



Thames Water Strategic Resource Options (SRO)

Supplier guide

September 2026

Working in partnership with
our supply chain to secure
resilient water supplies for
future generations





Contents



About the programme

We serve 16 million customers across London and the Thames Valley every day – from the first cup of tea in the morning to baths at bedtime. Looking ahead, population growth, climate change and increasing environmental pressures mean the South East could face a shortfall of more than one billion litres of water every day by 2050.

Our Strategic Resource Options (SRO) programme is a key part of our long-term investment to secure resilient water supplies for future generations. Through new reservoirs, water recycling and regional water transfers, we’re developing nationally significant infrastructure that will strengthen drought resilience while protecting customers, communities and the environment.

Delivering projects of this scale requires collaboration across our supply chain. We’re looking to work with organisations of all sizes that can bring expertise, innovation and a commitment to delivering sustainable outcomes.

Why work with us



Deliver nationally significant infrastructure

Contribute to one of the UK’s largest water resilience programmes



Drive innovation

Help shape sustainable, low-carbon solutions for the future



Build long-term partnerships

Work collaboratively across a multi-year programme of investment



Create lasting impact

Support local communities and regional growth

Delivering lasting benefits

Securing future water supplies

Providing resilient water supplies for millions of customers now and for future generations



Protecting the environment

Supporting healthier rivers, reducing environmental pressures and enhancing biodiversity



Creating lasting value

Delivering jobs, skills, innovation and economic growth across the communities we serve



Nationally significant investment programme



16 million
Customers served



50+ years
Planning horizon

Our projects

Our Strategic Resource Options portfolio brings together nationally significant infrastructure projects that will strengthen water resilience across the South East. Together they will provide new sources of water, improve drought resilience and help protect the environment, ensuring reliable water supplies for millions of customers for generations to come.

Our current partners

SRO Programme Partner

Turner & Townsend, together with Laing O’Rourke Delivery Limited and Nichols Group, providing programme management services across the Strategic Resource Options portfolio.



White Horse Reservoir Technical Partner

Arup and Binnies Joint Venture, leading development of the White Horse Reservoir project, including preparation of the Development Consent Order (DCO).



Teddington Direct River Abstraction Technical Partner

Jacobs and Mott MacDonald Joint Venture, leading development of proposals for the Teddington Direct River Abstraction project.



Severn to Thames Transfer Technical Partner

AtkinsRéalis and Stantec Joint Venture are leading the development of the Severn to Thames Transfer project, progressing proposals to improve water resilience by transferring water during periods of drought.



White Horse Reservoir (WHR)

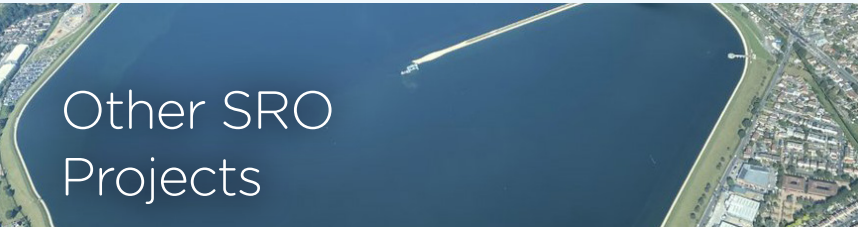
White Horse Reservoir is a proposed 150 billion litre reservoir situated to the south west of Abingdon in Oxfordshire. The reservoir represents the largest water infrastructure investment in a generation and would secure water supply for 15 million people across the South East including Thames Water, Affinity

Water and Southern Water customers. The new reservoir would safeguard water supplies for the next 100 years and beyond and would also protect our precious rivers and chalk streams. It would also be so much more than a place to store water, creating a vibrant, inclusive space for people and nature.



Teddington Direct River Abstraction (TDRA)

The Teddington Direct River Abstraction (TDRA) is a vital drought resilience project for London. During drought periods, the TDRA project would provide up to 75 million litres of water a day. It would help top up existing reservoirs with water from the River Thames, whilst simultaneously replacing the water taken from the river with recycled water from a new tertiary treatment plant at Mogden Sewage Treatment Works.



Other SRO Projects

The Severn to Thames Transfer (STT) would move water from the North West and Midlands to the South East during drought, via a new pipeline or by a combination of new pipeline and restored Cotswold canals.

We’re also in the early stages of the Lower Thames to West London Reservoirs project. Our aim is to improve how we move and store water between the lower River Thames and the West London reservoirs.

How projects progress

Our Strategic Resource Options are being developed through the Major Water Infrastructure Programme (MWIP) Combined Gated Process, which provides a structured framework for planning, developing and delivering nationally significant water infrastructure.

The process is overseen by RAPID (Regulators’ Alliance for Progressing Infrastructure Development) and Ofwat’s Major Projects team, ensuring that projects demonstrate robust technical, environmental, and commercial readiness before progressing to the next stage.

