

Installation of modern boilers at Victoria Barracks



# Sustainability in Defence

Across its Built Estate contract with the Defence Infrastructure Organisation (DIO), VINCI Facilities' comprehensive sustainability strategy is designed to drive long-term positive change

## A Comprehensive Sustainability Strategy

Under the £1.1bn Future Defence Infrastructure Services (FDIS) contract, VINCI Facilities plays a pivotal role in maintaining and enhancing the Ministry of Defence's (MoD) estate in London and the South East.

As part of this contract, VINCI Facilities is responsible for developing and implementing a sustainability strategy that supports the MoD in achieving its environmental protection, carbon reduction, and social value objectives. This strategy, outlined in detail in this document, is built around four core pillars: Changing Behaviours, Acting for the Climate, Optimising the Circular Economy, and Preserving Natural Environments.

Each year, in collaboration with the DIO, VINCI Facilities develops an Environmental Action Plan. This plan defines strategic priorities, assigns responsibilities, and monitors progress against KPIs to drive continuous improvement. Responsibilities are allocated to a specialised team of energy, utilities, and environmental professionals, who work alongside operational teams to implement and advance sustainable initiatives across the estate.

To support the effective implementation of the sustainability strategy, VINCI Facilities' team conducts regular sustainability audits. These audits assess compliance with legislative

requirements and Delegation Environmental Procedures – a rigorous set of 14 standards designed to safeguard environmental integrity. By reviewing areas such as waste management and sustainable procurement, the audits provide valuable insights, identify opportunities for improvement, and help refine operational frameworks.

## Changing Behaviours and Knowledge Sharing

Changing behaviours and sharing knowledge are integral to VINCI Facilities' approach to sustainability, with key areas of focus including:

### Engagement

VINCI Facilities places a strong emphasis on engaging both direct and subcontracted teams. To enhance participation, improve understanding, and drive compliance, the company hosts an annual Team Engagement Day, an annual Supply Chain Roadshow, and bi-annual Supply Chain Days.

To recognise excellence, VINCI Facilities also holds an annual Supply Chain Awards, which celebrates outstanding contributions from key contractors. Notable winners from the FDIS team in 2024 include Henderson FM, which received the Living the VINCI Values trophy, and BJJ Group, which was honoured with both the Social Value Impact award and the coveted Supplier of the Year award.




Working with



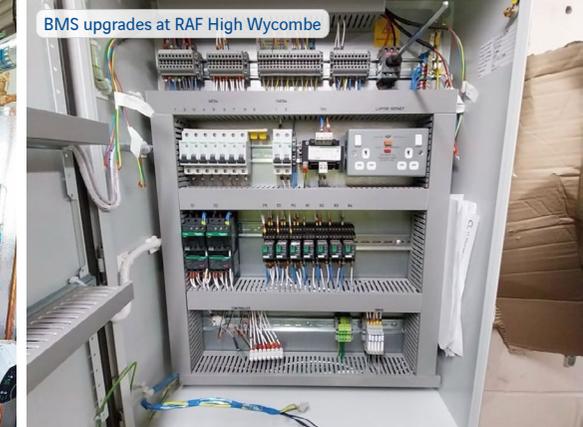
Defence Infrastructure Organisation



Installation of modern boilers at Sir John Moore Barracks



Plant room upgrades at RAF High Wycombe



BMS upgrades at RAF High Wycombe

## Training

Recognising that training is crucial for changing behaviours, VINCI Facilities invests in sustainability training for all staff and supply chain partners on the FDIS contract. Participants complete the Supply Chain Sustainability School's Bronze Course, which covers topics including Environmental Management, Climate Change, and Community Engagement. The course offers seven hours of training via e-learning, webinars, and toolkits, after which participants earn a Level 1 sustainability certificate.

## DIO Working Groups

VINCI Facilities participates in four joint working groups led by the DIO, covering Sustainable Development, Waste, Conservation, and Sustainability. These groups foster collaboration and knowledge sharing between teams and suppliers, and inform VINCI Facilities' sustainability strategy.

## The Suppliers' Alliance

The Suppliers' Alliance consists of the DIO's three core delivery partners – VINCI Facilities, Vivo and Mitie – each of which is responsible for maintaining a region of the DIO's estate. Together, the alliance collaborates to share knowledge, develop standardised approaches, and ensure consistency across projects.

This collaboration supports the DIO's Big Green 5 initiative, which focuses on driving excellence across five key areas: Building Energy Management Systems (BEMS), LED lighting, Electric Vehicle Charging Infrastructure (EVCI), Electrical Surveys, and the 8% Savings Club. Each area is led by one specific alliance partner; for example, VINCI Facilities takes

the lead on EVCI, sharing insights from delivered projects and helping to establish standardised approaches, such as bay colours, equipment specifications, and expected costs. This ensures uniformity and a consistent user experience across the DIO's estate, regardless of the delivery partner.

