## Supplier Guide

Heathrow Supplier Management



Heathrow

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## Welcome

The Heathrow Supplier Guide is designed to provide current and prospective suppliers with a clear and comprehensive understanding of how procurement works at Heathrow and within the wider Team Heathrow network. It outlines our vision, values, and sustainability commitments, and sets expectations for our suppliers in line with our purpose to deliver a world-class airport fit for the future.

The guide includes key information on our strategic priorities, such as, Net Zero Aviation and creating positive local impact, while also offering practical guidance on supply chain opportunities, the buying process, and how to work with us through our supplier platform. Whether you're exploring opportunities to partner with Heathrow or are already part of our supply chain, this guide aims to help you navigate our processes and align with our shared goals.

## **Director Message**

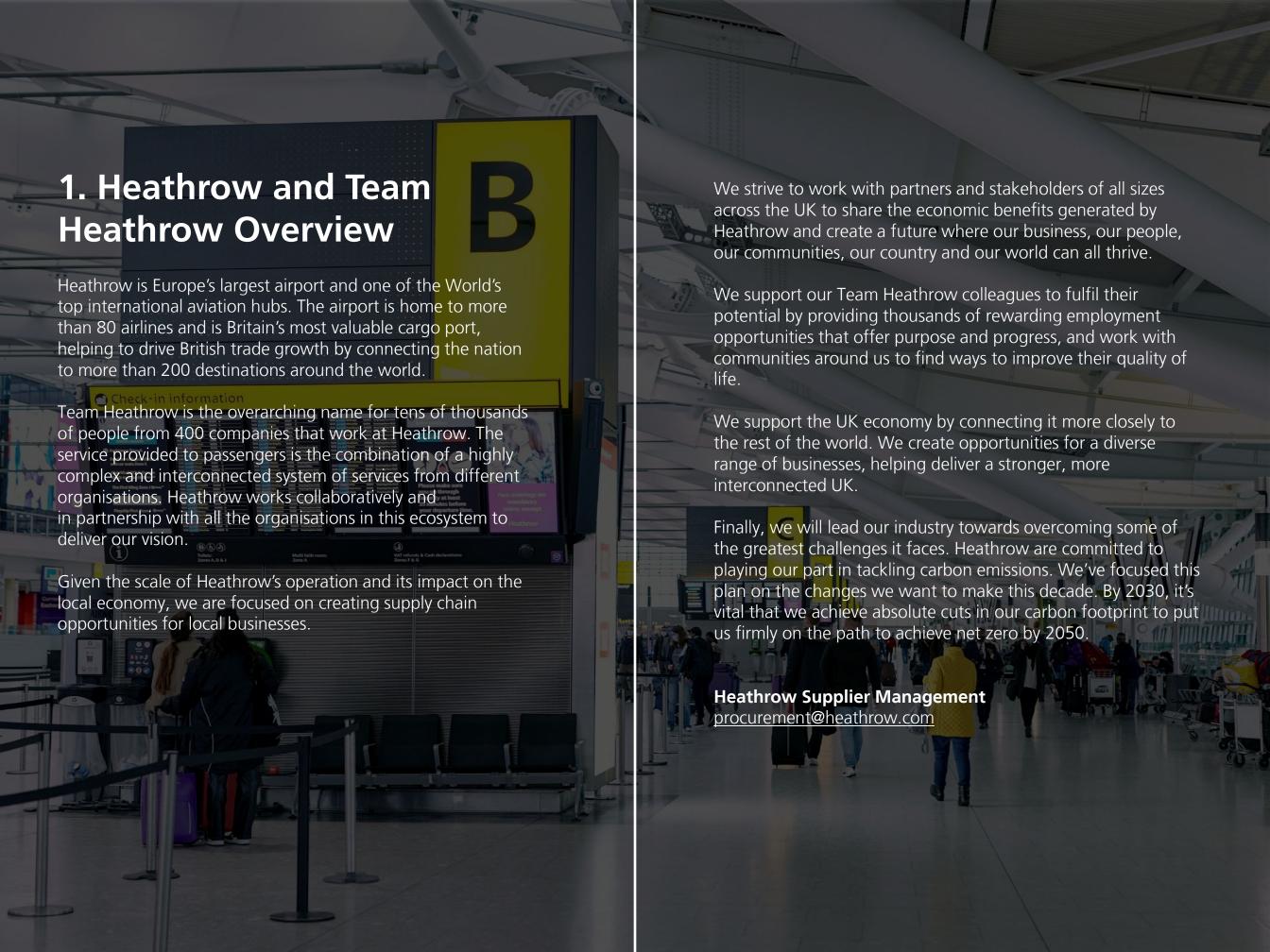
"Our suppliers play a vital role in helping us deliver a safe, sustainable, and world-class airport. Whether you're an established partner or new to working with us, this guide sets out what you need to know to engage with Heathrow successfully. We are focused on creating long-term value through collaboration, innovation, and responsible sourcing. That means embedding safety, sustainability, and ethical practices into everything we do. These are not differentiators but essential requirements for working with us.



