

HS2

Supplier Guide

www.hs2.org.uk



About this guide

This guide has been developed to help suppliers find out more about the High Speed Two project. It highlights what is important to us and what will be required from our supply chain.

High Speed One, the Olympics and Crossrail were big: HS2 is bigger. We want you to get involved now. Add your expertise to ours and seize the opportunities in what is now Europe's largest mega-project.

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Introduction



Allan Cook CBE
HS2 Ltd Chairman

HS2 is more than a railway. It is the most important economic regeneration project in Britain for a generation. It is simply transformational. We are joining up Britain to build a fairer, more balanced country capable of competing in today's highly competitive international marketplace.

HS2 will form the backbone of a new, reliable transport network, integrated with the existing railway and complementary to plans for new routes such as Northern Powerhouse Rail. The fast north-south links provided by HS2 offer more seating to ease overcrowding and expand opportunities for people to find new jobs and grow businesses. Local Authorities are already acting to capitalise on HS2's liberating potential with plans to create half a million new jobs and 100,000 new homes.

This is a great opportunity for businesses across the country. Their innovation, experience and ideas will help make this a world-class project – one which maximises its value to local and national economies. The positive effects are already being felt – over 2,000 businesses, from all across Britain, have delivered work on HS2, 70% of which are SMEs. HS2 will ensure the UK continues to have a strong and modern economy and, by building the supply chain, will help us compete on the international stage with state-of-the-art capabilities.



Mark Thurston
HS2 Ltd Chief Executive Officer

At HS2 we realise that we must be able to attract a diverse collection of the best and most capable businesses to make sure that we achieve the greatest level of collaboration and project success. We are continuing to engage with as many businesses as possible as early as possible to help give us the best opportunity for maximising value.

We are committed to being open and transparent throughout our journey. To help us achieve this we have established a partnership with CompeteFor that will provide visibility of our subcontracted opportunities to the supply chain. This electronic brokerage tool will allow all businesses, including SMEs, to stay informed, identify and compete for opportunities to be part of the world class HS2 supply chain.

We invite all businesses to engage with us with the aim of joining the largest infrastructure project in Europe.

What is HS2?

High Speed Two will be built in two phases to ensure that the benefits of high speed rail are realised as early as possible.

Phase One will consist of around 140 miles of track and connect a redeveloped Euston with stations at Old Oak Common in West London; at Birmingham Interchange near Birmingham Airport and the National Exhibition Centre; and at Birmingham Curzon Street. This guide focuses on Phase One.

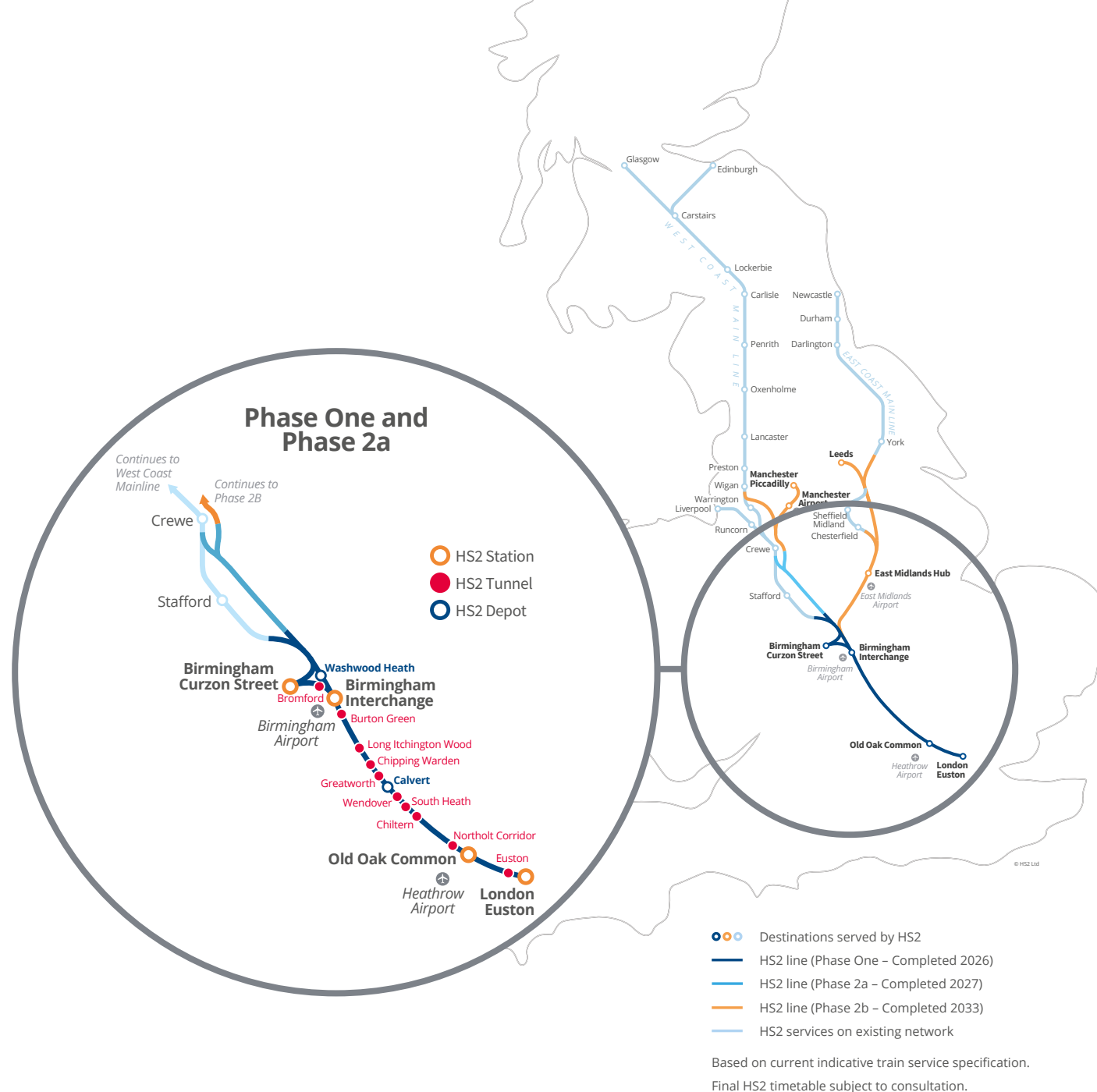
The High Speed Rail (London – West Midlands) Act 2017 received Royal Assent on 23 February 2017. The Act grants the powers to build, operate and maintain this part of HS2.

