future where our business, our people, our communities, our country and our world can all thrive.

We support our Team Heathrow colleagues to fulfil their potential by providing thousands of rewarding employment opportunities that offer purpose and progress, and work with communities around us to find ways to improve their quality of life.

We support the UK economy by connecting it more closely to the rest of the world. We create opportunities for a diverse range of businesses, helping deliver a stronger, more interconnected UK.

Finally, we will lead our industry towards overcoming some of the greatest challenges it faces. Heathrow are committed to playing our part in tackling carbon emissions. We've focused this plan on the changes we want to make this decade. By 2030, it's vital that we achieve absolute cuts in our carbon footprint to put us firmly on the path to achieve net zero by 2050.

**Heathrow Supplier Management**  
[procurement@heathrow.com](mailto:procurement@heathrow.com)



## 2. Heathrow's purpose and vision

Our purpose remains at the heart of what we do. It reminds us of our priorities and values which reflect a simple business logic: engaged people deliver excellent service, which we know makes passengers more likely to choose Heathrow again.

In 2024 Heathrow launched its new strategy, opening up the next chapter as we strive **to be an extraordinary airport, fit for the future.**

As a part of the strategy, Beacons and Foundations have been introduced.

To achieve our vision, we will focus on a new set of strategic priorities, referred to as Beacons. Our Beacons are the areas we will focus on as an organisation to achieve our purpose.

Our Foundations are the non-negotiables that underpin everything we do at Heathrow.

<p><b>Our Purpose</b></p>	<p><b>Making every journey better</b></p>
<p><b>Our Vision</b></p>	<p><b>To be an extraordinary airport, fit for the future</b></p>
<p><b>Our Beacons</b></p>	
<p><b>Our Foundations</b></p>	
<p><b>Our Values</b></p>	<ul style="list-style-type: none"> <li>  <ul style="list-style-type: none"> <li>• Value everyone's contribution</li> <li>• Actively listen to understand</li> <li>• Embrace differences</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Take care, do things right</li> <li>• Own our action</li> <li>• Take pride in what we do</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Notice and care</li> <li>• Share what we know</li> <li>• Make things better</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Keep things simple in every interaction</li> <li>• Seek out new opportunities</li> <li>• Learn, adapt and grow</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Look out for ourselves and others</li> <li>• Stop, think and act</li> <li>• Care and speak up</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Connect with others to deliver our best work</li> <li>• Bring out the best in each other</li> <li>• Recognise and appreciate others</li> </ul> </li> </ul>



## 2.1 Beacons

To achieve our vision, we will focus on a new set of strategic priorities, referred to as Beacons. Our Beacons are the areas we will focus on as an organisation, and drive improvements.



### Winning Team

Our people are at the heart of everything we do. We want the right people, in the right roles, with the right capabilities now and for the future. The success of our business lies with our people who are inspired and proud to be part of our winning team.



### Fast and Focused

We need to simplify what we do and how we do things to become a more efficient and effective organisation.



### Value for customers

We must understand and nurture the varied and changing dynamic of our customer base, consider the customer experience across all touchpoints, and get value for all customers.



### Digital Future

We must reduce the complexity around data, use it more effectively and make it a part of our everyday capability and language.



### People and Planet

We need to ensure that Heathrow is a great place to live by having a positive impact on local communities as well as driving towards our decarbonisation goals.



### Creating Capacity

Heathrow has capacity constraints that cannot be quickly changed so we must work more efficiently with what we have, to increase passenger numbers and drive revenue in the short term. We also need to look ahead to develop our plans for future growth.



## 2.2 Foundations

Our Foundations are the non-negotiables that underpin everything we do at Heathrow. They are the areas we need to continue to build a solid base from.

Later in 2024 procurement will be seeking to include these foundations into our procurement process as value criteria so that our supply chain are able to meet these aspects as a minimum to provide goods, works and services. These will be called our qualifying value criteria.



### Safety, Security and Compliance

Deliver uncompromising safety and security across Heathrow, keeping everyone at Heathrow safe and secure and meeting our compliance requirements.



### Service and Operations

Ensure smooth running of the airport and delivery of the service our customers expect – making sure the day-to-day operations take place as planned and any issues are handled with minimal impact on passengers.



### Governance and Financial Resilience

Deliver competitive and sustainable return to shareholders, allocating capital available efficiently within the economic framework we have. Ensure appropriate management of risk and effective governance.



# 3. People and Planet

- **Net zero aviation** to work towards our vision of sustainable aviation at Heathrow and across our industry.
- **A great place to live and work** to improve the quality of life of our colleagues and our neighbours and make a positive impact in our community.



