

Procurement Workshops

3:00pm – 4:00pm

Workshop 1: Infrastructure
(Shakespeare 1)

Workshop 3: Operations
(Brunel 2)

Workshop 2: Corporate Services
(Brunel 1)

Workshop 4: Technology
(Brunel 3)

Slido



Delegates can ask anonymously and vote for the questions they like, bringing the most important topics to light.

Please select the room ‘Procurement Workshop: Corporate Services’

Visit **www.slido.com** and use the code **#heathrowsummit** or you can also download the app and follow the same steps.

Corporate Services Procurement



Corporate Services Procurement Strategic Objectives

Maximize Value Creation

- Drive cost savings and value beyond price through innovation, service quality, and supplier capabilities.
- Leverage competitive sourcing and demand management.

Enhance Customer Experience

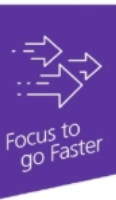
- Align best practice procurement approaches to business needs.
- Improve responsiveness and ease of supplier and procurement engagement for internal customers.
- Provide informed commercial advice and guidance.

Strengthen Governance & Risk Management

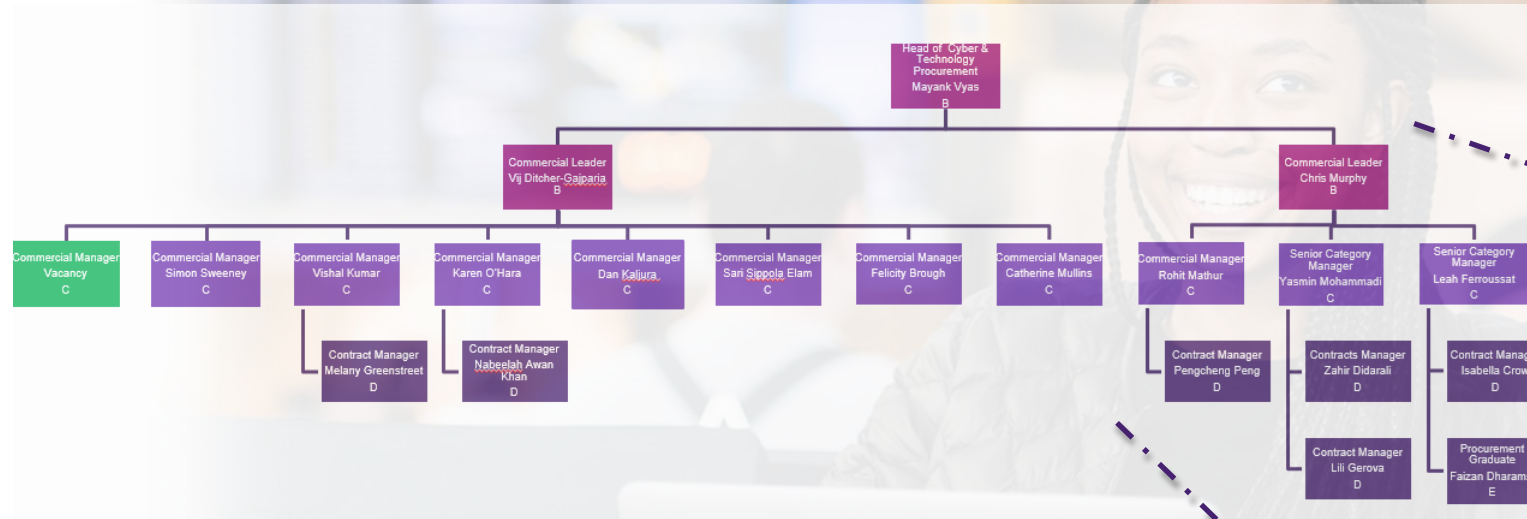
- Align supply chain to QVC standards, contractual requirements, internal policies and regulatory requirements to mitigate supply chain risks.
- Utilise Supplier Relationship Management approaches to deliver appropriate supply chain engagement, governance and delivery.