Paul Doherty
Procurement Director

Our vision to be An Extraordinary Airport Fit For The Future depends on strong, values-led partnerships. We seek suppliers who share our ambition, support our goals, and help us drive lasting impact for passengers, communities, and the planet.

Thank you for your interest in partnering with Heathrow. We look forward to working with you."



## 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.

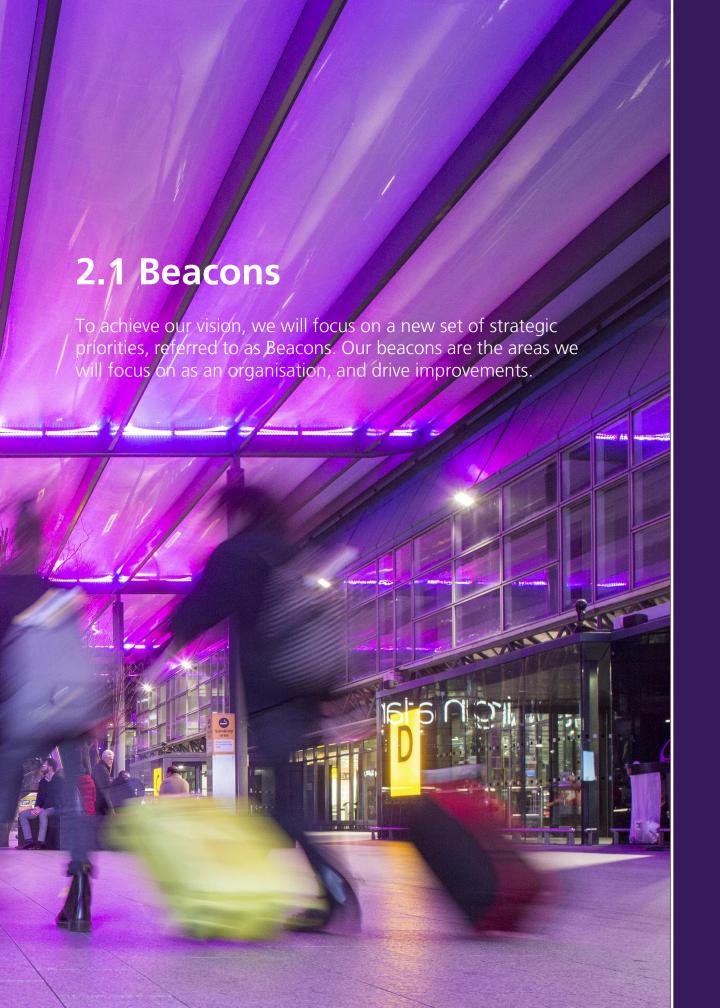
In 2024 Heathrow launched its new strategy, opening up the next chapter as we strive **To Be An Extraordinary Airport, Fit For The Future.** 

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.







### **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.



### Focus to go Faster

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.