Construction of Phase One is due to start in 2017, with the first trains running in 2026.

Phase 2a is the route from Birmingham to Crewe which is scheduled to open in 2027.

The Phase 2b network will extend the lines to Manchester (west) and the East Midlands, Sheffield and Leeds (east).

The Phase Two services to Manchester and Leeds are expected to start running in 2033.



What is HS2?

Our strategic goals



Catalyst for growth

Be a catalyst for sustained and balanced economic growth across the UK.



Capacity & connectivity

Add capacity and connectivity as part of a 21st century integrated transport system.



Value for money

Deliver value to the UK taxpayer and passenger.



Customer experience

Set new standards in customer experience.



Skills & employment

Create opportunities for skills and employment.



Health, safety & security standards

Set new standards in health, safety and security in the construction and operation of the railway.



Sustainable & a good neighbour

Create an environmentally sustainable solution and be a good neighbour to local communities.

What will we be buying?

HS2 is one of the most demanding and exciting transport mega-projects in Europe. There will be thousands of opportunities within the HS2 supply chain. These will be:

- created across many business sectors, requiring a wide range of capabilities;
- suitable for suppliers of all sizes; and
- generated over a number of years.

We will need a wide range of works, goods and services to deliver the HS2 programme and associated supporting corporate opportunities.

“We need to take the big decisions about our country’s infrastructure. We need to get Britain firing in all areas again. That is why we will press ahead with plans for High Speed 2, linking London and Birmingham and, eventually, towns and cities in the North.”

Prime Minister Theresa May



What will we be buying?

Categories



Design and services

Includes development partners, professional services and design services.



Civil engineering

Enabling Works and Main Works which include: archaeology, ecology, demolition, earthworks (tunnels, cuttings and embankments), drainage, bridges, viaducts, and other structures.



Stations

Phase One

Euston
Old Oak Common
Birmingham Interchange
Curzon Street

Phase Two

East Midlands Hub
Manchester Airport
Manchester Piccadilly
Leeds



Railway systems

Includes permanent way, overhead line electrification, telecommunications, traction power, signalling and electrical distribution.



Rolling stock

Rolling stock for Phase One including initial maintenance. Rolling stock for Phase Two will follow at a later stage.



Corporate procurement

Includes commercial services, assurance & regulatory services and a diverse range of direct business support contracts.

What will we be buying?

For each category, we will buy a relatively small number of high-value, direct contracts. Previous large UK infrastructure projects, including the Olympics and Crossrail, have shown that for every direct contract the client buys, many more indirect opportunities will be created.

We estimate that every ten direct (i.e. Tier 1) contracts are likely to generate tens of thousands of supply chain opportunities.

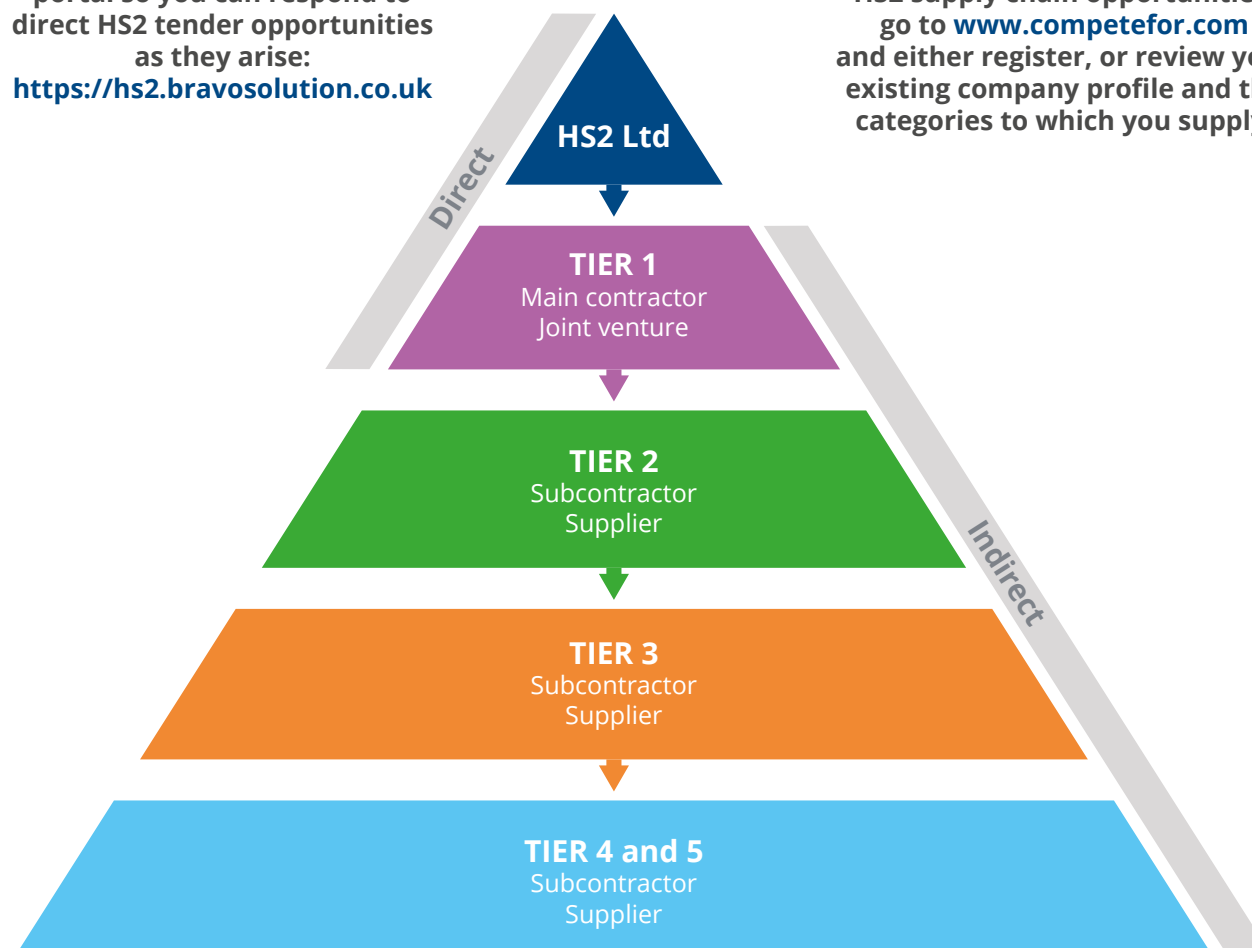
These are the opportunities that will be of most interest to SMEs, as they will be the best match for their scale of operations and their specific capabilities. They are not subject to public procurement legislation. Suppliers from Tier 1 (and below) will offer these contracts directly.