Enable Digital Transformation

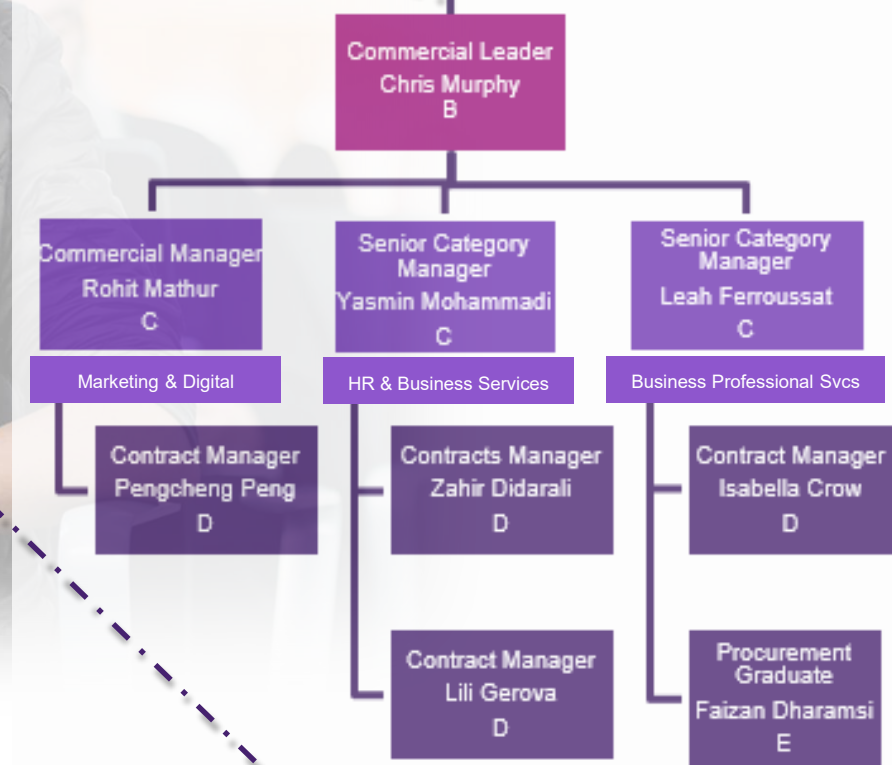
- Use procurement technology to automate workflows, improve visibility, and support data-driven decisions.



Corporate Services Procurement – Org' structure



Marketing & Digital



Corporate Services Procurement - Customers



Exec 'Area'	Exec Member	Band A	'Team'	Procurement Lead	Procurement Owner	Exec 'Area'	Exec Member	Band A	'Team'	Procurement Lead	Procurement Owner
Strategy	Thomas Woldbye	Name	Strategy	Paul & PLT	Various	Solutions	Helen Elsby (Chief Solutions Officer)	Mark Burgess	Technology	Vij Ditcher-Gajparia	All Tech Proc
Comms & Sustainability	Nigel Milton (Comms & Sustainability)	Becky Coffin	Communities & Sustainability	Zoe / Cara	Leah			Donna Hayward	HPMO	Paul Doherty	Various
		Matt Gorman	Carbon	Zoe / Cara	Leah			Ali Awcock	Infrastructure & PMO	Marta Ayling	All Infra Proc
		Elizabeth Gwilt	Public Affairs and Policy	Chris M	Yaz / Lili			Ben Wheeldon	Long-term Growth and Master Planning	Paul Doherty	Various
		Weston Maklem	Media & Consumer PR	Chris M	Yaz/Lili			Henry Boyden	Digital Transformation	Mayank Vyas	Various
		Paloma Aguilar	Internal Comms	Chris M	Yaz / Lili			Wade Munsie	Data & Analytics	Mayank Vyas	Various
		Legal & Business Assurance	Mine Hifzi (General Counsel & Company Secretarv)	Mark Oliver	Legal, Business and Ops			Chris M	Leah / Bella	Gavin Payne	Engineering & Baggage
Verity Stevens	Legal Finance & Corporate			Dale Reeson	Airside Ops	Louise McNab					
Lizzie Cryan	Business Assurance			Dan Edwards/Kap Jhuti	Services	Zoe O'Hare / Claire Porter					
Finance	Sally Ding (Chief Financial Officer)	Rhiannon Dowdall	Business Partnering	Chris M	Leah / Bella	Spencer Adaway	Operational Delivery	Zoe O'Hare / Claire Porter			
		Craig Oxby	Business Services		Leah / Bella	Tonia Fielding	Security	Claire Porter			
		Christelle Lubin	Treasury & Corporate Finance		Leah / Bella	Mark Powell	Operational Planning	Louise McNab			
		Martin Bailey	Financial Control		Leah / Bella	Ross Baker (Chief Customer Officer)	Sophie Chapman	Surface Access	Louise McNab	Julie Morton	
		Jehan Leelananda	Expansion		Leah / Bella		Fraser Brown	Retail & Property	Paul Doherty	Various	
		Paul Doherty	Procurement		Leah / Bella		Pete Burns	Marketing & Digital	Chris M	Rohit & Penny	
People	Jo Roberts (Chief People Officer)	Fiona Tice	Strategic Partnering	Chris M	Yaz		Pier Barrett	Property	Marta Ayling	Various	
		Jason Knight	Transformation		Yaz		Jonathan Coen	Customer	Paul Doherty	Various	
		Jess Kirbell	Future Skills		Yaz / Zahir		Mike King	Regulation & Economics	Chris M	Leah / Bella	
		Kirsty Hayward	Inclusive Performance		Yaz	Jo Taso	Aviation	Paul Doherty	Various		
		Kari Sprostranova	Health, Safety & Wellbeing		Yaz						
		Anuj Bhardwaj	Extraordinary Place to work		Yaz						



