

# DE&S 2025

DEFENCE EQUIPMENT & SUPPORT  
ENVIRONMENTAL STRATEGY



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## FOREWORD: SIR SIMON BOLLAM, CEO DE&S



Defence and the environment are intrinsically linked. Climate change has the potential to increase global instability, threaten global security, and require our Armed Forces to operate in more extreme environments. Defence is required to not only anticipate but address these threats. Ultimately, the UK will be stronger and safer with a climate-prepared and adapted Armed Forces.

DE&S recognises that adapting to and mitigating climate change is key to maintaining Defence's operational capability. Net zero and environmental sustainability also offer opportunities to enhance operational resilience, independence, and capability.

The UK is at the forefront of climate action, being the first major economy to set a legal obligation to reach net zero by 2050. Through the Integrated Review, we are building on a record as a climate and sustainability leader.

The UK Government has made tackling climate change and biodiversity loss its number one international priority. This commitment requires Defence's full involvement, as set out in the MOD Climate Change and Sustainability Strategic Approach. DE&S is fully committed to playing our part in achieving net zero and environmental sustainability, and meeting Defence's strategic 2050 ambition.

Whether it is by changing our own behaviour, enhancing our infrastructure, harnessing our natural capital assets, improving the efficiency of the equipment we procure and support, or delivering more sustainable military capability, every positive change we can make, large or small, will help.

Our net zero targets are captured in the DE&S 2025 Strategy and we recognise that net zero offers significant opportunities in our fight against climate change, but this is not the solve-all solution.

We need to re-evaluate the relationship we have with the natural environment in order to fully respect and protect it today, but also preserve and restore it for future generations.

This Environmental Strategy sets out our strategic environmental vision, and high-level goals.

Regardless of your function, specialism, grade or assignment, everybody in DE&S has a role to play. The challenge is set, now let's make it happen.

**Sir Simon Bollam**  
CEO DE&S





## AT A GLANCE

### TO ACHIEVE THE GOALS OUTLINED WITHIN THIS ENVIRONMENTAL STRATEGY DE&S WILL

**THINK ENVIRONMENTALLY** + **ACT SUSTAINABLY** + **DELIVER INNOVATIVELY**

#### WHY...

- Safeguarding our future and the environment.
- Reduce and adapt to the impacts of climate change.
- Improve wellbeing and social value.
- Offer enhanced capabilities and operational advantages.
- Increase resilience and efficiency.
- Achieve financial savings.

#### WHAT...

- ISO 14001 certification by 2024.
- Exceed the Greening Government Commitments (GGC) by 2025.
- Deliver net zero greenhouse gas emissions across our operations and infrastructure by 2040.
- Deliver our net zero pilot site by 2025.
- Be 'carbon sequestration ready' by 2030.
- Contribute towards offsetting the residual carbon footprint from equipment by 2050.

#### HOW...

- Embarking on a cultural change programme.
- Utilising renewable energy across our estate.
- Only using 100% sustainable fuels across our infrastructure.
- Carbon capture equivalent to 600k trees.
- Working with our clients and suppliers to embed net zero and sustainability across acquisition.
- Protecting and enhancing habitats and biodiversity.
- Following the greenhouse gas management hierarchy.

## OUR ENVIRONMENTAL VISION

Our vision is to be an organisation with engrained sustainable behaviours that instinctively delivers sustainable solutions. This will create long term value for our clients, our people, our partners, the public and the environment.

DE&S will positively champion environmental protection and environmental sustainability in everything we do. This will be delivered by the dedication and professionalism of our people, underpinned by strong leadership and culture.

Employees, across all functions, will have the training, skills, knowledge, and resources necessary to contribute proactively and effectively.

Operations and infrastructure will be efficient and sustainable, supporting cost effective delivery, environmental protection and staff wellbeing.

Acquisition activities will fully incorporate environmental sustainability and net zero requirements into early decision-making.

Our vision will enable DE&S to reduce and adapt to climate change, safeguard the environment, achieve financial and efficiency savings, as well as offer Front-Line Commands enhanced capabilities. These will include increased operational independence and longevity, as well as improved logistics efficiency and supply chain resilience.