### Safety, Security and Compliance

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



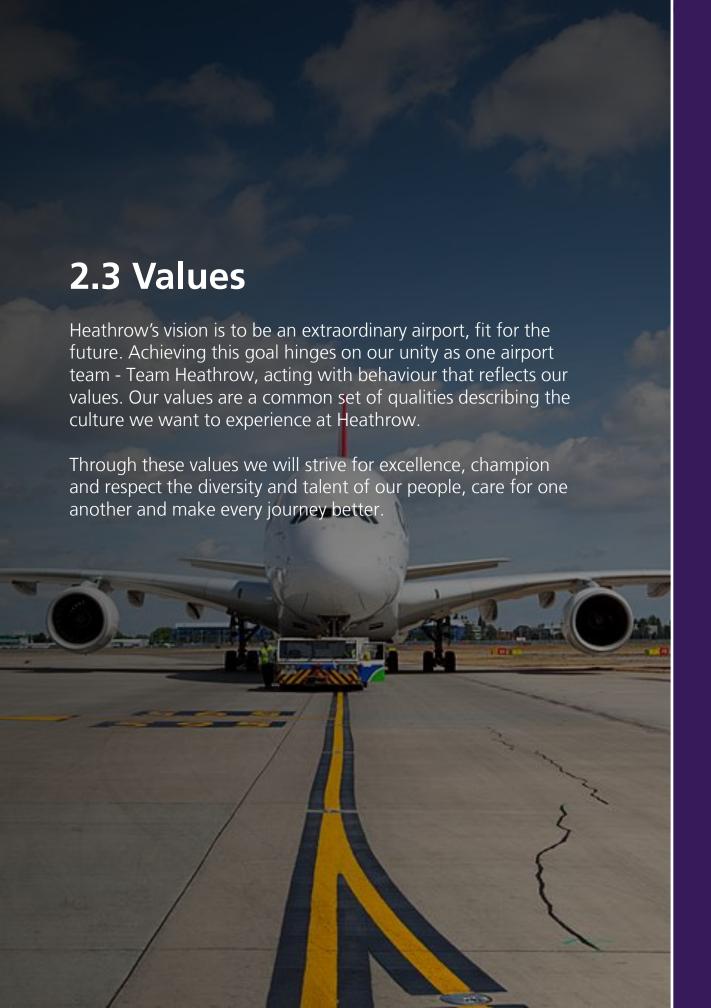
### **Service and Operations**

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





### **Keeping Everyone Safe**

Caring for ourselves and one another, so that we feel safe, secure and well and empowered to speak up, across all settings and activities. We notice and care, and act with consideration for others, ourselves, Heathrow and the community.



### **Doing the Right Thing**

Doing the Right Thing means acting with integrity and thought for others, ourselves and Heathrow. It means living the values in everything we do and underpins all our actions, decisions and interactions.



### **Working Together**

Working together constructively to achieve a common goal.



## **Treating Everyone with Respect**

In every Heathrow interaction, people are valued, respected, included and treated fairly.



## **Giving Excellent Service**

Giving Excellent Service is about our ambition to lead, to be our best and give our best. It means living our Service Signatures in every interaction - with colleagues, customers and partners.



### **Improving Everyday**

Being ambitious and always striving for the best, with the right tools and mindset to succeed.

## 3. Connecting 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 on our community.

Connecting People and Planet reflects Heathrow's commitment to sustainability. Through our Responsible Business Foundation initiatives - including adherence to the London Living Wage, the Fair Payment Code, and modern slavery assessments - we are building *An Extraordinary Airport Fit For The Future*.

#### **NET ZERO AVIATION**

Net zero in the air

GOAL:

Up to 15% cut in carbon compared to 2019

Net zero on the ground

GOAL:

At least 45% cut in carbon compared to 2019

Clean air at and around the airport

GOAL:

Reduce emissions from the airport and improve air quality in the local community

Thriving sustainable supply chain

GOAL:

Maximise suppliers achieving gold standard against our Balanced Scorecard

Quieter nights, quieter flights

GOAL

Reduce annoyance and sleep disturbance by 10% compared to 2019

Better quality of life in Heathrow's neighbouring communities

GOAL:

Give back to 1 million people in our local communities Nature positive airport

A GREAT PLACE TO LIVE AND WORK

GOAL

Work with partners to reduce impacts on nature and support a nature network around Heathrow