## DIO's Climate Team

Climate resilience is a key strategic focus for VINCI Facilities. By assessing how extreme weather impacts maintenance needs and site operations, the team is able to share vital data with the DIO's climate team. This collaboration contributes to the Climate Impact Risk Assessment Method (CIRAM), which identifies long-term risks to MOD sites from climate change factors such as flooding, increased temperatures, and rising sea levels. This assessment helps shape preventative measures that will safeguard MOD sites in the years ahead.

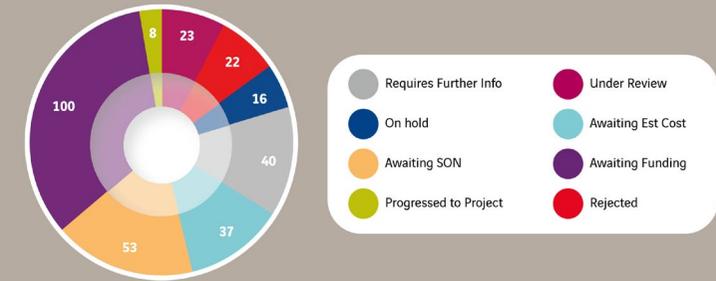
## Acting for the Climate

Decarbonising the defence estate is a major priority for VINCI Facilities. This is achieved through the expertise of its energy and utilities team, the use of advanced technological solutions, and its specialist Utilities Management Bureau Service.

The Bureau's dedicated team, including a Senior Energy Manager and an Energy Analyst, is responsible for compiling comprehensive utility consumption data to facilitate detailed analysis of energy use across the estate. This team provides the MoD with monthly reports, offering insights into trends and anomalies that inform investigations and support the development of project proposals.

The next page details examples of the team's key achievements.





### Lifecycle Asset Improvements

VINCI Facilities is responsible for general maintenance of systems across the estate and ensures that when assets reach the end of their service life, they are upgraded to more efficient models. In the first three years of the contract VINCI Facilities has replaced 180+ boilers and completed over 90 lighting upgrades. Together, these replacements are expected to create annual reductions of:

**33 GWh in energy use**      **6,108 tCO2e in emissions**      **£1.575m in operational costs**



### Spend to Save (StS)

The team place a strong emphasis on StS initiatives to reduce energy use and emissions. These initiatives, identified through site visits, focus on improving facilities with projects such as installing double glazing and energy-efficient equipment. All identified StS opportunities are recorded in an Opportunities Register, which helps prioritise projects based on cost, payback period, and emission reduction potential. This approach ensures the most impactful projects are implemented to maximise savings and sustainability gains.

### Energy Efficiency and Decarbonisation (EED)

A significant programme under the StS strategy is the EED initiative, which has been rolled out at RMA Sandhurst and proposed at RAF Brize Norton. The EED programme involves a two-phase approach: Phase 1 is a comprehensive

site survey and report, assessing utility usage and associated carbon impact. The survey enables identification of interventions that can be made to transition the site to Net Zero, creating a roadmap of tangible improvements to achieve this goal. Phase 2 then involves executing approved projects identified in the first phase. At RMA Sandhurst, for instance, an LED lighting upgrade in the historic Old College is expected to save 215,000kWh of electricity and reduce emissions by 44 tCO2e (tonnes of carbon dioxide equivalent) annually.

### Metering

Metering is a critical focus, enabling VINCI Facilities to gather accurate data to guide sustainability initiatives. The Utilities Management Bureau Service manages a regularly updated metering schedule, providing a centralised database for the entire estate. Where data collection falls short, the team recommends sub-meter installations to improve monitoring and accuracy. At RMA Sandhurst, for example, sub-meters were installed in three buildings (New College, Old College, and Victory College) to detect historical water leaks. These installations support water consumption analysis, improving understanding of usage patterns and identifying leaks or unnecessary usage.

### Building Energy Management Systems (BEMS)

VINCI Facilities has improved site efficiency through BEMS upgrades, starting with a pilot project at RMA Sandhurst's main boiler house. Although valued at £10,000, VINCI Facilities delivered the project at zero cost as a proof-of-concept. This initiative, which included a comprehensive audit and upgrades to the network and hardware, is expected to result in annual savings of 150tCO2e and £25,000. Following the pilot, similar audits have been conducted at RAF Northolt, MOD Worthy Down, and AAC Middle Wallop to identify further cost-saving and carbon-reduction opportunities.





## Renewable Energy

VINCI Facilities is exploring opportunities to install solar photovoltaic (PV) systems across MOD sites. Recent proposals have been conducted for:

- » RMA Sandhurst: 108.4kW system to generate 94,490kWh of electricity annually, estimated to save £20k and 20tCO<sub>2</sub>e per year. Following the proposal, this project is now moving forward.
- » ATC Pirbright: 184.88kW system to generate 161,130kWh of electricity annually, estimated to save £32.75k and 31.6tCO<sub>2</sub>e per year.