## ENVIRONMENTAL GOALS FRAMEWORK



DE&S aims to achieve our environmental vision through a framework of goals focused on the embedded practices and resources needed to tackle our key environmental priorities.

These include strategic goals shared across our organisation, and specific goals for our operations and infrastructure and the equipment solutions we deliver and support for our clients through acquisition activities.

**STRATEGIC GOALS** + **OPERATIONS AND INFRASTRUCTURE GOALS** + **ACQUISITION GOALS**

## DE&S STRATEGIC ENVIRONMENTAL GOALS



### GOAL 1 – ENVIRONMENTAL MANAGEMENT SYSTEM

DE&S will achieve ISO 14001 certification for our corporate level Environment Management System

DE&S is committed to reducing the environmental impact of our operations and infrastructure and the equipment solutions we deliver and support for our clients, as well as mitigating environmental incidents where reasonably practicable.

We will achieve an ISO 14001 certified corporate level Environment Management System (EMS). This will incorporate both the Operations and Infrastructure Safety

and Environmental Management System (OSEMS) as well as an Acquisition Safety and Environment Management System (ASEMS).

We will also identify environmental performance targets for DE&S derived from the Greening Government Commitments (GGCs) and our wider vision and goals, and we will publish our achievement against them using a comprehensive environmental dashboard.



## WE WILL DO THIS BY:

- Engaging an appropriate certification body to conduct an **ISO 14001 gap analysis** against our current systems.
- Identifying and meeting our corporate and product legal, regulatory and policy **compliance obligations**.
- Fully understanding the environmental context** in which we operate, and the associated risks and opportunities to DE&S.
- Ensuring our environmental policy clearly articulates our **environmental objectives and performance targets**.
- At a strategic level, maintaining a **corporate level risk and aspects register** to have visibility of our **operating and delivery** environmental risks and impacts.
- Instilling an **engaged and just reporting culture** for environmental incidents, where **lessons are learned, missed opportunities are identified** and appropriate actions are taken to improve performance.
- Integrating our **EMS and social value requirements** into DE&S' processes, strategic direction, and decision making.
- Identifying and delegating **accountability, authority, and responsibility** for environmental performance.
- Conducting **climate change risk assessments** under the Climate Impacts Risk Assessment Methodology (CIRAM) and formulating **adaptation actions plans**.
- Requiring establishments (Heads of Establishments), delivery teams, and business units to **comply with the corporate EMS**.



## DE&S STRATEGIC ENVIRONMENTAL GOALS



### GOAL 2 – COMPETENT AND CAPABLE PEOPLE

DE&S will ensure the resources are available to deliver on our vision and corporate Environmental Management System

Fundamental to the successful delivery of our environmental vision is ensuring all our people have the training, skills, knowledge, and resources necessary to contribute.

Equally, it is essential that we have access to environmental professionals within the organisation who can provide specialised knowledge and are demonstrably competent, to guide and support decision making.



### WE WILL DO THIS BY:

- Introducing our **environmental vision and goals** through the **induction** process for all functions.
- Offering a suite of environmental and specialist training to allow all our people to **proactively contribute** and ensure this strategy becomes embedded in all we do.
- Creating **separate success profiles** for environmental professionals as a recognised specialism.
- Empowering all our people to **act and bring to life** our goals, supported by our leadership's commitment.
- **Targeting the use of environmental professionals** to identify and support key decisions and maximise environmental performance.
- Creating **career development pathways** for environmental professionals.
- Undertaking a Defence Systems Approach to Training (DSAT) compliant **training needs analysis** to deliver improved and tailored training.
- Building multi-function **centres of expertise (CoE)** supported by Internal Technical Support as applicable.
- Ensuring we have the best available information from **inclusive stakeholder engagement, communication, and consultation.**
- Providing suitable corporate **tools to support decision making** at all levels.
- Ensuring we keep up with societal aspirations and **modern ways of working** to **attract and retain the socially and environmentally conscious workforce** we need.



## DE&S STRATEGIC ENVIRONMENTAL GOALS



### GOAL 3 – SUSTAINABLE BEHAVIOURS

DE&S will foster a positive, proactive, and effective sustainable behaviours culture throughout our organisation

DE&S understands that to achieve the successful delivery of this environmental strategy, the fostering of a culture which drives sustainable behaviours will be necessary throughout the business. Harnessing and aggregating our people's individual actions, responsibility and innovation will be a significant factor.