Underpinning Heathrow 2.0 is our commitment to do the right thing across a range of business issues. The **Responsible business foundations** includes, for example, London Living Wage and Prompt Payment Code.







## 3.1 Net zero aviation

Heathrow's carbon footprint encompasses a broad scope of emissions including passenger and colleague travel to the airport, the operation of all buildings and vehicles within the airport and departing flights all the way to their destination.

Over 95% of Heathrow's carbon emissions from flights and much of the remaining 5% is not within our direct control, so it is critical to use our influence and work with others to achieve our target in line with net zero.



### Net zero in the air

By 2030, our goal is that carbon from flights falls by up to 15% from peak 2019 levels. Many airlines have already committed to using at least 10% Sustainable Aviation Fuel (SAF) by this date. Our plan aims for 11% SAF to be in use by airlines by 2030, delivering a carbon saving of over 7.5%. This is a result of Government ambition to achieve a 10% SAF blend in the UK by that date, plus the effect of Heathrow's landing charges incentivising its use. The aviation sector will further cut carbon emissions in the air by 2030 through operating more efficiently, modernising airspace and using fewer fossil fuels by improving the efficiency of conventional aircraft and engines.



### Net zero on the ground

On the ground, we will cut carbon by at least 45% compared to 2019 by enabling passengers and colleagues to access the airport sustainably, delivering a net zero supply chain, replacing airport vehicles with zero carbon alternatives and investing in our buildings and infrastructure.



## 3.2 A great place to live and work

The people who work in and around Heathrow every day are the lifeblood of the airport. They shape the experience of every passenger and offer the world's best airport service, keeping Heathrow safe, secure, and welcoming. It is critical to ensure our airport is a diverse and inclusive workplace for all, and that we provide the skills, education and long-term employment opportunities that make the airport the local employer of choice.



### Clean air at and around the airport

Local air quality and its potential effects on public health is a critical issue for our colleagues and for communities around Heathrow. We remain committed to playing our part in improving local air quality.



### Quieter nights, quieter flights

We understand that noise can impact people's quality of life in different ways, and it is a more complex issue than it first appears. When we experience noise, everything from its volume, our attitude towards it, to whether we can control it, determines how it affects us. We will try to limit and where possible reduce the number of people highly sleep disturbed and highly annoyed compared to 2019.



### Nature positive airport

Aviation relies on people traveling, so it is crucial we protect and look after the world we travel and live in. The link between global heating and the alarming loss of nature and biodiversity is clear, not only affecting tourism but damaging wider business and communities. We rely on nature for resources and essential mechanisms such as clean air, clean water, and food crop pollination.

Protecting nature is also a key tool in slowing the rate of climate change and helping wildlife, people, and communities to adapt to it. Heathrow is helping to reduce harm and is working towards restoring nature – something we can all play a role in.



## 3.2 A great place to live and work

Heathrow employs tens of thousands of people, many of whom live within a few miles of the airport. Our strategy will ensure this continues, with a strong focus on enabling local people to work at the airport as demand continues to grow. We want to help them find the right work at Heathrow and nurture them to fulfil their potential.



### Zero waste airport

Heathrow's size and scale create unique challenges for resource efficiency. The airport is akin to a small city, so when looking to reduce waste or water, it is imperative that we work with our partners and take a whole system approach. We also need to deepen our understanding of how behaviours around resource efficiency have changed over the years. We will focus on this and plan to further develop our goal and targets for the rest of the decade, towards our ambition of becoming a zero waste airport in the longer term.