Corporate Services Procurement – Category Mapping

Procurement Categories	Category Owner	Team	Value 2024	Procurement Categories	Category Owner	Team	Value 2024
Advertising Services (Media Planning and Client Advertising)	Pengchang Peng	Marketing & Digital	£23.5m	Corporate Comms and Public Affairs	Lili Gerova	HR & Business Services	£10m
Brand & Creative Campaigns (Design and Physical / Digital Asset Creation including Photography & Film)	Pengchang Peng	Marketing & Digital		Internal and External Events, Event Sponsorship	Lili Gerova	HR & Business Services	
Commercial Partnerships	Pengchang Peng	Marketing & Digital		Professional Membership and Subscriptions	Lili Gerova	HR & Business Services	
Customer Engagement (Loyalty, CRM and Call Centre)	Pengchang Peng	Marketing & Digital		Market Research and Insights	Isabella Crow	HR & Business Services	
Production and Implementation of Print, Wayfinding and Signage Applications - Project & Support Services	Pengchang Peng Rohit Mathur	Marketing & Digital Marketing & Digital					
Applications - Commercial Platforms & Software Licences	Rohit Mathur	Marketing & Digital	£44m	Colleague Health & Wellbeing Services	Yasmin Mohammadi	HR & Business Services	£32m
				Trustee Schemes – Pensions	Yasmin Mohammadi	HR & Business Services	
				Reward	Yasmin Mohammadi	HR & Business Services	
Finance & Treasury Services	Leah Ferroussat	Business Professional Services	£44m	Recruitment Agencies & Services	Yasmin Mohammadi	HR & Business Services	
Management Consultancy & Strategic Advice	Leah Ferroussat	Business Professional Services		Leadership Development and Training	Zahir Didarali	HR & Business Services	
				Apprenticeships & Professional Qualifications	Zahir Didarali	HR & Business Services	
				Technical & Safety Training	Zahir Didarali	HR & Business Services	
Energy & Environmental Consultancy	Isabella Crow	Business Professional Services					£6m
Regulatory Consultancy	Leah Ferroussat	Business Professional Services		Corporate Travel	Lili Gerova	HR & Business Services	
Audit & Audit Services	Isabella Crow	Business Professional Services		Uniforms and Workwear (Incl PPE)	Lili Gerova	HR & Business Services	
Shareholder Fees and Board Payments	Isabella Crow	Business Professional Services		Colleague Catering & Vending	Lili Gerova	HR & Business Services	
Insurance Brokers, Premiums and Payments	Leah Ferroussat	Business Professional Services		Corporate Supplies (Stationary, Furniture, Passes etc)	Lili Gerova	HR & Business Services	
Legal Panel and Legal Services	Leah Ferroussat	Business Professional Services		Corporate Supplies (Document and/or Print Management, Mail Room Services/Freight)	Lili Gerova	HR & Business Services	