In order to maximise opportunities for suppliers, our Tier 1 contractors are mandated to use CompeteFor (www.competefor.com) to advertise all appropriate opportunities, and to cascade this requirement down through their own supply chains.



Register on our e-procurement portal so you can respond to direct HS2 tender opportunities as they arise:
<https://hs2.bravosolution.co.uk>

To learn about indirect HS2 supply chain opportunities, go to www.competefor.com and either register, or review your existing company profile and the categories to which you supply.



When will we be buying?

It is vital to have a plan which is right first time. That is why we are taking the project step by step.

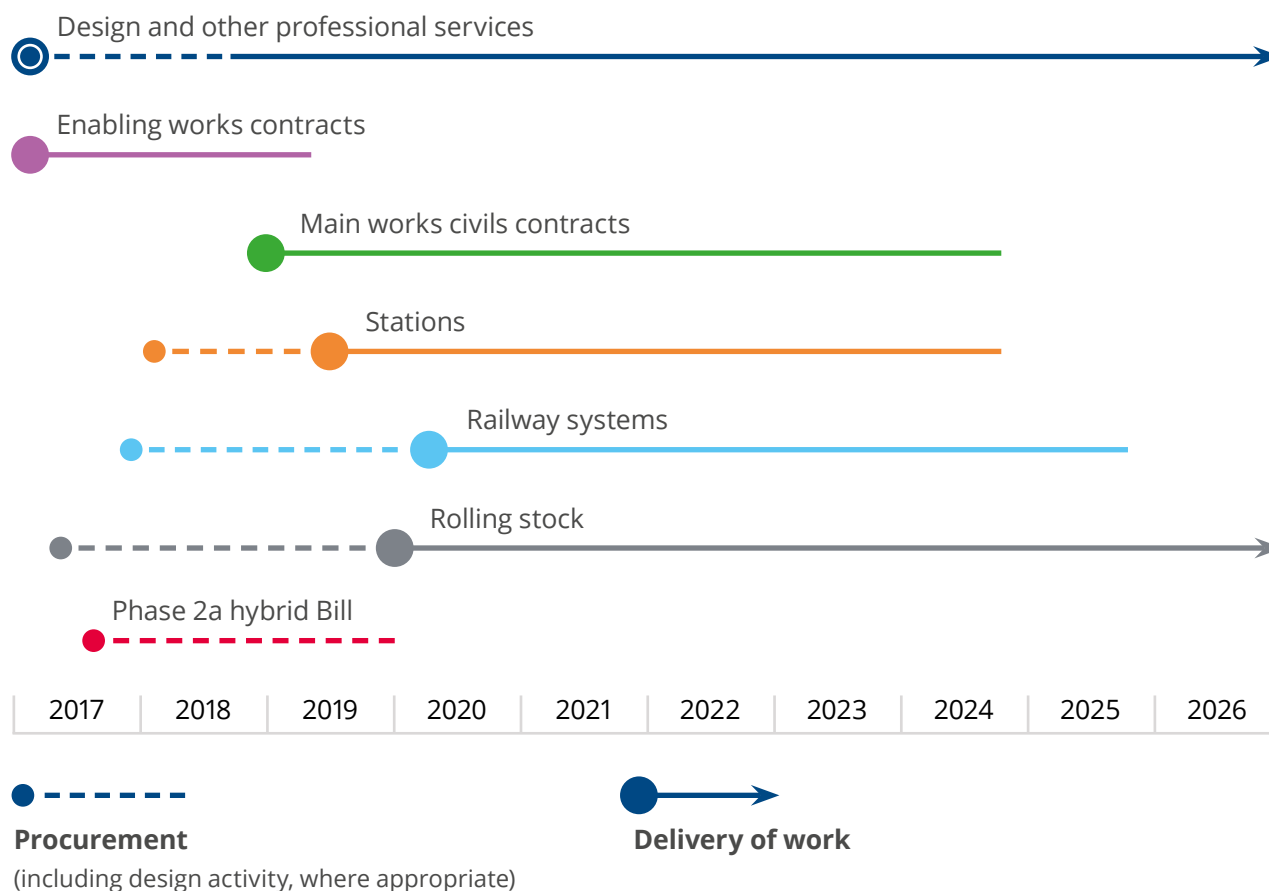
In line with our previous commitments, we aim to provide clarity on the project's phases to allow suppliers to start preparing at the right moment.

The procurement of goods, works and services is now underway. For Phase One the Enabling Works Contracts & Main Works Civils Contracts have been let with other major works packages to be procured by 2019.

We want suppliers to see opportunities as they arise so they can compete for them, win work and become part of our supply chain.

Our regularly updated contracts opportunities table is a source of information regarding HS2 Ltd's direct procurement activities and the contact details of tenderers and suppliers. To find out details regarding direct opportunities that are currently live, or for details of the organisations that have been invited to tender for contracts, visit www.gov.uk/hs2 and search for **HS2 contract opportunities**.

The adjacent diagram indicates the approximate procurement and the expected on-site delivery timescales.



How will we engage with you?

Industry briefing days

Open to all appropriate supply chain organisations, these events will inform potential suppliers of our requirements and will facilitate supply chain networking. We will hold these events in appropriate category groups as we approach key procurement milestones.