### Better quality of life in Heathrow's neighbouring communities

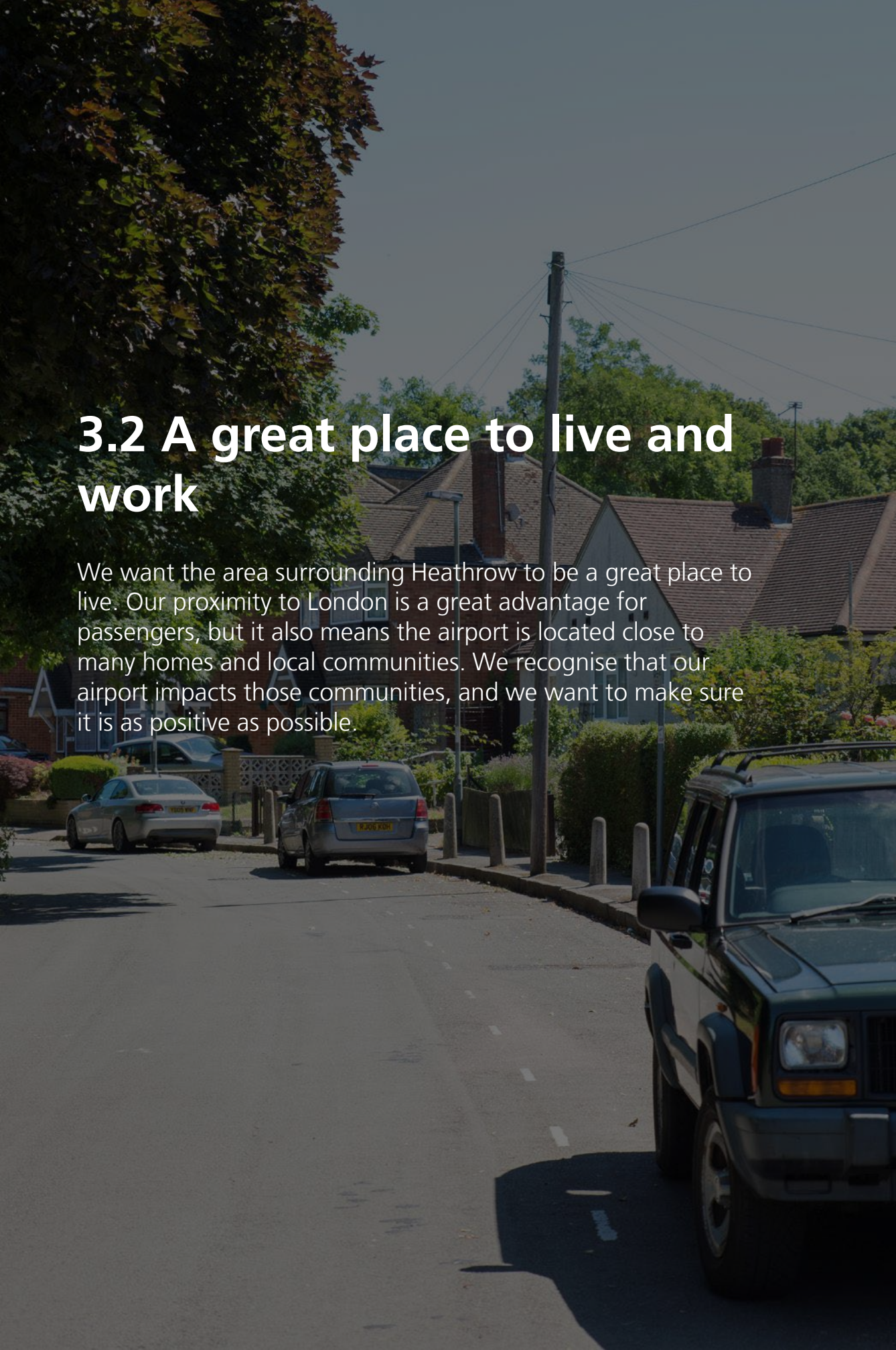
For Heathrow, being a responsible neighbour is a priority. It is important that we share the benefits of the airport with the communities, families, and organisations that live or operate locally.



### Inclusive employer of choice for local diverse talent

We want Heathrow to become a truly great place to work where anyone can fulfil their potential. In 2017, we set a goal for our workforce to reflect local diversity at every level by 2025. We have made some progress towards this goal, particularly for gender balance, but still have a lot of work to do.





## 3.2 A great place to live and work

We want the area surrounding Heathrow to be a great place to live. Our proximity to London is a great advantage for passengers, but it also means the airport is located close to many homes and local communities. We recognise that our airport impacts those communities, and we want to make sure it is as positive as possible.

on: Public



### Thriving sustainable supply chain

A 'thriving sustainable supply chain' has become an objective within 'a great place to live and work' under Heathrow 2.0. The goal is to maximise suppliers achieving gold standard against our Balanced Scorecard.

With thousands of companies operating from or supplying goods and services to Heathrow, our influence stretches far beyond our boundary. We want to use that influence to encourage others to adopt ethical, low carbon and sustainable practices.

Heathrow's new Balanced Scorecard will enable clear communication of priorities to strategic partners, and a collaborative approach to working together to deliver our desired outcomes. By engaging our partners in this way, we aim to bring the best of their resources and expertise to bear at the airport. Together we will regularly celebrate success and drive local and regional economic opportunities through our supply chain.