Inclusive employer of choice for diverse talent

GOAL

80% agree that Heathrow is inclusive for all colleagues Zero waste airport

GOAL

Avoid material consumption, and maximise reuse, recycling and recovery of materials used at Heathrow

OBJECTIVES AND GOALS

Access for local people to develop careers at Heathrow

GOAL

10,000 jobs, apprenticeships and early career opportunities

#### **RESPONSIBLE BUSINESS FOUNDATIONS**

Maintaining a safe and secure airport Robust business ethics and governance Safeguarding digital systems and data privacy Accelerating responsible technological innovation

Diverse and inclusive employment practices

Attracting and retaining the best talent

Positive and accessible passenger experience

Promoting strong employment practices for our colleagues Building a responsible supply chain

Proactively engaging with local communities



## 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% are 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.





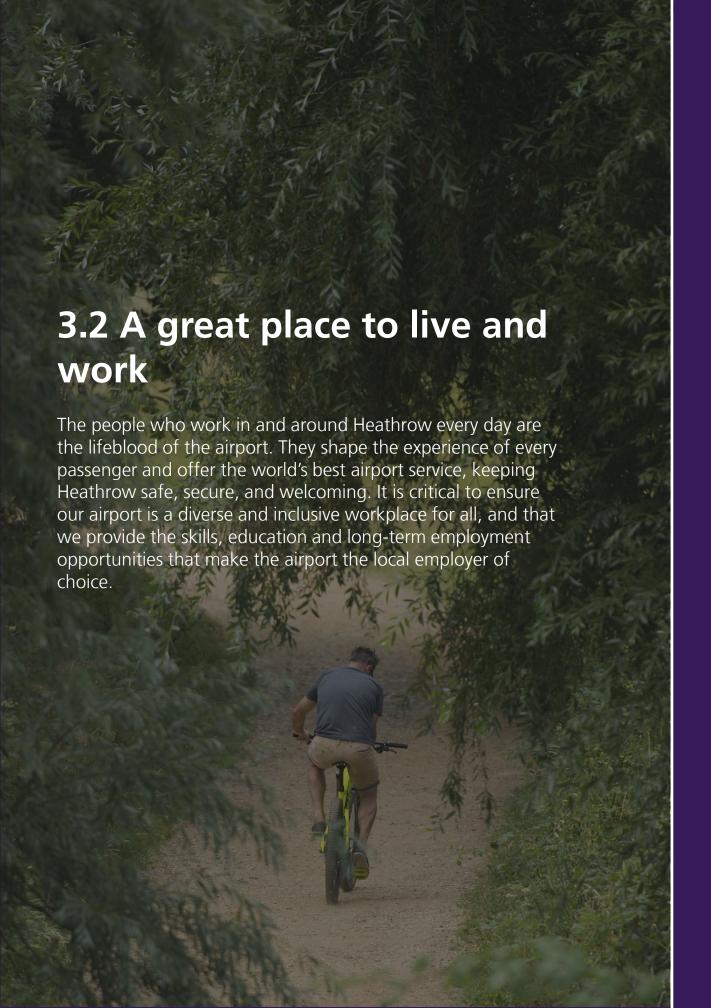
#### Net zero in the air

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.