### WE WILL DO THIS BY:

- Embarking on a cultural change programme for DE&S to foster an organisational culture which truly values our environment and champions environmental protection and sustainability in every decision, activity, and contract.
- Embedding a foundation across our organisation of awareness and understanding of environmental challenges, as well as empowerment of suitably competent people to lead our community.
- Deploying a framework on which to build and develop a culture driving sustainable behaviours based on the following: leadership, engaged and just culture, respect, and learning.



#### LEADERSHIP

Leaders are our role models for sustainable thinking and behaviours.



#### ENGAGED AND JUST CULTURE

Questions and challenges regarding environmental protection and sustainability are part of everyday work conversations.



#### RESPECT

Our natural environment is respected, as are the dangers it faces. Everyone is provided with the right training and tools to make positive contributions.



#### LEARNING

Organisational willingness and competence to draw the right conclusions from information and to take appropriate actions based upon those conclusions.





## DE&S STRATEGIC ENVIRONMENTAL GOALS



### GOAL 4A – NET ZERO

DE&S will achieve net zero greenhouse gas emissions across our operations and infrastructure by 2040



### GOAL 4B – NET ZERO

DE&S will use our carbon negative estate to offset the residual carbon footprint from equipment by 2050

Net zero is a core component of DE&S 2025, the engineering function strategy and our environmental strategy. It cuts across all levels of our organisation. DE&S has baselined the carbon footprint of our operations and infrastructure and will endeavour to reduce our greenhouse gas emissions through the implementation of the Greenhouse Gas Emissions Management Hierarchy.

Emissions reductions will be considered in all facets of business decision making. This will be supported by a comprehensive and consistent emissions reporting system and culture, which will inform the Annual Net Zero Review.