By supporting small and medium sized enterprises (SMEs) across the UK to do business with Heathrow we can have a real impact on smaller businesses both regionally and those that are local to the airport, driving local economic growth and expansion.

Heathrow is committed to the Modern Slavery Act and requires our suppliers to sign up to obligations in our contracts relating to Modern Slavery. Our supplier selection process for new suppliers includes a requirement for suppliers in medium and high labour risk categories to make a commitment to registering with SEDEX (Supplier Ethical Data Exchange). Heathrow is accredited to the Living Wage Foundation and requires all suppliers to pay the London Living Wage.

LLW



Heathrow has signed up to the **Prompt Payment Code (PPC)**, covering prompt payment, as well as wider payment procedures. Under the prompt payment code Heathrow will undertake to pay suppliers on time, give clear guidance to suppliers and encourage good practice. To ensure that suppliers indirectly procured by Heathrow adhere to this principle we have established a Whistle Blowing Hotline that suppliers can contact us. [supplychainpayments@Heathrow.com](mailto:supplychainpayments@Heathrow.com)

SCS

Once you become a supplier to Heathrow, you will have free access to the Supply Chain School that can provide information and training courses on various areas of learning for our supply chain. <https://www.supplychainschool.co.uk/>

CW

Heathrow currently uses Company Watch to manage supplier risk in its supply chain. <https://www.companywatch.net/>



## 4. What we expect from our suppliers



### Strategic Aims

The deployment of Heathrow's Balanced Scorecard in 2023 enables us to communicate to the market, beyond cost and time, the important areas that will drive our procurement decisions.

The Balanced Scorecard provides the approach that will be used to assess a potential supplier's adherence to our strategic aims in our procurement. Through our Supplier Relationship Management (SRM) approach, our largest tier 1 strategic suppliers are collaboratively helping us also drive our aims across the supply chain.



### Value for money

Tender questions and evaluation criteria will be developed by tendering teams to test capability, capacity and appetite against our four priorities: Mojo, Transform Customers Service, Beat the Plan and Sustainable Growth.

The key to achieving value for Heathrow is alignment to our core aims of Health, Safety and Wellbeing culture as well as Sustainability and Cyber awareness.

Sustainability under our Heathrow 2.0 strategy is one of the key priorities at Heathrow and solutions that are sustainable will be of high value. At Heathrow we consider value to be beyond just cost.



### Collaboration

The outcomes being sought by Heathrow cannot be achieved through silo. Through close collaboration with Team Heathrow, we will deliver on our strategic priorities.