Each gate represents an important milestone in the development of our projects and helps determine when suppliers can expect opportunities to engage with the programme.



We encourage suppliers to engage early, monitor future opportunities and build an understanding of the programme as projects develop.

Why understanding the process matters

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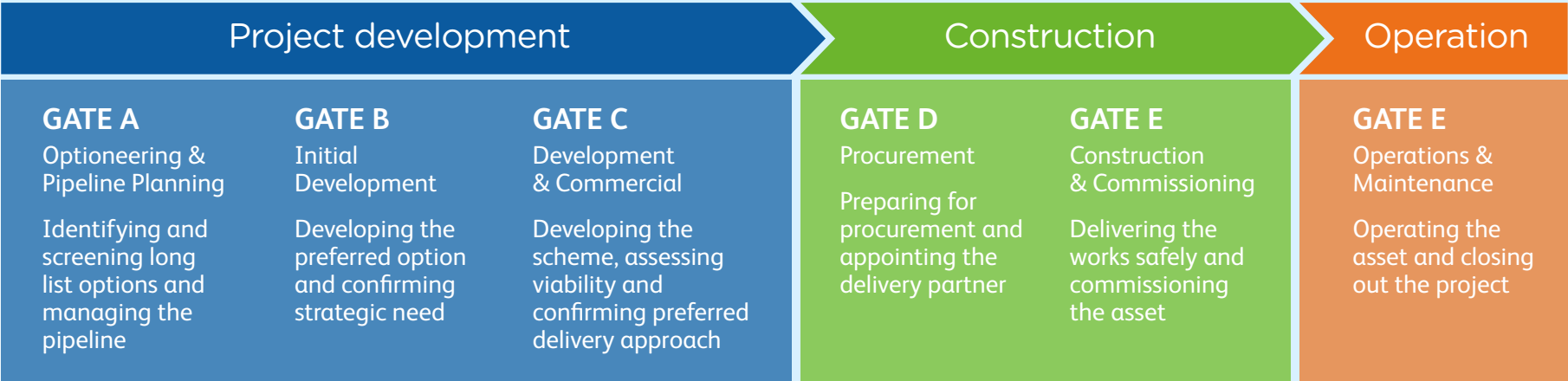
Understand how projects develop from concept to delivery
- 

Identify where opportunities are likely to emerge
- 

Plan ahead for future procurement activity
- 

Build relationships before formal tenders begin

MWIP project lifecycle overview



What this means for suppliers

Projects progress through the MWIP Combined Gated Process at different times depending on their maturity and complexity. As projects advance, suppliers may have opportunities across a wide range of activities including:

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Early market engagement
- 

Environmental and technical consultancy
- 

Engineering and design
- 

Procurement and commercial support
- 

Construction and commissioning
- 

Operations and asset support

Working with our supply chain

We are committed to delivering value for our customers and the environment through fair, open and transparent procurement.

Our procurement approach is built on strong supplier relationships, early engagement and collaboration. We are looking for delivery partners who share our values and can help us deliver high-quality, sustainable outcomes across the SRO programme.

Our procurement approach

	Engage early	We engage with the market early to understand capability, share our plans and shape our requirements together.
	Collaborate	We work in partnership with our supply chain to develop innovative solutions and drive continuous improvement.
	Ensure value	We focus on whole-life value, balancing cost, quality, risk, sustainability and social value.
	Manage risk	We take a proportionate approach to risk management to ensure safe, reliable and resilient delivery.
	Sustainable outcomes	We are committed to reducing our carbon footprint and creating positive environmental social impact.

Supply chain opportunities

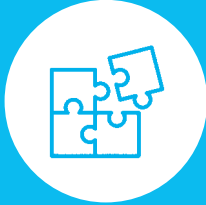
The scale of the SRO programme creates opportunities for organisations of all sizes across a wide range of sectors. The categories shown provide an overview of the types of services and capabilities likely to be required. This is not an exhaustive list, but highlights where suppliers may be able to support delivery.

Construction & Engineering	 Bulk earthworks	 Groundworks & foundations	 Civil engineering	 Drainage & utilities	 Mechanical & electrical	 Steel fabrication	 Temporary works & specialist services	 Survey & site investigations
Environmental & Land Services	 Archaeology & heritage	 Ecology surveys & monitoring	 Habitat creation & restoration	 Landscaping & planting	 Tree management & forestry	 Soil management & remediation	 Environmental monitoring	
Transport, Plant & Logistics	 HGV & haulage	 Plant hire & maintenance	 Workforce transportation	 Traffic management & signage	 Warehousing & storage	 Fleet & fuel services		
Site Services & Facilities	 Site security & access	 Welfare & facilities management	 Catering Services	 Temporary buildings & cabins	 Waste management & recycling	 IT & communications	 Occupational health	
Professional & Business Services	 Recruitment & labour	 Training & skills	 Marketing & communications	 Health, safety & wellbeing	 Temporary accommodation			
Manufacturing, Supply & Innovation	 Construction materials & aggregates	 Precast & modular solutions	 Tools, PPE & consumables	 Fencing & signage	 Digital services			



How we evaluate opportunities

We are always looking for new and innovative solutions to address current and future business challenges. To support delivery of our investment programme, we are focused on working with suppliers who can help us meet a set of core priorities.