**DESIGN OUT EMISSIONS**

**INCREASE EFFICIENCY**

**RE-USE RESOURCES**

**RECYCLE MATERIALS**

**ENERGY RECOVERY**

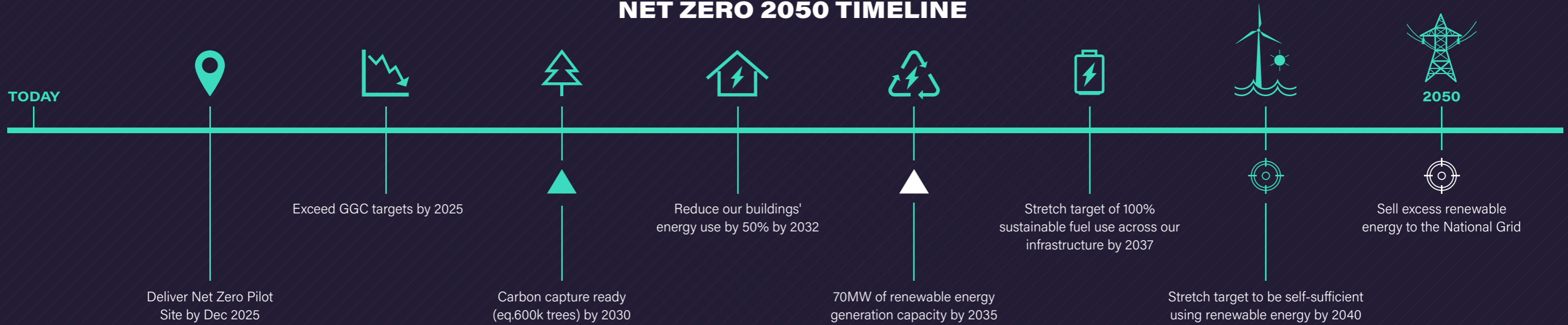
**OFFSET RESIDUAL EMISSIONS**

## WE WILL DO THIS BY:

- Completing our **net zero pilot** site by 2025.
- **70MW of renewable energy** generation capacity by **2035**.
- Understanding our **Scope 3 emissions** and working with defence suppliers to support requirements under **Procurement Policy Note (PPN) 06/21 Carbon Reduction Plans**.
- **Monitoring and reporting** our annual emissions.
- Endeavouring to achieve our stretch objective **across our operations and infrastructure by 2035**.
- Working with our clients to identify emission reduction opportunities and develop **carbon savings targets**.
- Exceeding the **Greening Government Commitments**.
- Stretch target of **100% sustainable fuel use** across our infrastructure by **2037**.
- Working with our clients to identify emission reduction opportunities and develop **carbon savings targets**.
- Being **'carbon capture ready' by 2030**, to achieve **100Kt** carbon sequestration by **2040, equivalent to 600,000 trees**.
- Stretch target to produce **enough renewable energy to power our operations** and infrastructure by **2040**.
- Developing a joint **code of practice** with our suppliers to ensure a **consistent approach to carbon footprints**.
- Reduce our buildings' energy use by **50% by 2032**.

# DE&S STRATEGIC ENVIRONMENTAL GOALS

## NET ZERO 2050 TIMELINE



CARBON REDUCTION

RENEWABLE ENERGY

CARBON CAPTURE

# DE&S NET ZERO TARGETS

Be 'net zero ready' by 2030

Stretch target of net zero by 2035

**OBJECTIVE:** net zero operations and infrastructure by 2040

**MOD** to offset residual equipment capability emissions by 2050



# DE&S STRATEGIC ENVIRONMENTAL GOALS



## GOAL 5 – RESOURCE EFFICIENCY & WASTE MANAGEMENT

DE&S will drive and incentivise resource efficiencies throughout our supply chain and the waste management hierarchy across our estates

It is DE&S' policy to fully comply with our duty of care regarding waste management. We recognise all aspects of our business generate waste, and waste management and resource efficiency are critical to environmental sustainability and net zero 2050.

### REDUCE ENVIRONMENTAL FOOTPRINT

### GENERATE INCREASED INCOME



### MINIMISE WASTE

### REDUCE RESOURCE DEPENDANCY

## WE WILL DO THIS BY:

- Recognising the best waste management practice is prevention, avoidance, and embracing **circular economy** approaches.
- Applying the waste management hierarchy which details the order of waste management preference from the most favourable to least favourable.
- Requiring our suppliers and service providers to **consider the disposal** implications of their products, systems, and services, and to **design for reuse, recycling, and recovery**, allowing the **sharing of best practice**, and addressing of collaborative areas requiring improvement.
- Conducting **internal annual reviews** of our waste management on sites to monitor our performance as well as **identify inefficiencies** and their solutions.
- Seeking collaboration with all stakeholders in reducing waste,
- Endeavouring to minimise single use items, such as **consumer single use plastics (CSUP)**, where reasonably practicable.
- Reducing our onsite waste generation **at least 15% from the 2017/18 baseline, by 2025.**