### Clean air at and around the airport

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



## Quieter nights, quieter flights

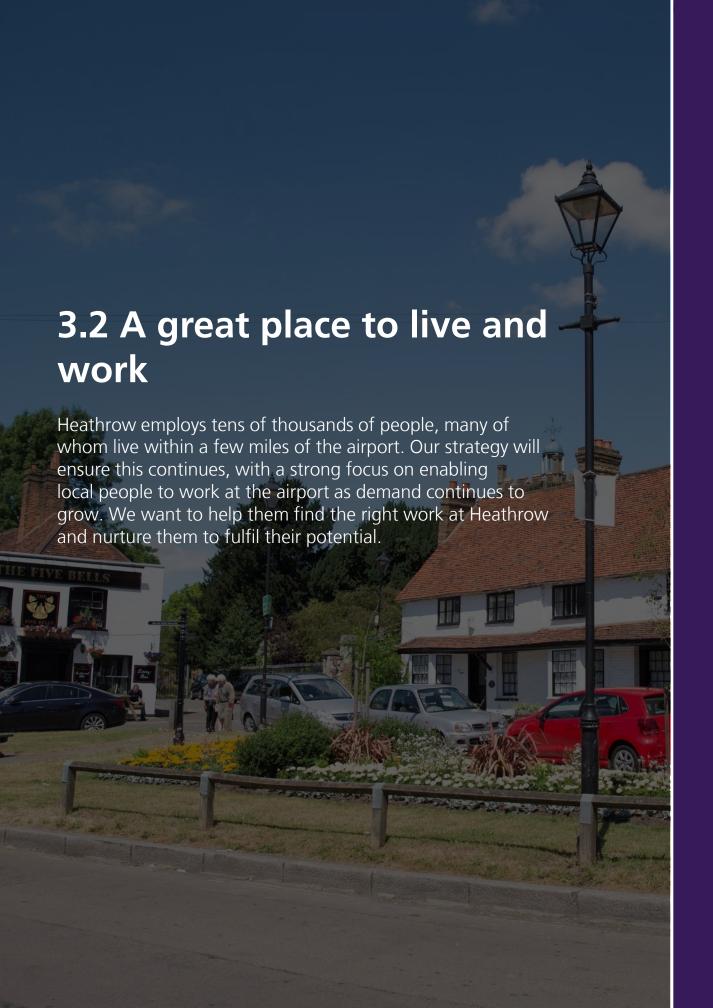
We understand that noise can impact people's quality of life in different ways, and it is a more complex issue than it first appears. When we experience noise, everything from its volume, our attitude towards it, to whether we can control it determines how it affects us. We will try to limit and, where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





### 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.



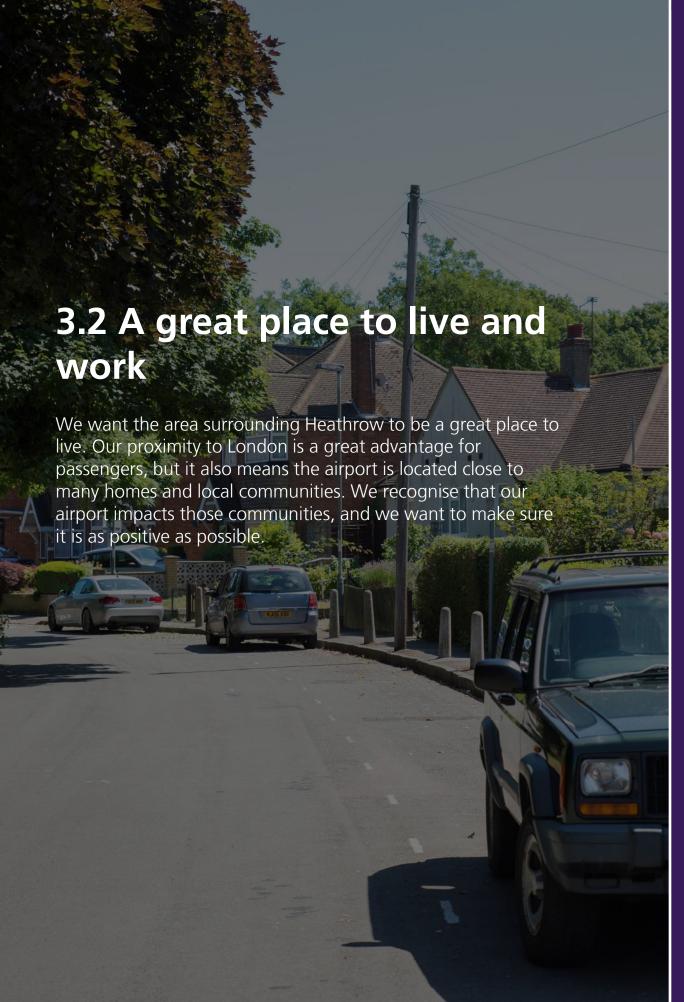
## Inclusive employer of choice for local diverse talent

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.