 Safe, reliable and high-quality services • Complying with drinking water quality requirements • Keeping customers in continuous supply • Delivering work safely and to a high standard	 Resilient and high-performing assets • Improving our asset performance and resilience • Reducing leakage across our network • Supporting efficient and effective delivery
 Protecting the environment • Reducing pollution and sewer flooding • Enhancing and protecting the natural environment • Supporting sustainable delivery practices	 Reducing demand and supporting customers • Reducing consumer demand • Supporting customers who need extra help • Improving overall customer outcomes
 Sustainability and carbon reduction • Supporting our carbon management plans • Reducing emissions across delivery • Contributing to long-term sustainability goals	 Innovation and collaboration • Bringing innovative ideas and solutions • Working collaboratively across the supply chain • Supporting continuous improvement and long-term value

Building a diverse & sustainable supply chain

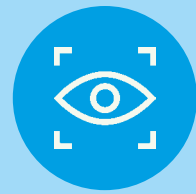
Delivering nationally significant infrastructure requires a diverse, resilient and sustainable supply chain that reflects the communities we serve.

Our Supplier Diversity Strategy sets out how we will maximise access to opportunities, build capability and resilience across our supply chain, and ensure the economic and social benefits of the Strategic Resource Options programme are shared as widely as possible.

We’re committed to creating opportunities for organisations of all sizes, including local businesses, small and medium-sized enterprises (SMEs), voluntary, community and social enterprises (VCSEs), and businesses led by under-represented groups.

Who we are looking to work with		
	Local businesses	Businesses with a trading address within a defined radius from each project site or within relevant local authority boundaries.
	Small and Medium-sized Enterprises (SMEs)	Fewer than 250 employees, annual turnover ≤£44m and balance sheet ≤£36m (Companies Act 2006, as amended 2015). SMEs represent 99 % of UK businesses.
	Voluntary, Community and Social Enterprises (VCSEs)	Including charities, social enterprises, mutuals and co-operatives working with a social purpose. Reserved contracts under UCR 2016 Reg. 38 actively considered.
	Female-led Enterprises	Businesses where over 50 % of owners, partners or directors are women. This group is a focus area due to the under-representation of women within the construction sector.
	Minority-led Enterprises	Businesses where 50 % + of owners, partners or directors are from an ethnic minority background. Industry bodies continue to highlight the under-representation of ethnic minority groups across the construction workforce.

Our three focus areas



Visibility

Helping suppliers understand opportunities and prepare for success.

We will:

- Promote early market engagement and supplier awareness events.
- Maintain supplier directories and engagement platforms.
- Deliver webinars, Meet the Buyer events and guidance sessions.
- Work with industry bodies, local colleges and the Supply Chain Sustainability School to build capability.
- Provide clear guidance on programme standards and future opportunities.



Accessibility

Making procurement fair, transparent and proportionate.

We will:

- Advertise opportunities openly through recognised procurement platforms.
- Structure procurement to encourage participation from SMEs and local suppliers where appropriate.
- Adopt common pre-qualification approaches to reduce duplication.
- Apply proportionate financial and technical requirements.
- Encourage Tier 1 suppliers to create opportunities throughout their own supply chains.



Performance

Embedding accountability and continuous improvement.

We will:

- Monitor supplier diversity and social value performance throughout the programme.
- Measure outcomes using recognised frameworks where appropriate.
- Publish regular performance reporting and share lessons learned.
- Work collaboratively with suppliers to identify opportunities for improvement.
- Maintain governance arrangements that support continuous improvement and supplier engagement.

Engaging with the programme

We want to build strong relationships with our supply chain. Whether you're a contractor, consultant, manufacturer, SME or specialist supplier, there are a number of ways to connect with the Strategic Resource Options programme throughout its lifecycle.

We encourage suppliers to engage early, understand our future pipeline and be ready to respond as opportunities emerge.



Briefings & industry engagement events

Stay informed through our online and in person briefings and events, where we'll share programme updates, our requirements and upcoming opportunities.



Market soundings

As our approach develops, relevant suppliers may be asked to provide feedback on our strategies and help us achieve maximum market appetite and efficiency in delivery.

Let's build better together. Your expertise and innovation are essential to delivering a resilient water future for generations to come.

Contact us to find out more



Get in touch with the SRO Supply Chain Management Team at SROSupplyChain@thameswater.co.uk

For more information visit our website: thames-sro.co.uk/suppliers



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