## DE&S OPERATIONS AND INFRASTRUCTURE GOALS

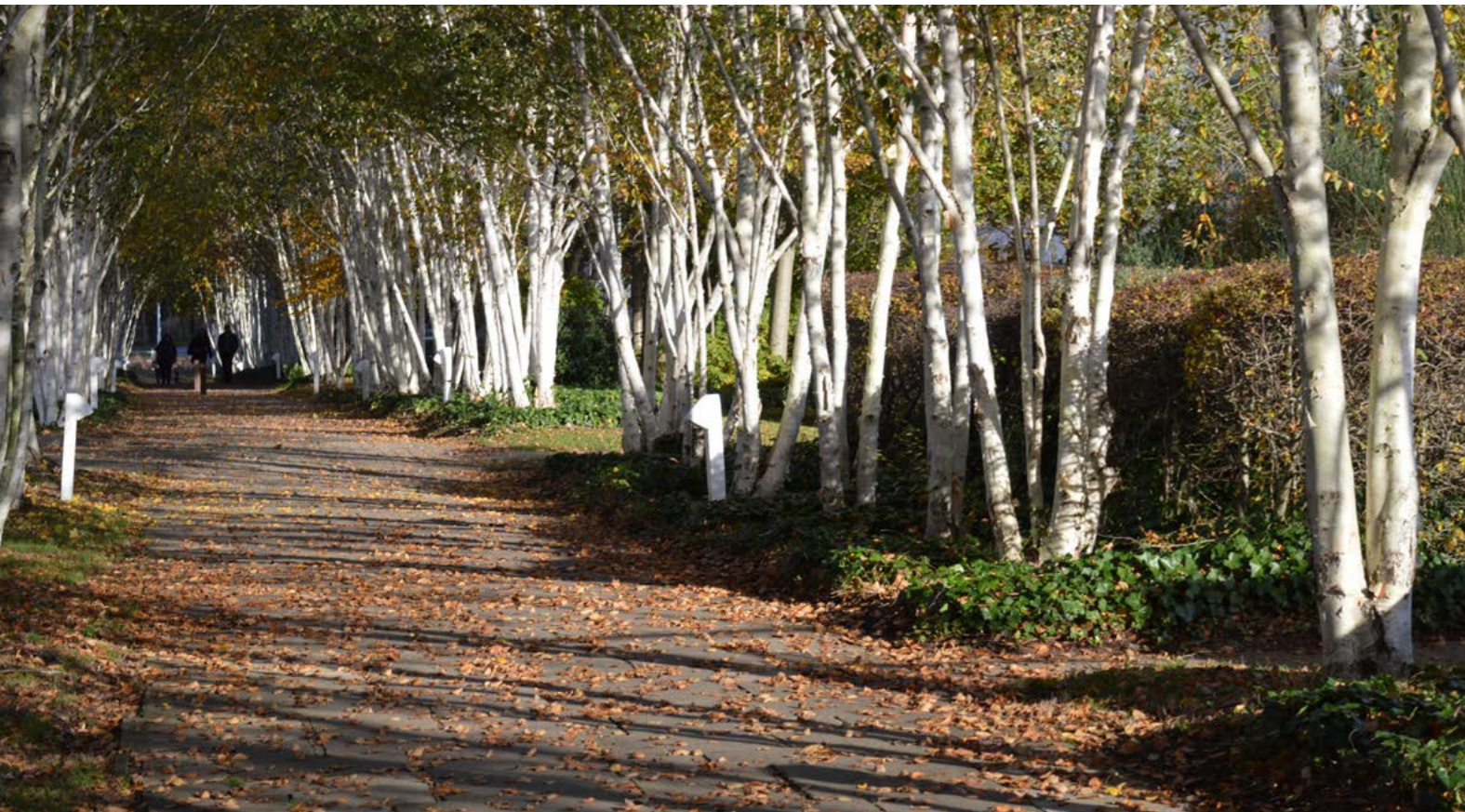


### GOAL 6 – SUSTAINABLE ESTATE

DE&S will work with DIO to transition our existing estate to sustainable utilities and building management practices

DE&S will place a strong emphasis on our pilot sites to lead the way in sustainability. We will phase in sustainable utilities throughout our estate and consider renewable energy options where they

are viable. We recognise a sustainable built estate and diversified sustainable utilities will increase the resilience of our operations and infrastructure.



## WE WILL DO THIS BY:

### EFFICIENT INSULATION

- Identifying **energy inefficient buildings** and considering insulation improvements.
- Making **insulation improvements** throughout our estate, where reasonably practicable.

### SUSTAINABLE ENERGY AND HEATING

- Embracing **smart power usage and submetering**.
- Considering and implementing **sustainable energy and heating**, where viable, across our estate.
- Working with Defence Infrastructure Organisation (DIO) to determine an action plan to

reduce energy consumption and **identify opportunities** for distributed renewable energy generation on site.

- Actively promoting a culture of **personal accountability**, whereby our utilities are used **responsibly**.

- As a large energy customer, understanding our decisions directly influence suppliers; and to include **sustainable considerations** into our contracts.

- Recognising certain **operational and/or resilience** requirements necessitate non-renewable systems and deploying emissions and mitigations where appropriate.

- Rationalising our estate** through demolition of inefficient buildings or disposal of surplus sites.

### RESPONSIBLE WATER CONSUMPTION

- Endeavouring to **reduce water usage and loss** where reasonably practicable.
- Ensuring all **water we use is measured** and identifying what is being done to **increase water use efficiencies**.
- Reducing water consumption **at least 8% from the 2017/18 baseline, by 2025** (A GGC target).



## DE&S OPERATIONS AND INFRASTRUCTURE GOALS



### GOAL 7 – SUSTAINABLE TRANSPORTATION

DE&S will encourage and facilitate the reduction of transportation emissions and the transition to sustainable transport across our business

DE&S recognises our responsibility for reducing transport emissions. In combination with the opportunities arising from the hybrid working model, DE&S will encourage and support the reduction in commuting and business travel emissions.