## 4. What we expect from our suppliers



### Cyber

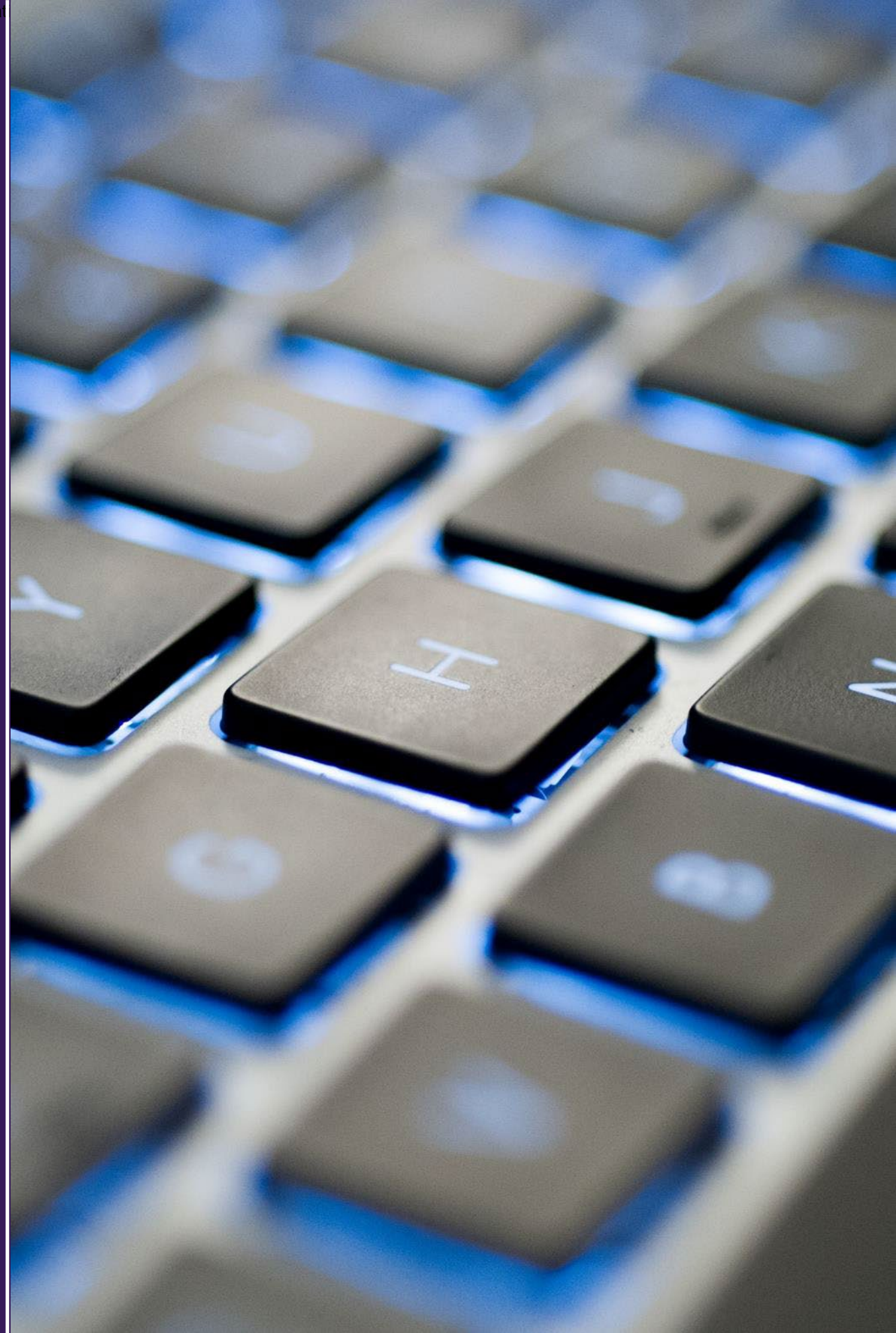
Information security, which refers primarily to both our systems and data/ information contained in them, is an important element for Heathrow given the size and breadth of our network and operating environment. As a supplier to Heathrow, you will need to support us in this area by demonstrating cyber compliance and working with us on an ongoing basis.



### Health & Safety

Our focus on health and safety is not just the right thing to do, it is the foundation of an efficient operation, a secure airport and a sustainable business. We want your focus to be the same, so we'll work with you to make sure you become part of Team Heathrow's safety culture.

We'll need to check your organisation's capability to manage health and safety, so we'll ask you to complete a health and safety pre-qualification questionnaire (PQQ) prior to contract.





## 4.1 The Balanced Scorecard

To create value for our passengers, colleagues, airlines, investors, communities and environment we need to balance numerous competing requirements.

The Heathrow Balanced Scorecard is a singular window into the performance of our key partners against Heathrow 2.0 which facilitates and drives collaboration.

This essential tool enables procurement for value not cost.

<b>Purpose</b>	<b>Making every journey better</b>
<b>Vision</b>	<b>To be an extraordinary airport, fit for the future</b>
<b>Themes</b>	<b>Critical Success Factors</b>
<b>Carbon</b>	<p>Supports a circular economy and the development of a net zero carbon airport</p> <ol style="list-style-type: none"> <li>1. We will use science based targets</li> <li>2. Aligns with Heathrow's 2.0 goals.</li> <li>3. Responsible use of resources (e.g. Water / Waste / Energy).</li> </ol>
<b>Solution Improvement</b>	<p>Delivery of value adding initiatives and associated benefits</p> <ol style="list-style-type: none"> <li>1. Innovative solutions</li> <li>2. Digitise / Digitalisation / Automation</li> <li>3. Tailored R&amp;D.</li> </ol>
<b>Community</b>	<p>Creating opportunities for local businesses</p> <ol style="list-style-type: none"> <li>1. Promotion and use of SME</li> <li>2. Visible opportunities for work at Heathrow</li> <li>3. Mitigate local impacts.</li> </ol>
<b>Social Value</b>	<p>Sets new standards for social value initiatives and associated benefits</p> <ol style="list-style-type: none"> <li>1. Accessible employment &amp; development opportunities</li> <li>2. Creates opportunity to promote Equality, Diversity and Inclusion</li> <li>3. Accessibility &amp; inclusion in everything we do</li> <li>4. Engage and give back to our local communities</li> </ol>
<b>Behaviours</b>	<p>Show how your company values will make Heathrow and its passenger experiences richer</p> <ol style="list-style-type: none"> <li>1. All passenger facing employees orientated on behaviours.</li> <li>2. Empowering extended team(s) to deliver against objectives and celebrate mutual success</li> <li>3. Ideas to make every journey better</li> </ol>



# 5. Supply Chain opportunities at Heathrow

## What we're buying

Those looking for opportunities to tender at Heathrow should keep in mind, **Heathrow's scale is similar to a city.**

There are a vast range of goods and services that Heathrow needs to procure for, providing excellent opportunities to become a supplier at Heathrow.