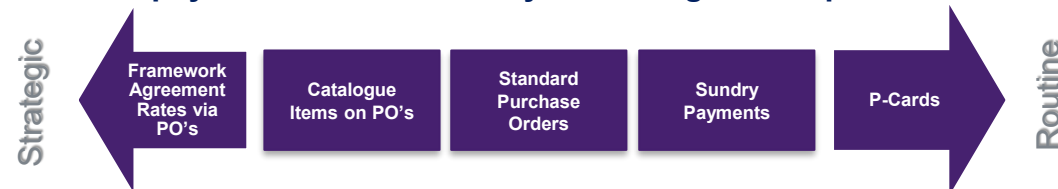
c.£160m spend across Corporate Services categories in 2024

Corporate Services Procurement Supply 'route-to-market'

The Corporate Services team operates several routes-to-market across its procurement categories to deliver best value-for-money.

- 1 Framework Suppliers**
Suppliers with established relationships delivering specific contracted services. Usually on a 3yr review cycle.
- 2 Competitive Marketplaces (SME & non-SME's)**
Suppliers with contractual agreements competing in internal ecosystems for scopes of work suited to their skills and competencies.
- 3 Project Suppliers or one-off procurements**
Suppliers contracted for a specific product or scope of work required by Heathrow.
- 4 Re-occurring Products or Services**
Suppliers providing services on a service, subscription or licensed basis.
- 5 Trial / Test & Learn arrangements**
Ad-hoc Supplier engagements to trial products and services

Heathrow payment mechanism vary according the scope or services



Corporate Services Procurement Category Strategies

Business Professional Services

Supplier Rationalisation

Consolidating the supplier base simplifies management, strengthens relationships with trusted partners, and provides greater strategic influence.

Commercial Transparency & VfM

Transparent and consistent commercial models to improve budget control and forecasting. Increased competition to drive better value for money.

Standardised Contracting Mechanisms

Standardised contractual templates ensure clarity in engagements and reduce administrative time and risks.

Preferred Supplier Panels

Panels of selected suppliers improve service quality by working with partners aligned to organisational goals

Marketing & Digital

Consolidate Agency Spend

Consolidating agency spend leverages economies of scale and reduces duplication across marketing efforts.

Implement Framework Agreements / MSA's

Standardized MSA's to improve engagement efficiency and ensure compliance with procurement policies.

Performance-Based Contracts

Contracts tied to campaign KPIs hold suppliers accountable for delivering measurable marketing outcomes.

Agile Digital Sourcing

Agile delivery & sourcing enables quick adaptation to market changes and new digital technology advancements.

Data Protection and Cyber Security

Digitalisation and AI continue to drive efficiencies, but our priority remains on upholding Cybersecurity and Data Protection policies & regulations.

HR & Business Services

Optimising HR Spend

The procurement strategy focuses on optimising recruitment, training, and employee benefits spending effectively.

Build Future Heathrow Workforce

Supplier and product selection is aligned with Heathrow's future talent strategy and to engage and retain workforce objectives.

Consolidate Learning and Development Spend

Creation of a competitive marketplace to source and contract Training providers onto Heathrow terms to drive operational performance.

Long-Term Supplier Contracts

Establishing long-term contracts with reliable suppliers ensures stability, cost predictability, and strong partnerships.

Business Professional Services

Category Overview

Category Overview

The Business Professional Services category provides support to the business across almost every function. The engagement of suppliers within this category allows the business to bridge gaps in areas of expertise, provide guidance to the business on strategic initiatives and provide essential external business services such as Auditing, Tax, and Legal Services.

The Business Professional Services Category annual spend was £47.8M in 2024 across the various category strings and engaged with 207 different suppliers.