Market soundings

We will ask relevant Tier 1 suppliers to provide feedback on our procurement approach, including how we plan to package and contract, as well as the perceived risks. By inviting their supply chain to provide input, direct organisations can help us achieve maximum market appetite and efficiency in delivery.

National and regional roadshows

These events will update local businesses on the project's progress, so they can get ready to respond to supply chain opportunities. We will publicise events with trade associations, Local Enterprise Partnerships and their associated growth hubs, British Chambers of Commerce and national enterprise agencies.

'Meet the contractor' days

We will work with our direct (i.e. Tier 1) suppliers to better understand their supply chain needs. By collaborating with trade and business networks, we will identify suppliers that match Tier 1 requirements and facilitate one-to-one meetings once direct contracts are in place.

Go to www.gov.uk and search for **HS2 supply chain events**. Check back regularly to find out about forthcoming events. Email us at SCC@hs2.org.uk to tell us about your areas of interest, so we can keep you updated.

To explore opportunities to work with your Local Enterprise Partnership or associated growth hub, go to www.lepnetwork.net

How will we engage with you?



HS2 Ltd is mandating Tier 1 suppliers to advertise all appropriate supply chain opportunities on CompeteFor and requiring them to hold regular 'Meet the Contractor' events that will maximise the transparency of opportunities. This will be the case for all our direct suppliers on the Enabling & Main Works, Stations and Systems packages, Phase One and Phase Two.

Meet the Contractor events will provide opportunities for businesses of all sizes to have direct contact with our Tier 1 suppliers. This will ensure that potential suppliers (including SMEs) are engaged, informed and prepared to compete for the opportunities most suited to them.

We will liaise with Trade Associations, Growth Hubs, LEPS, Chambers of Commerce, Professional Institutes, etc. to match Tier 1 demand to appropriate supply chain organisations. Therefore, the Meet the Contractor events will be facilitated by HS2 but led by the Enabling & Main Works, Stations or Systems Contractors, communicating their requirements and inviting potential suppliers to 1-2-1 meetings, workshops and networking at these events.

Make sure you register on CompeteFor (www.competefor.com) to be alerted to suitable opportunities as they emerge.

How we have engaged with you

Through the hosting of, and attendance at, many events, HS2 Ltd has been able to successfully engage with thousands of businesses from across the UK and overseas.

As a result of HS2 Ltd's supplier engagement programme, organisations of all sizes are being made aware of the opportunities that HS2 could provide their business.

“HS2 is a great example of supplier engagement, and I have high praise of the recent supplier event I had the pleasure of attending.”

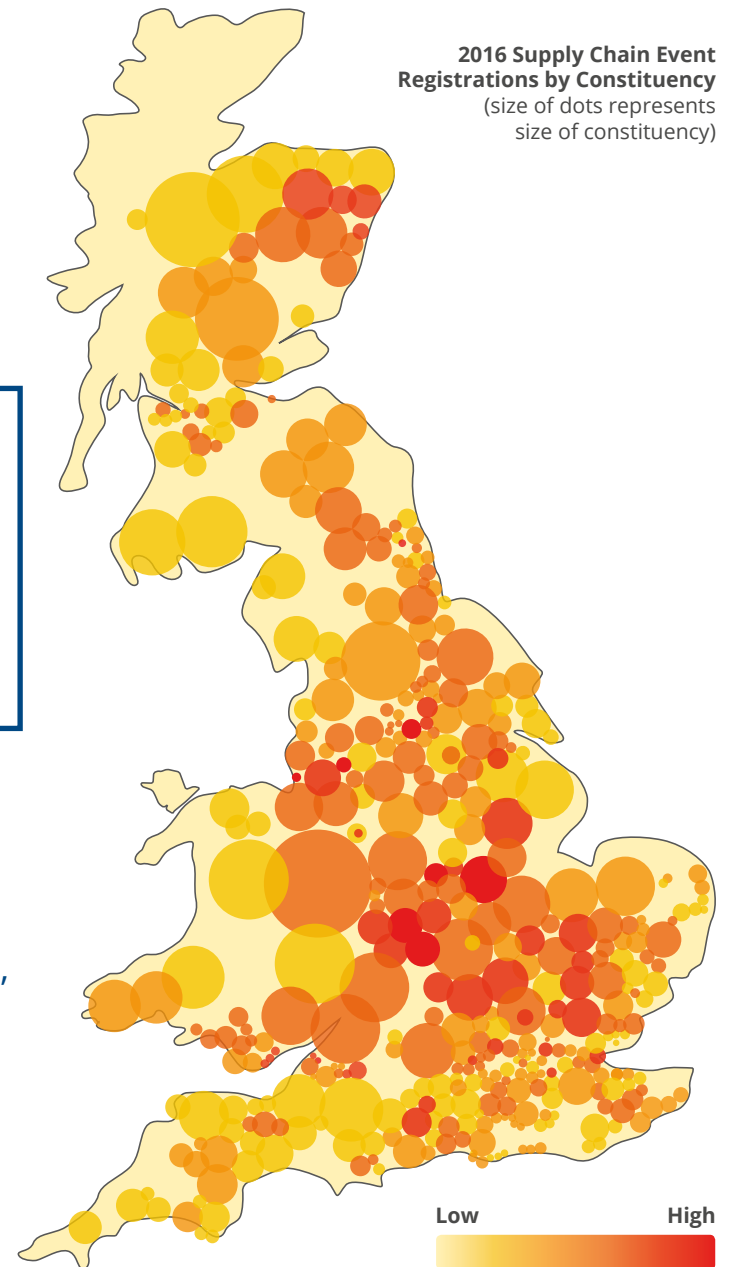
Baroness Kramer, January 2015

HS2 Ltd has developed a business engagement heatmap, demonstrating the geographical spread and density of interaction with businesses at HS2 organised supply chain conferences, roadshows and industry days.

The latest map can be found at www.hs2.org.uk/where/route-map

“Early and continuing engagement with Tier 2 and Tier 3 suppliers and specialist companies makes us feel valued and engenders participation, confidence and commitment.”