To support the MOD's rollout of an electrified fleet, VINCI Facilities is identifying opportunities to install PV systems and storage batteries specifically for electric vehicle charging infrastructure (EVCI). At RAF High Wycombe, for example, a proposal for a 34.32kW, 80-panel PV array and 121.5kW battery storage aims to power EV chargers, reduce grid reliance, and save an estimated £5,600 annually.

## Optimising the Circular Economy

Waste management is a cornerstone of VINCI Facilities' sustainability efforts. Working with three key waste management partners (Reconomy, Recycling Lives, and Go Green) VINCI Facilities ensures robust tracking and performance data via each provider's online portal, enabling precise KPI monitoring. The team is proud to have exceeded all contractual waste management targets to date. Recycling Lives is a particularly valued partner as it operates as a social enterprise that not only employs ex-offenders and provides rehabilitation programmes but also runs a Food Redistribution Centre, supplying surplus food to charities to combat food poverty and reduce waste.

Even though a rise in capital works caused waste volumes to increase from 343 tonnes in Year 1 to 451 tonnes in Year 2, VINCI Facilities successfully raised the percentage of waste diverted from landfill from 98.5% in Year 1 to 99% in Year 2. The team has consistently maintained recycling rates above 90% and ensured energy recovery for non-recyclable waste, such as asbestos.

To further enhance sustainability, organic waste such as excavated soil and wood chips is repurposed on-site wherever possible, minimising the need for off-site disposal.

VINCI Facilities has also implemented dedicated recycling bins for various waste types at both project sites and offices, with larger sites having up to seven bins. These efforts position the company ahead of the forthcoming Separation of Waste (England) Regulations 2024, which will require businesses to segregate waste into at least six streams by 31 March 2025.

Additionally, through its MyPledge initiative, VINCI Facilities promotes the reduction of single-use plastics, encouraging teams to minimise plastic usage across MOD sites.

## Preserving Natural Environments

VINCI Facilities is committed to promoting biodiversity and wildlife conservation across MOD sites through a range of impactful initiatives, including:

### Beehives

In partnership with supply chain partners and the High Wycombe Beekeepers Association, VINCI Facilities installed a beehive at RAF High Wycombe, now home to a thriving colony of 40,000 bees. This project, which promotes biodiversity and environmental awareness on-site, involved levelling a low bank, installing concrete steps and fence panels, and laying wood chips sourced from locally felled trees.





Group Captain Gareth Burdett assisting with the tree planting at RAF Brize Norton



Folkestone beach clean



Wildflowers on a grass bank at MOD Worthy Down

### Tree Planting

In collaboration with the MOD and horticultural specialist Tivoli Services, VINCI Facilities has planted over 1,600 saplings across the estate at sites including RMA Sandhurst, MOD Bicester, RAF Benson, RAF Northolt, RAF Brize Norton, and RAF Odiham. These plantings contribute to the Queen's Green Canopy, a national initiative honouring Her late Majesty Queen Elizabeth II's Platinum Jubilee in 2022.

At MOD Bicester, VINCI Facilities' team aided the client's forest management programme by taking part in a canopy thinning exercise within the on-site woodland. By allowing more light into the woodland, this exercise will encourage the growth of more diverse species and enhance the woodland's biodiversity.

### Litter Picking

Keen to protect and preserve the local environment, VINCI Facilities' team has worked with supply chain partners to litter-pick beaches near military sites, including Folkestone Beach (adjacent to Shorncliffe Barracks) and Thorney Island Beach (adjacent to Baker Barracks).

### Wildlife Housing

Across all capital works projects, VINCI Facilities places strong emphasis on minimising impact on local wildlife. To provide safe habitats, the team has installed wildlife hotels and various types of nesting boxes for bats, birds, and hedgehogs. In addition, new fencing installations feature holes to allow hedgehogs to roam freely.

### Project Life

Project Life is a pioneering initiative launched by VINCI Facilities in 2024 to strategically enhance biodiversity across the MoD's estate in London and the South East. Unlike previous ad hoc approaches tied to specific projects, this programme applies a contract-wide strategy under the FDIS contract, ensuring biodiversity enhancements at every site.

At its core, Project Life employs a bespoke biodiversity assessment tool, informed by Defra's Biodiversity Net Gain (BNG) matrix, to evaluate each site against 10 key themes. Sites receive a biodiversity score, and if they fall below a defined threshold, a custom action plan is developed in collaboration with the site team. To ensure measurable impact, each initiative is quantified using a unit-based system (e.g. planting five trees equates to one unit).

Collaboration is central to Project Life. VINCI Facilities, its contractors, and DIO's onsite specialists, such as forestry teams, work together to shape and refine biodiversity strategies tailored to each site.

As part of its commitment, VINCI Facilities has pledged to deliver a biodiversity project at every establishment. Following a successful pilot, which introduced tree planting, wildlife hotels, rewilding, wildflower meadows, no-mow zones, and hedgerow restoration, plans are now underway at four additional sites.



A wildlife hotel initiative for Project Life