Category	YR24 Spend
Auditing	£4M
Insurance	£20M
Finance	£3M
Legal Services	£4M
Management Consultancy	£9.8M
Energy & Environmental	£3M
Customer & Consumer Insights	£4M

Business Professional Services Opportunities

Q4-25

- Contracts let or opportunities passed

H1-26

- Whistleblowing Services: market engagement. Current provider contract expiring EoY26.
- Multiple quantitative and qualitative research competes throughout the year (requirement for MRS approved suppliers only)

H2-26

- Management Consultancy: Identification of the following gaps after supplier rationalisation:
 - People change and transformation
 - Strategy and business processes specifically in relation to Carbon & Energy
 - Regulatory Specialists

>2027

- Legal Panel (expiry of current contracts April27)

Marketing & Digital Services

Category Overview

Category Overview

Marketing Services plays a vital role in supporting six category areas by delivering end-to-end procurement solutions and shaping the broader marketing strategy. Strategic planning, informed by customer insights and analysis, guides the direction of each subcategory.

The Digital function supports two category areas and focuses on transformation—enhancing customer communication and service to meet and exceed passenger expectations. Strategic digital investments also help diversify Heathrow’s offerings, strengthening commercial resilience.

In 2024, Marketing and Digital category spend totalled £67 million across roughly 200 suppliers.

MARKETING	Category	YR24 Spend
	Advertising Services	£11.2M
	Brand & Creative Campaigns	£4.6M
	Customer Engagement	£4.6M
	Corporate Comms and Public Affairs	£1.6M
	Print, Wayfinding and Signage	£1.3M
	Commercial Partnerships	£0.1M
DIGITAL	Commercial Applications – Platforms, Licence & SaaS	£10M
	Commercial Applications – DevOps, Project & Support	£34M

Marketing & Digital Services *Opportunities*

Q4-25

- Contracts let or opportunities passed

H1-26

- Retail Advertising market review, current provider contract expires Q3 26
- Retail Partnership tender (Financial services and Travel booking partners)

H2-26

- SME – Signage
- no tenders are proposed or scheduled

>2027

- Media Planning, Buying & Strategy – Market review ahead of contract renewal in Q2 27

HR & Business Services

Category Overview

Category Overview

HR Services category is aligned to the People function and encompasses all spend related to managing the employee lifecycle—from recruitment and onboarding through to retirement. It includes subcategories such as Talent & Resourcing, Healthcare, Pensions & Reward, Training & Development- corporate and technical.

Business Services is another indirect procurement category that supports the back-of-house operation of the organisation serving a wide stakeholder group. It includes subcategories such as PR & Comms, Travel & Hospitality, Uniforms, Colleague Catering & Office Supplies.

Total spend for 2024 for HR & Business Services was £44million.

HR Services	Category	YR24 Spend
	Colleague Health & Wellbeing Services	£3.5 m
	Reward & Pensions	£8.5m
	Recruitment Agencies & Services	£11m
	Leadership Development & Training (Technical & Professional)	£9m
Business Services	Office Services & Supplies (Catering & Uniforms)	£6m
	PR, Events & Comms	£4m
	Professional Memberships & Subscriptions	£2m

HR & Business Services Opportunities

Q4-25

- Contracts let or opportunities passed

H1-26

- SME Framework- Events. New opportunity to set up a marketplace for Internal & External event suppliers for Heathrow.
- Recruitment Media/Advertising Provider- current contract due to expire EOY 2026. Likely RFI in Q2 2026.

H2-26

- PPE - New market exercise with collaboration from Team Heathrow.
- SME Framework- Learning & Development. New opportunity to set up a marketplace for core training suppliers

>2027

- Occupational Health Services- Current contract due to expire 2028. Likely RFI in early 2027.
- Perm & Contingent Recruitment MSP- Current contract due to expire 2028. Likely RFP in 2027.

CompeteFor Overview

<https://www.competefor.com/heathrow>

- Launched onto platform in Dec 2022
- In 2023 we have published 54 opportunities
- In 2024 we have published 80 opportunities
- Pre-tender market sounding opportunities for suppliers to apply for
- Opportunities are registered by Heathrow and Strategic Suppliers
- Opportunities and relevant procurement information is displayed on Heathrow's dedicated microsite
- Not a tendering system – this is done through our Oracle system called 'Theo'
- Supports our balanced scorecard ambitions