Powdertech, SME, February 2017



How we have engaged with you

Case study

Lincolnshire-based Crowders Nurseries were successful in bidding for the multi-million pound contract for plant material along the Phase One route. Crowders attended HS2 engagement events including our Supply Chain Roadshow taking away the key requirements which HS2 shared.

The tender submission made by Crowders demonstrated many value adding activities, including their approach to Equality, Diversity and Inclusion (EDI); introducing an EDI policy, sending EDI questionnaires to key suppliers, conducting staff equality surveys, and offering EDI training courses to relevant staff. By undertaking the staff survey, Crowders has been able to improve the way they conduct business and the rich set of EDI data compiled has been of use when bidding for other non HS2 work.

“I attended HS2 events and roadshows to learn as much as I possibly could about HS2’s values and how to align ourselves to those. One standout issue during the pre-questionnaire stage was EDI, this was an unknown phrase to us at the time but we worked to gather information and formalise an EDI policy. We have raised our standards not just in EDI but in all areas of the HS2 values which has made us a better business as a whole.”

Robert Crowder CEO



Where can you access HS2 opportunities?



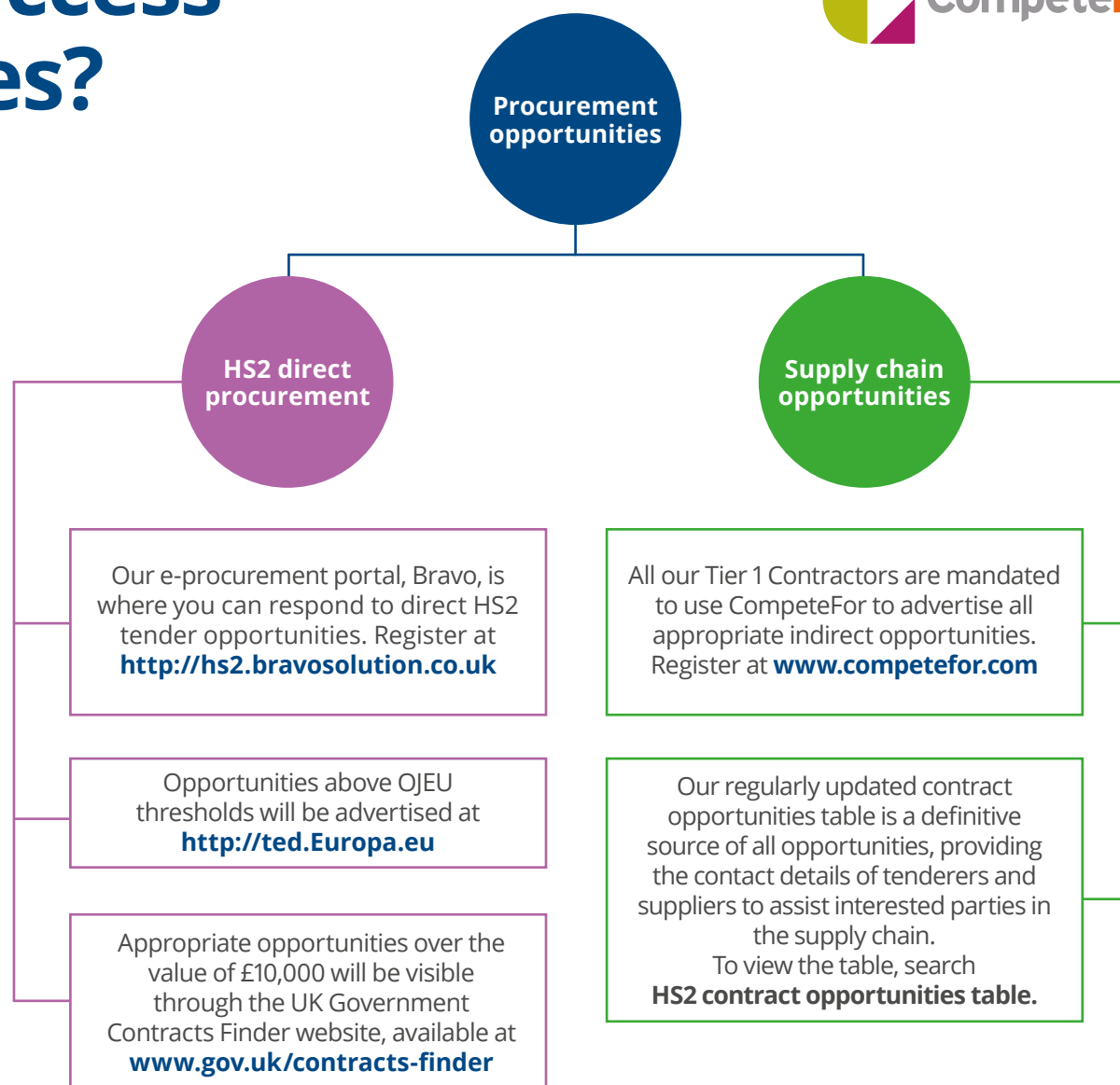
As a publically funded organisation, HS2 Ltd is bound by EU Procurement Directives and associated UK legislation.

Above EU Utility Contract Directive spending thresholds*, we are required to advertise our contract opportunities in the Official Journal of the European Union (OJEU).

We are mandating all Tier 1 Contractors to use CompeteFor (www.competefor.com) as part of their procurement approach. Suppliers will advertise all appropriate opportunities on the site, providing visibility to organisations of all sizes, of opportunities to become involved with HS2.

In addition to these categories, we will have various requirements for the day-to-day management and running of our business. These direct corporate opportunities will be lower in value, but more numerous, and may be procured via existing public sector frameworks. To find out how to join an existing framework, visit the Crown Commercial Services website at ccs.cabinetoffice.gov.uk

*Current EU thresholds can be found at www.ojec.com/thresholds.aspx



What do we want from our supply chain?

1 Help us achieve our strategic goals

As a publicly funded organisation, we must be able to demonstrate that we have achieved value for money. Our supplier scorecard (page 16) sets out what is important to us: how we will deliver lasting benefits, measure our progress and realise our vision.