## Access for local people to develop careers at Heathrow

The airport is home to a wide variety of jobs and careers, and the Heathrow Employment and Skills Academy plays a pivotal role in connecting people from our local community to these opportunities and in building a local and diverse pipeline of skills that will be crucial to future success. Communities around Heathrow depend on the employment opportunities provided by the airport and its wider supply chain.





## Thriving sustainable supply chain

A 'thriving sustainable supply chain' has become an objective within 'a great place to live and work' under our Connecting Heathrow People and Planet strategy. The goal is to maximise suppliers achieving the 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 Balanced Scorecard enables clear communication of our 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.



Our SME Engagement agenda ensures we support small and medium-sized enterprises (SMEs) across the UK in doing business with Heathrow. Through this, we can make 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 work with one of our approved external working conditions assessors and undertake an independent modern slaver assessment. Heathrow is accredited to the Living Wage Foundation and requires all suppliers to pay the London Living Wage.



Heathrow is a committed signatory of the Fair Payment Code (FPC), previously the Prompt Payment Code. The FPC is an initiative promoting best practices in payment performance. We pledge to pay suppliers on time, provide clear payment guidance, and support prompt payments to SMEs within our supply chain. To ensure these standards are upheld across all tiers of procurement, including indirect suppliers, we have established a dedicated whistleblowing channel at supplychainpayments@heathrow.com.



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. <a href="https://www.supplychainschool.co.uk/">https://www.supplychainschool.co.uk/</a>



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

# 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 is 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 the tendering teams to assess capability, capacity, and commitment in relation to our six strategic beacons: Creating Capacity, Digital Futures, Focused to Go Faster, People and Planet, Winning Team, and Value for Customers.

Achieving value for Heathrow depends on alignment with our core foundations and strategic beacons, with a particular emphasis on Health, Safety and Wellbeing, Responsible Business Practices, Sustainability, and Cyber Awareness.

Sustainability, as outlined in our Connecting People and Planet strategy, is a key priority. Solutions that demonstrate strong sustainability credentials will be highly valued. At Heathrow, we define value as encompassing more than just cost, time, and quality; it includes long-term impact, resilience, and responsible delivery.



## **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



## QVC

The Qualifying Value Criteria (QVC) is a fundamental part of Heathrow's procurement process. These essential, non-negotiable standards set out how we expect all suppliers to operate when working with us. For full details and support, visit: <a href="https://example.com/supplier-support-and-tools">heathrow.com/supplier-support-and-tools</a>



## 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 place a strong emphasis on health and safety throughout our procurement process. To assess your organisation's capability in this area, we include health and safety questions at every stage - QVC, PQQ, and RFP.



## 4.1 The Balanced Scorecard

The Balanced Scorecard is a key tool that enables Heathrow to procure value by ensuring the delivery of meaningful benefits to our passengers, colleagues, airline partners, investors, local communities, and the environment.

Aligned with Heathrow's strategic sustainability framework, the Balanced Scorecard evaluates strategic supplier performance against a comprehensive set of decarbonisation and socioeconomic criteria. This approach provides a unified view of the long-term sustainable performance of our critical supply chain partners.

The Balanced Scorecard has proven effective in enhancing supplier value delivery and now serves as a fundamental mechanism for driving strategic alignment and behavioural change across our supply chain.

Purpose	Making Every Journey Better
Vision	To Be An Extraordinary Airport, Fit For The Future
Themes	Critical Success Factors
Health and	Supports and promotes making sure everyone goes home safe every day
Safety	<ol> <li>Reduction in Lost Time Injury Frequency Rate (LTIFR)</li> <li>Increase in Safety culture across our supply chain</li> </ol>
	Supports a circular economy and the development of a net zero carbon airport
Carbon	<ol> <li>We will use science-based targets</li> <li>Aligns with Heathrow's 2.0 goals</li> <li>Responsible use of resources (e.g. Water / Waste / Energy).</li> </ol>
	Delivery of value adding initiatives and associated benefits
Solution Improvement	<ol> <li>Innovative solutions</li> <li>Digitise / Digitalisation / Automation</li> <li>Tailored R&amp;D</li> </ol>
	Creating opportunities for local businesses
Community	<ol> <li>Promotion and use of SME</li> <li>Visible opportunities for work at Heathrow</li> <li>Mitigate local impacts</li> </ol>
	Sets new standards for social value initiatives and associated benefits
Social Value	<ol> <li>Accessible employment &amp; development opportunities</li> <li>Creates opportunity to promote Equality, Diversity and Inclusion</li> <li>Accessibility &amp; inclusion in everything we do</li> <li>Engage and give back to our local communities</li> </ol>
	Show how your company values will make Heathrow and its passenger experiences richer
Behaviours	<ol> <li>All passenger facing employees orientated on behaviours</li> <li>Empowering extended team(s) to deliver against objectives and celebrate mutual success</li> <li>Ideas to make every journey better</li> </ol>