 Bulk earthworks	 Demolition	 Remediation	 Earthworks	 Ground improvements			
 Civil works	 Runways	 Taxiways	 River diversions	 Flood storage	 Aprons	 Landscaping	
 Corporate services	 Professional services	 Legal services	 HR	 Finance	 Corporate affairs	 NATS	 Marketing & digital
 Cyber and technology	 Infrastructure	 Networks	 Software	 Cyber-security	 Services		
 Engineering	 Inspection services	 Facilities management	 Baggage				
 Operational buildings and facilities	 Control tower	 Control posts	 Fire fighting facilities	 Hanger facilities	 Cargo facilities		
 Operational systems and maintenance	 Rolling stock	 Maintenance of facilities	 Airport utilities systems				
 Passenger and people services	 PRM services	 Ambassadors	 VIP services	 Retail	 Passenger measurement		
 Passenger buildings and facilities	 Passenger buildings	 Passenger facilities and sub-structures					
 Structures, bridges and roads	 Airside roads	 Tunnels	 Perimeter track	 Structural piling	 Covered river corridors	 Car parks	
 Surface access and fleet	 Buses and car parks	 Fleet	 Winter resilience				
 Utilities	 Electric	 Water	 Waste	 Noise			



## 6. The buying process at Heathrow



### Direct Opportunities

More information is available on our website regarding opportunities.

For direct opportunities, potential suppliers can take a look at the CompeteFor platform.

[www.competefor.com/heathrow](http://www.competefor.com/heathrow)

If invited to take part in a tender, potential suppliers will be required to register and tender via our Theo e-sourcing system.

<https://www.heathrow.com/company/doing-business-with-heathrow/upcoming-opportunities>

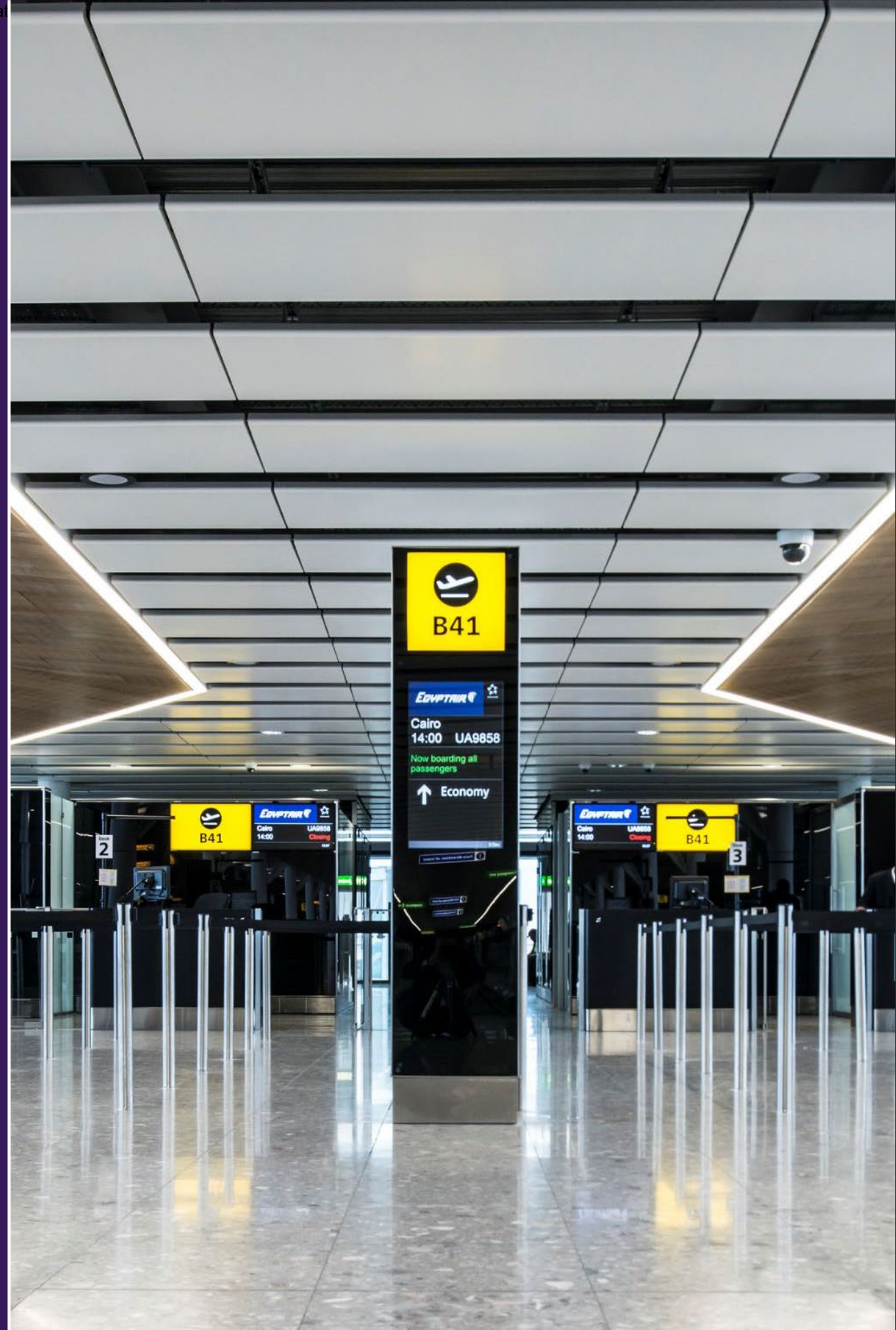
Most of the stages in the procurement process will then take place and be managed electronically including the submission of documents, updates on the process, day to day communication and the evaluation of tenders.