During procurement and delivery, we will evaluate suppliers' performance against our strategic goals (page 5) and a number of criteria weighted to reflect the contract requirements.

This assessment will be an area of focus for all contracts, allowing us to benchmark performance across the project.

Our scorecard will be developed to establish benchmarks for testing during delivery, while our 'enablers' are a practical way of working with our supply chain to assist in delivering value. They will be written into our procedures and contracts with suppliers, and reflected in the way we do business.

We will also encourage our Tier 1 contractors to apply the scorecard when procuring their own suppliers and managing supplier performance.

2 Embrace our culture

We value sustainability – be it environmental, social or economic. And not just in what we build, but how we build it, by being innovative and working collaboratively.

To work successfully with our supply chain, we want to create a shared vision of what we can achieve together, aligning our values so that we have a common understanding of how we do things day to day. Having a shared culture will help us all to create the maximum value for the programme.

We expect our supply chain to help build this shared culture throughout the life of their contracts. We also expect suppliers to live our values with us, and encourage behaviours demonstrating leadership, integrity, respect and safety in their staff and across their own supply chains.

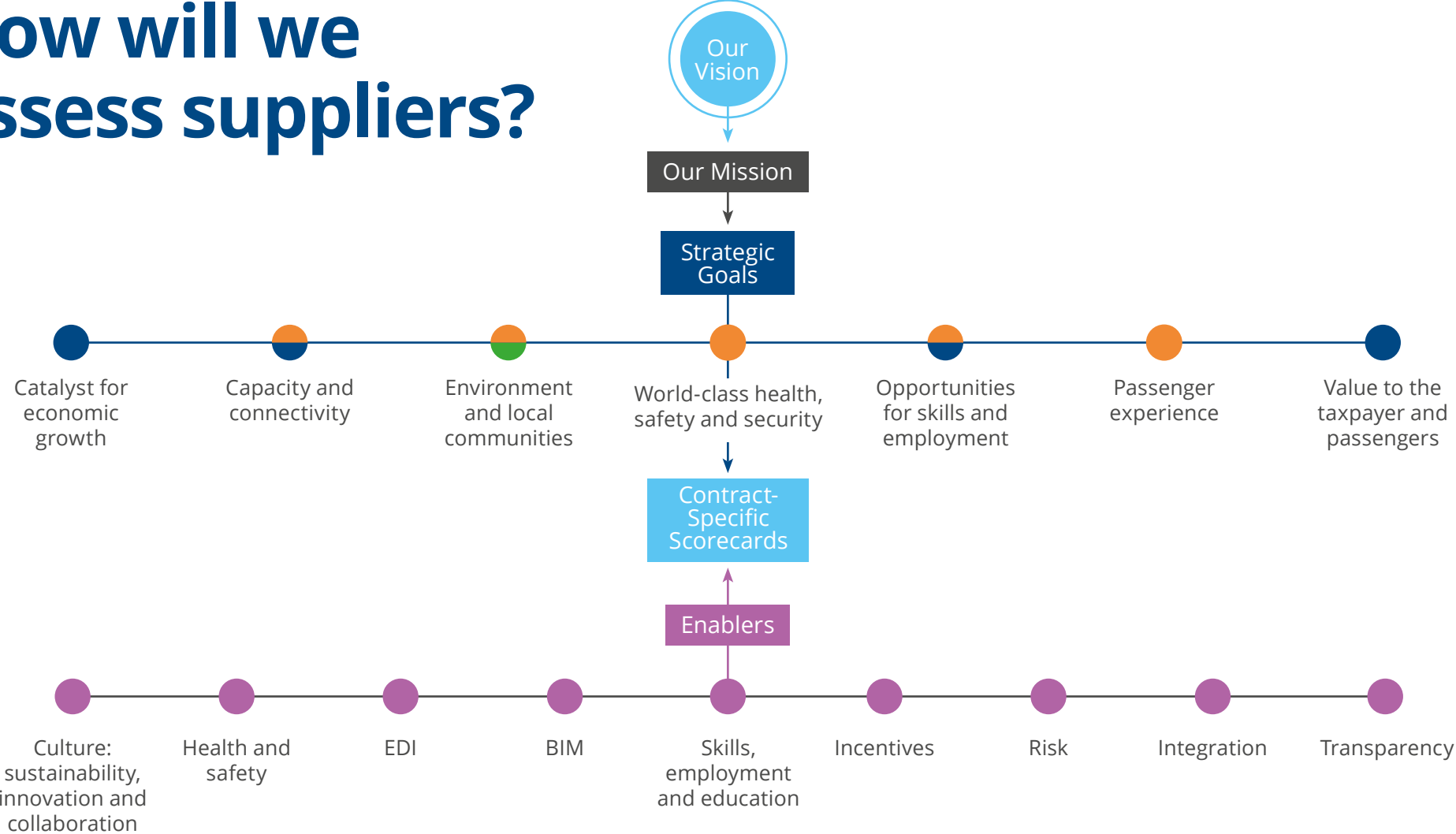
3 Talk to us

To do this, we must ensure that companies in our supply chain are aligned with our seven strategic goals. This requires collaboration across a number of areas and the teams within HS2 Ltd are on hand to provide guidance and answer your questions.

The next few pages show our strategic themes in the context of the supplier scorecard, describe our culture and explain the current support and advice available to suppliers in the following areas:

- Sustainability, innovation and collaboration
- Environmental sustainability
- Health and safety
- Equality, diversity and inclusion
- BIM
- Employment and upskilling (the National College for High Speed Rail)
- Accessing HS2 opportunities

How will we assess suppliers?



Our strategic goals combine:

- Environmental aims
- Economic aims
- Social aims

Supplier top tips for direct opportunities with HS2

1 Keep up to date

We are obliged to advertise our contracts publicly and contracts over EU thresholds must be advertised on The Official Journal for the EU to create a level playing field for all suppliers. Our Current Opportunities Table is continuously updated in line with the direct opportunities available on Contracts Finder, therefore we encourage our suppliers to set reminders and check it regularly.