## 5. Supply Chain opportunities at Heathrow

What we're buying

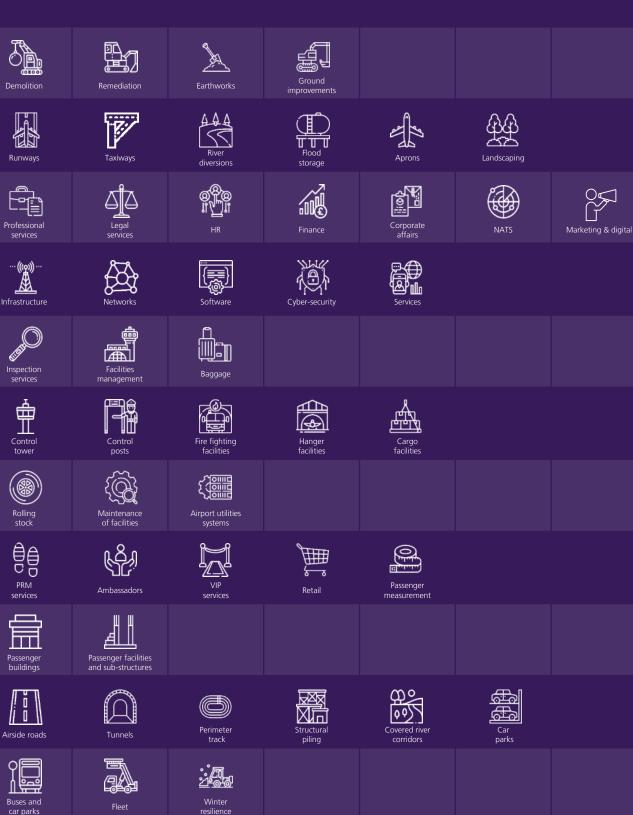
Those looking for opportunities to tender at Heathrow should keep in mind, Heathrow's scale is similar to a city.

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





Electric



Noise

Waste

## 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

Once potential suppliers pass the QVC stage, if invited to take part in a tender, register and take part 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 though 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 a longstanding member of all its local Chambers of Commerce. 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**

Heathrow uses 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, which are published on Heathrow's dedicated CompeteFor microsite. In addition to live opportunities, suppliers can also explore our procurement pipeline—a forward-looking view of upcoming opportunities across Heathrow.

You can view these by the following links:

https://www.competefor.com/Heathrow/opportunities/

https://www.competefor.com/heathrow/pipeline/

We encourage all suppliers to register on CompeteFor and set up their business profiles to receive alerts and respond to opportunities as they go live.

Any business can register on the CompeteFor supplier platform, and it's easy and free of charge.

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

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 27th edition of the Heathrow Business Summit in 2025, connecting local SMEs and Heathrow suppliers, creating future business opportunities and fostering Heathrow requirements while promoting local economic growth in our local communities.

https://www.heathrowbusinesssummit.com



# 7. How we will engage with suppliers moving forward

Market engagement programme



### 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/



## **SME Academy**

Our SME Academy aims to provide SMEs the support they need to confidently bid for works and onboard with Heathrow, our supply chain partners, and other large buyers.

Aligning with our Connecting People and Planet sustainability strategies, this initiative will support our strategic objective of fostering a thriving supply chain and making a positive impact on the SME community.

https://www.heathrow.com/company/doing-business-with-heathrow/procurement/sme-academy



# 8. For 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