### Indirect Opportunities

Businesses looking for work through our tier 1 suppliers (indirect) are advised to follow these three steps;

1. Get in touch with their recognised trade association, many of which are in touch with Heathrow about the opportunities available for the sectors which they represent.
2. Look out for various Indirect opportunities becoming available on CompeteFor.
3. In addition to using a supplier platform tool, it is advisable to contact Tier 1 contractors directly to understand what other opportunities are available with them.





## 6. The buying process at Heathrow



### Heathrow's Website

In addition to the supplier platform tool, various information is displayed on our website.

<https://www.heathrow.com/company/doing-business-with-heathrow>



### Trade Associations

Heathrow is in regular contact with its recognised trade associations to inform them of upcoming work that may be of interest to their members.

Businesses can get in touch with their recognised trade association who will help signpost them to opportunities in the sectors in which they work.



### Chambers of Commerce

Heathrow is proud to be longstanding members with all its local Chambers of Commerce's. Working in partnership, together we are better able to deliver our commitments to foster economic growth and development of our surrounding regions.





## 6.1 Supplier Platform

Towards the end of 2022 we launched a supplier platform called CompeteFor as a tool to advertise appropriate contract opportunities, both for direct works and those that will be available through our supply chain.

The supplier platform is website based and allows businesses to access opportunities online generated by major public and private sector buyers. It acts as an electronic brokerage service, matching buyers with potential suppliers throughout the supply chain.