2 Use only HS2 eSourcing Portal for access

This is the single channel that you can use to access opportunity documents, communicate with HS2 Ltd regarding any procurement activities and submit your proposal. The portal can be found at <http://hs2.bravosolution.co.uk>

3 Read the documentation carefully and understand what is required

Provide all of the information and evidence requested. If you cannot for whatever reason, ask for advice. Don't rely on any previous knowledge or contract held with HS2 Ltd. Only information contained in your submission can be considered and evaluated.

4 Understand us

Review our website and read our Supplier Guide in order to understand our priorities, processes and requirements.

5 Plan your submission

You must complete and return the documents by the given time and date and make sure to sign anything that should be signed. HS2 Ltd reserves the right to automatically fail any late submissions.

6 No publicity material

This should not be included in your submission unless HS2 Ltd have specifically asked for this.

7 Reference your responses

We encourage you to clearly reference your responses to the specific questions asked in order to make it easier to evaluate.

8 Ask for feedback

If you are unsuccessful, make sure you ask for feedback. It will help you to understand how you can improve future tender applications.

Our culture

We believe that a high performing culture underpins the successful delivery of our programme and the success of our role as a client to our supply chain.

We have worked to define and embed our values – safety, leadership, respect and integrity. These values, together with how we do things every day, form our culture.

Sustainability

Delivering social, environmental and economic benefits in both the short and long term.

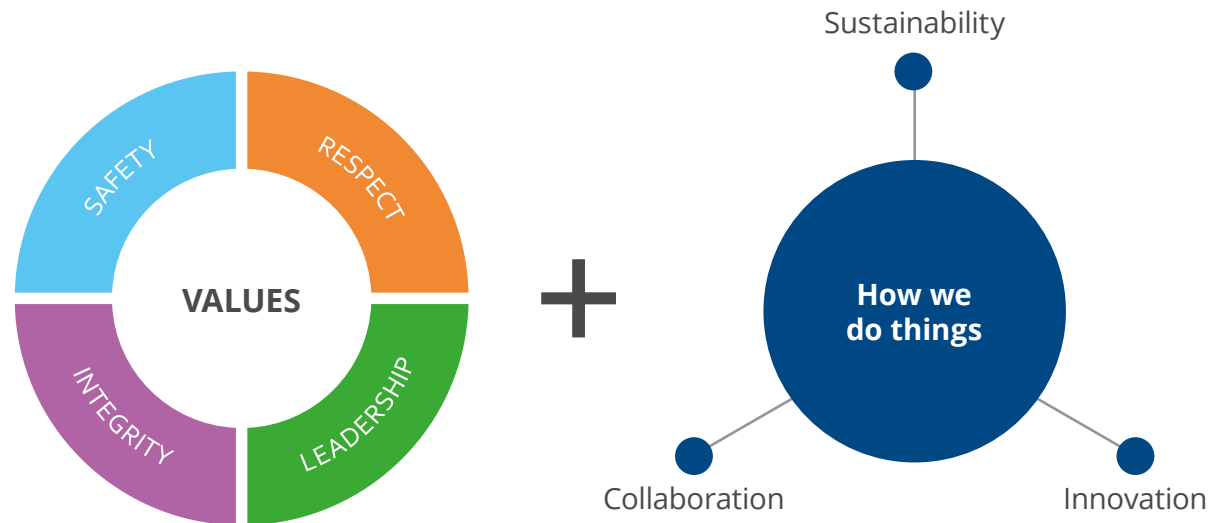
Innovation

Creating space to identify improvements beyond industry best practice, challenging the status quo and pushing the boundaries of conventional thinking.

Collaboration

Establishing truly shared goals with powerful incentives.

We expect our supply chain to share our values and to contribute to building our culture, so that together we can deliver our programme of work.



Our culture

Sustainability, innovation and collaboration

Sustainability is key to our culture at HS2 Ltd. We are not only going to deliver a railway but bring economic, social and environmental benefits to the UK. Our Sustainability Approach document – Transforming lives, building for the future – sets out our commitments across our five sustainability themes and can be found on the **HS2 supplier guide** page on www.gov.uk/hs2

We need innovation from our supply chain to help us achieve these goals – and innovation also requires collaboration. We need our supply chain to help us engender a culture of collaboration that promotes innovation and shares best practice to deliver a sustainable railway.



Equality, diversity and inclusion

HS2 has set high EDI contractual requirements and we will expect our supply chain to deliver these. We are seeking contractors that will share our commitment, demonstrate good practice and address the challenges in the delivery of major infrastructure projects.

When engaging with HS2 Ltd, contractors will be asked to set out a clear plan with evidence of how they embed EDI within their organisation and their supply chains. Our key areas of focus are recruitment models, supplier diversity,

training and continuous improvement to embed EDI within contractors' organisations.

Our aim is to create a high performance environment that attracts and retains the most diverse range of people possible.

For more information, or if you have any questions about our EDI commitments, please contact our EDI team at EDIqueries@hs2.org.uk or search for **HS2 EDI policy** on www.gov.uk



Health and safety

Health and safety at HS2 Ltd means caring for our collective workforce, our passengers and the public, by creating an environment where no one gets hurt.

We have identified seven key areas of focus that pose the greatest risk and in which we believe we can make the most difference.

We have defined our aspirations for these areas of focus in 21 strategic commitments. These commitments identify the outcomes in health and safety that HS2 Ltd will achieve over the next 10 years of the programme, across all elements within the programme lifecycle.

We have developed detailed guidance on all these requirements. You can find a top level outline or one in much greater detail on www.gov.uk/hs2. Search for **HS2 supplier guides**.



1

Workforce safety - of everyone who works for and with HS2 Ltd: the personal safety of our employees, of our supply chain during construction and of our future workforce in operation.

2

Public and neighbour health and safety - in construction, future operation and in the safe management of our property portfolio and undertaking of landlord duties.

3

Workforce occupational health and wellbeing - now, during construction, and built in by design for future operation.

4

Safety by design - designing for safe construction and maintenance; a railway system designed for future safe operation.

5

Safe procurement - we will require that suppliers deliver world class health and safety standards throughout the whole supply chain. Unsafe suppliers will not be tolerated on the HS2 programme.