### WE WILL DO THIS BY:

- Embracing **hybrid working** to reduce overseas and domestic travel emissions, including commuting.
- Minimising air travel, where practicable.
- Encouraging and facilitating **lower commuting emissions**.
- **Electrifying our vehicle fleet** where practicable.
- Delivering **ULEV infrastructure** across all sites.
- Investigating the **offsetting of residual transport emissions** using natural capital assets.
- Incorporating **indirect emissions** into our transport emissions reporting and considering them when assessing our sustainable transport options.
- Considering the increased utilisation of **less carbon intensive transportation** options such as our railway infrastructure.





## DE&S OPERATIONS AND INFRASTRUCTURE GOALS



### GOAL 8 – CONSERVATION AND BIODIVERSITY

DE&S will protect and enhance habitats and biodiversity across our estates as well as foster further conservation successes

DE&S estates harbour a wide array of valuable wildlife, biodiversity and Sites of Special Scientific Interest (SSSIs), which must be managed with great care. Conservation also offers a complementary opportunity for carbon sequestration and the offsetting of residual emissions.



## WE WILL DO THIS BY:

### BIOSECURITY AND INVASIVE SPECIES

- Recognising the **vulnerability** of our **indigenous eco-systems** to invasive species and diseases, and the **threat this poses** to our conservation, biodiversity and net zero goals.
- Continuing to follow and enforce our **strict and effective biosecurity policies** to limit and mitigate biological contamination, where reasonably practicable.

### CONSIDERING LAND USE EMISSIONS

- Understanding that our estate remains a **significant carbon reservoir** and the **single most effective carbon sequestration opportunity** available to DE&S.
- Utilising our **natural capital register**, new agri-environmental programmes and carbon budgeting to support Defence net zero targets.

### CONSERVATION PROGRAMMES

- Delivering a **nature recovery plan** (GGC target).
- Building upon and continuing **local nature partnerships, nature recovery partnerships and conservation groups** to ensure sites are making **credible and effective contributions** to conservation.
- Encouraging and supporting our **site-based conservation groups** to create **bespoke projects**.



## DE&S ACQUISITION GOALS



### GOAL 9 – SHARED AMBITIONS WITH OUR CLIENTS

DE&S and our clients will set out a shared ambition for our environmental protection and sustainability commitments

The MOD Climate Change and Sustainability Strategic Approach emphasises the need to embed sustainability in all areas and stages of acquisition. Our acquisition goals are defined around the three key stakeholders who influence our ability to deliver this: our clients, our supply chain and DE&S.

We will work closely with our clients to understand what is important to them and how that drives us. A shared ambition will allow us to effectively respond to our clients'

environmental protection and sustainability priorities through clear and tangible requirements.

This shared ambition will set the foundation for all our acquisition activities and will become part of the delivery success criteria.

We will work together to seek feedback and to embed lessons learned from our own and others' successes and failures to support continuous improvement.

## WE WILL DO THIS BY:

- Working with our clients to establish common baseline requirements for environmental protection and sustainability throughout **acquisition** around our most significant environmental impacts.
- Mandating the use of Environmental Life Cycle Assessment (LCA) as **an integral part of concept studies and option analysis** to ensure the through life environmental protection and sustainability considerations are part of the solutions put forward to our clients.
- Supporting our clients to **embed environmental protection and sustainability, including carbon reduction, requirements** within Command Acquisition and Support Plans (CASPs), and seeking common approaches which are aligned to NATO.
- Supporting our client to identify and **capitalise on sustainable technology** as a means to provide operational advantage.
- Optimising current systems and platforms**, through maintenance, spares provision, and proactive obsolescence management to take advantage of new technologies and mitigate environmental business risks.





## DE&S ACQUISITION GOALS



### GOAL 10 – INFORMED SELECTION AND SUPPORT

DE&S will provide direction and clarity to all functions on the expectation for acquisition environmental performance objectives & targets

The equipment and support we provide will be designed to both minimise environmental impacts and increase resource efficiencies where possible, as well as be resilient to our changing climate. This includes the need to be adaptable and incorporate new technology to reduce or eliminate carbon emissions, as well as making best use

of resources to meet capability requirements without degrading ecological resilience.