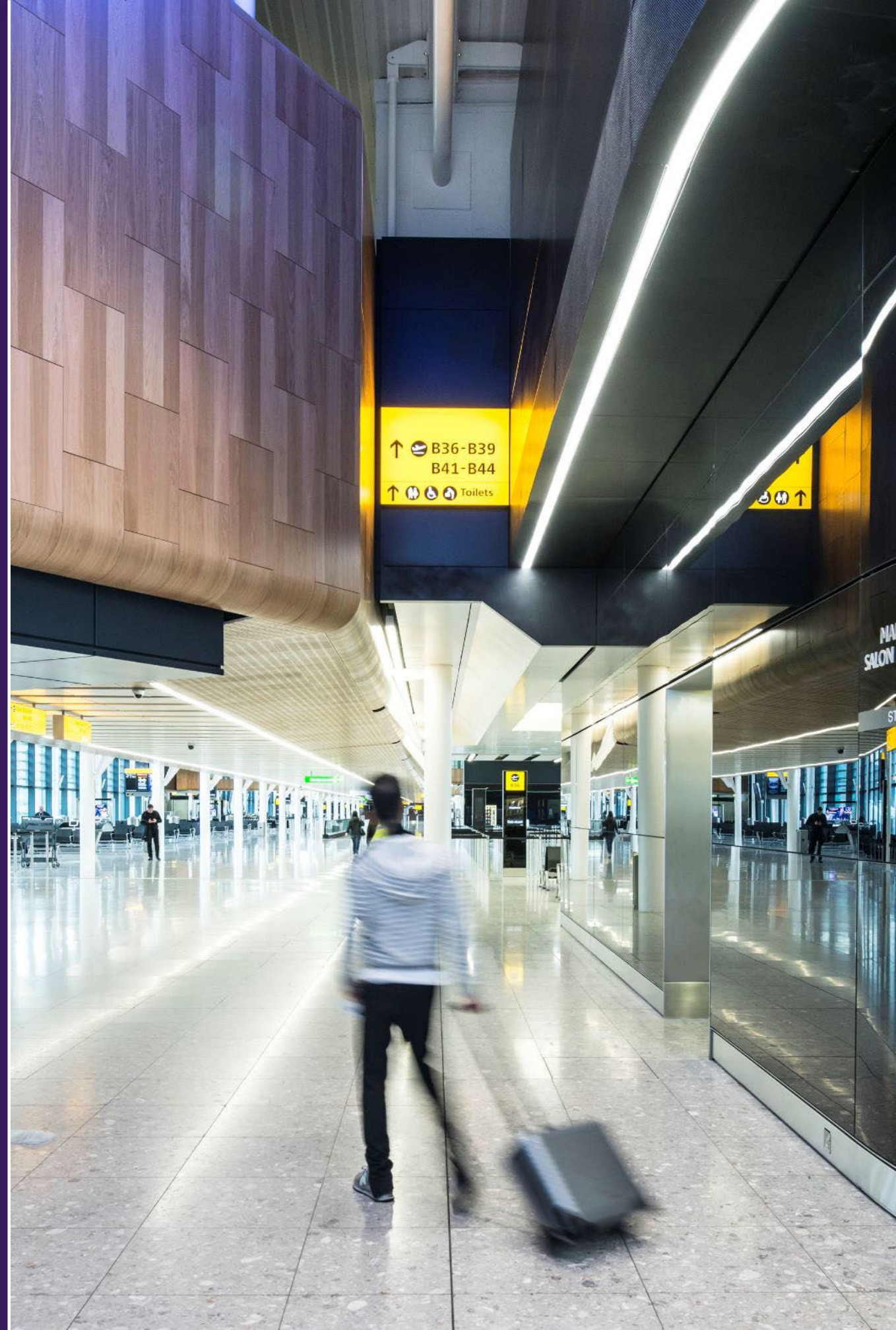
Our largest strategic tier 1 suppliers can now advertise appropriate contract opportunities and these specific opportunities appear on Heathrow's CompeteFor microsite. As a potential or existing supplier, you can view these by using this link:  
<https://www.competefor.com/heathrow/opportunities/>

Any business can register on the CompeteFor supplier platform and it's easy and free of charge. This will allow you to view and apply to opportunities and gain access to relevant news and events.

You will need to register some basic details of your business to create a user account.



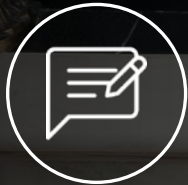
[www.competefor.com/heathrow](https://www.competefor.com/heathrow)





# 7. How we will engage with suppliers moving forward

## Market engagement programme



### Market Soundings

We will ask relevant direct suppliers to provide feedback on our procurement approach, including how we plan to package and contract, as well as the perceived risks.

Direct suppliers can help us achieve maximum market appetite and efficiency in delivery by inviting their supply chain to provide input and knowledge.



### Business Summit

We welcome the 26th edition of the Heathrow Business Summit in 2024, connecting local SMEs and Heathrow suppliers to create future business opportunities that fosters Heathrow requirements while promoting local economic growth in our local communities.

<https://www.heathrowbusinesssummit.com>



### Lift Off

Heathrow Lift Off is an additional way for us to attract and work with small to medium sized enterprises (SMEs). Lift Off provides innovative SMEs the chance to present their products and services to a panel made up of Heathrow and our largest supply chain partner organisations seeking potential business opportunities, guidance and other support.

These events are held on a quarterly basis, you can find out more by clicking the link below:

<https://www.competefor.com/heathrow/lift-off/>

## Heathrow Business Summit



[heathrowbusinesssummit.com](https://www.heathrowbusinesssummit.com)

Heathrow



## 8. More information and getting in touch

If you would like to get in touch, whether it is to discuss upcoming opportunities to tender at Heathrow or to bring to our attention your service of offering please email:

[procurement@heathrow.com](mailto:procurement@heathrow.com)





## 9. Requesting Supplier Guide in other languages or accessible formats

Information about Heathrow is available in a range of languages, audio, easy to read and Braille.