6

Safe operations - considering now the future operating model, and developing the safety management arrangements for infrastructure manager and train operator organisations.

7

SMART assurance - proactively measuring our safety inputs to ensure we are building a strong safety culture, as well as looking for a new approach to operating assurance.

Environment

Throughout construction, our supply chain will be working to our Code of Construction Practice, including one of our Environmental Minimum Requirements (EMR), which describes mitigation measures that both we and our supply chain will need to implement. Our EMRs also expect that we identify measures to further reduce environmental impacts, and we will be looking to the supply chain for innovative approaches to this challenge.

By working to an Environmental Management System, we expect our Tier 1 contractors – and by extension, our supply chain, to help us achieve our sustainability targets. For example, all HGVs will need to be EURO VI compliant.

We want our supply chain to provide evidence of reducing the quantity of materials – and increasing the efficiency of their use – throughout the project as well as our suppliers obtaining responsible sourcing certification.

We will also actively seek to reduce our carbon footprint.

You can find the Code of Construction Practice and the other EMRs at www.gov.uk/hs2. Search for **HS2 environmental minimum requirements**.

Our sustainability policy is also online. Search for **HS2 sustainability policy**.

BIM

HS2 Ltd's vision is to harness the power of BIM to build and operate a high speed railway for which assets are designed, constructed and maintained digitally, providing real-time access to reliable and accurate data.

We are committed to meeting the obligations set out in the Government Construction Strategy, and to realising the benefits that BIM will bring to HS2 during design and construction and forwards into operation and maintenance.

Further information on our BIM requirements and how we will achieve them working collaboratively with our supply chain is available on our upskilling platform www.BIMupskilling.com

If you have any questions about BIM and HS2, please email BIM@hs2.org.uk or alternatively provide your feedback via the platform.



Conflicts of interest and gifts and hospitality

Probity

As a public sector organisation, HS2 Ltd must be honest and transparent with high ethical standards; and comply with all applicable statutory and legal requirements, including the need to ensure equality and transparency of treatment of those bidding to undertake work or provide services to or on behalf of HS2. This includes our approach to conflicts of interest management and our Gifts and Hospitality Policy.

Conflicts of interest

HS2 Ltd defines conflicts of interest as: any situation where there is an actual, potential or perceived conflict, either commercial or professional, between the interests or duties of HS2 Ltd and any party engaged (or in the process of being engaged) by HS2 Ltd. Engagement may be either direct (i.e. a supplier or contractor) or indirect (i.e. a sub-contractor to a supplier, or a related company to a supplier). A conflict may also arise through HS2 Ltd employee spouses, partners, children and friends. It also extends to circumstances in which a conflict

may be reasonably perceived to exist by either stakeholders of HS2 Ltd or a member of the general public. A conflict would also typically arise where a person or organisation may be in a position to misuse confidential information of HS2 Ltd to give an unfair advantage to a bidder in a procurement. HS2 Ltd treats the possible impact to HS2 Ltd's reputation or to programme delivery posed by any conflict of interest as a key risk to be managed. We encourage an open and transparent approach and a "when in doubt, notify" culture both within our organisation and among our supply chain.

We expect our suppliers to identify and manage conflicts of interest, and all HS2 suppliers should make us aware of any actual, potential or perceived conflicts of interest as soon as they are known – please contact compliance@hs2.org.uk

Suppliers should be mindful of the conflict of interest provisions applied in HS2 Ltd's procurement documents (both at PQQ and ITT stage) and the potential for disqualification in circumstances where HS2 Ltd is not satisfied that a conflict of interest (whether actual or perceived) is manageable.

Gifts and hospitality

A particularly sensitive area is how HS2 Ltd deals with individual hospitality, corporate hospitality, and gifts.

HS2 Ltd requires all board members, managers, staff, business partners and third parties who act on our behalf to, at all times, act honestly and with integrity and to safeguard the public resources for which they are responsible. We request that you do not offer Gifts or Hospitality because HS2 staff will generally have to decline the offer and take the time to add the offer to our Gifts and Hospitality Register as declined. In respect of both the acceptance and the offering of hospitality or gifts, the general test is one of common sense:

Would a reasonable member of the public or the media question whether it was appropriate to accept or to make the offer?

National College for High Speed Rail

The National College for High Speed Rail (NCHSR) is a new type of college. With campuses in Birmingham and Doncaster, and links to other colleges, universities and training providers, it will provide the higher technical skills required to build HS2 and upgrade the UK transport network. It will offer new technical and professional pathways to people who are starting a career in transport infrastructure or looking to switch careers. It will also upskill the existing workforce in high-tech rail and modern construction disciplines.

The college can help develop your:

- **apprentices** who need cross-disciplinary grounding in railway engineering and operations;
- **high-potentials** who need to develop leadership and strategic skills;
- **experienced engineers and technicians** who want to upskill for the digital railway, advanced manufacturing or other innovations; and
- **engineers and technicians from other industries** who want to join high speed rail.

The college will offer advanced apprenticeships and training and qualifications in railway technology and management, covering everything from digital railway systems and sustainability to leadership. Courses will combine classroom teaching and virtual learning.

Suppliers of all sizes can help us develop and establish the college by:

- donating equipment;
- providing your experts to design and teach the curriculum;
- sending your people on college courses to develop their skills; and
- providing placements and mentoring students, especially school leavers and career changers.

To get involved, contact enquiries@nchsr.ac.uk or visit www.nchsr.ac.uk



Doncaster campus



Birmingham campus

What can you do now?



View our supply chain resources

To view our supplier guide, contract opportunities table and other information and guidance, visit www.gov.uk and search for **HS2 business**.



Register to hear about HS2 contract opportunities

Register on Contracts Finder for direct opportunities
www.gov.uk/contracts-finder

Register on CompeteFor for indirect opportunities
www.competefor.com



Update your details, sign up to our supply chain bulletin and stay in touch

Send us your contact details, sign up to our supply chain bulletin and register to hear about possible future events or market engagement
www.smartsurvey.co.uk/s/HS2supply/

Share your questions, comments and ideas by emailing our Supply Chain Communications mailbox
scc@hs2.org.uk