DE&S will establish environmental protection and sustainability objectives to ensure legal compliance, as well as the meeting of our commitments on social value.



## WE WILL DO THIS BY:

- Updating our **guidance and tools** to ensure environmental performance is consistently and appropriately influenced across decision-making points.
- Being open to **innovative solutions and developments** within the environmental sphere, developing our horizon scanning to identify potential risks and opportunities, and embracing the **fast follower** concept in technologies.
- Improving products, systems, and services by capitalising on all opportunities to incorporate **improved technology insertions** and thereby **enhance environmental performance.**
- Effective application of the Project Oriented Environmental Management System (POEMS) **early in the lifecycle.**
- Embracing **circular economy approaches** based on the principles of designing out waste and pollution and keeping products and materials in use.
- Understanding, encouraging, and promoting sunrise technologies** such as sustainable fuels, hydrogen, and carbon capture.
- Ensuring the right expertise across the functions and the enterprise is applied to assess the through life environmental aspects to **inform option selection.**
- Incorporating environmental sustainability within the success criteria of project management, engineering, and commercial processes to embed **sound environmental performance at the earliest opportunity** for maximum influence.
- Presenting the environmental and sustainability implications of options, allowing our clients to make **informed appropriately documented decisions.**
- Intelligently using and sharing data** with our stakeholders, and being **transparent** about how carbon baselines, efficiencies, and reductions are calculated.





## DE&S ACQUISITION GOALS



### GOAL 11 – INFLUENCING OUR SUPPLY CHAIN

DE&S will work closely with our suppliers to encourage sustainable behaviours and ensure proactive environmental management practices are integrated in procurement and support arrangements

Encouraging proactive environmental management in our suppliers' processes is critical to meeting DE&S' climate change and sustainability objectives.

Ensuring that those working on our behalf demonstrate the same commitment to the environment as we do is imperative. The commercial models established in Procurement Policy Note (PPN) 06/20 and PPN 06/21 will

be central to our evaluation of our suppliers' commitments to social value and carbon reduction. DE&S will actively engage with our suppliers to understand effective ways to ensure sound environmental protection and sustainability performance is delivered through the provision and support of our products, systems, and services.

## WE WILL DO THIS BY:

- Ensuring we are in a strong position to **define sound environmental protection** and **sustainability requirements** in procurement and support arrangements for our products, systems, and services.
- Refreshing **Defence Standard 00-051** and developing associated training to **support its effective application**.
- Maintaining a **structured engagement programme** with industry to **improve supply chain environmental performance**.
- Collaborating with supply chains to **identify step-change ideas** to encourage innovation, produce cost-effective sustainable solutions, and **embrace the fast follower concept** in technologies in and out of the defence sector.
- Integration of environmental performance requirements in **contracts and monitoring through delivery**.
- Preferential selection of suppliers** who contribute to our net zero and sustainability objectives.





## GLOSSARY

### ENVIRONMENTAL PROTECTION...

... is about maintaining, and recovering where necessary, a healthy natural environment through preventing the emission of pollutants or reducing the presence of polluting substances.

### ENVIRONMENTAL SUSTAINABILITY...

... is about acting in a way that ensures future generations have the natural resources available to live an equal, if not better, way of life as current generations. It looks to address the environmental elements of sustainable development.

### SUSTAINABLE DEVELOPMENT...

... (or Sustainable Procurement) is about balancing environmental, social, and economic objectives to deliver long-term equitable growth, to benefit current and future generations.

### CIRCULAR ECONOMY...

...is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.

### NATURAL CAPITAL...

...includes certain stocks of the elements of nature that have value to society, such as forests, fisheries, rivers, biodiversity, land and minerals.

### NET ZERO...

...means any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere, such as planting trees or using technology like carbon capture and storage.

### SCOPE 1 EMISSIONS...

...covers direct emissions from owned or controlled sources e.g. fuel combustion, company vehicles.

### SCOPE 2 EMISSIONS...

...covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company.

### SCOPE 3 EMISSIONS...

...includes all other indirect emissions that occur in a company's value chain e.g. purchased goods and services, business travel.

