

HEAR FROM KEY DEFENCE STAKEHOLDERS AND INTERNATIONAL ALLIED PARTNERS, ADDRESSING THE STRATEGIC DEFENCE REVIEW AND ITS IMPACT ON INVESTMENT INTO DEFENCE INFRASTRUCTURE AND FUTURE PLANNING

Defence **iQ**

DEFENCE ESTATES & INFRASTRUCTURE

30 September – 1 October | Hilton Syon Park Hotel, London

THE MARKET LEADING CONFERENCE TO PROPEL BUSINESS GLOBALLY WITHIN THE DEFENCE INFRASTRUCTURE SUPPLY CHAIN

"This two day event featured speakers from across the defence sector, who shared valuable insights on how collaboration and innovation between industry and the military, is crucial for developing defence estates, that support operational readiness in an ever changing threat landscape"

DEFENCE DIRECTOR, AECOM

OFFICIALLY SUPPORTED BY



Ministry
of Defence

MEET WITH LEADERS FROM ACROSS THE DEFENCE INFRASTRUCTURE ECOSYSTEM, INCLUDING:



Sherin Aminossehe,
Director of Growth
& Missions,
**UK Ministry of
Defence**



Mike Green,
Chief Executive
Officer,
**UK Defence
Infrastructure
Organisation**



**Thorbjørn
Thoresen**
Director General
**Norwegian
Defence Estates
Agency**



Tony Ghoman
Section Head,
Facilities
and Project
Management
Section
**Defence Research
and Development
Canada**



Kirk A. Phillips,
Director, Air Force
Office of Energy
Assurance,
**Air Force Civil
Engineer Center**



Anna Skowrońska
Director, MILCON
Investments
**Polish Military
Property Agency**

★ ★ 2 STAR PARTNER

**McLaughlin
& Harvey**

★ 1 STAR PARTNER

Fews
TEMPORARY
BUILDINGS

GallifordTry plc

**GREEN
FACILITIES**

+44 (0) 113 521 0042
enquire@defenceiq.com

WELCOME

Dear Colleague,

We are delighted to welcome you to Defence iQ's **Defence Estates and Infrastructure** conference, on 30th September – 1st October 2025, at the Hilton Syon Park hotel, London, UK.

Officially supported by the UK Ministry of Defence, this conference serves as the preeminent meeting to discuss the outputs from the UK Strategic Defence Review, in response to the largest defence infrastructure renewal in decades.

As we navigate an era of rapid technological advancements and evolving security challenges, the effective modernisation of the defence estate, across the UK and overseas, is more critical than ever.

As a central component of military capability, defence infrastructure must evolve and modernise to bolster resilience against today's increased uncertainty and emerging threats.

This two-day event will bring together strategic leaders and decision makers to drive extensive collaboration across the infrastructure ecosystem.

Together, we can curate a defence estate that ensures operational effectiveness in today's threat context.

See you at Defence Estates and Infrastructure 2025!

Best regards,



Anna Baker
Conference Producer
Defence iQ

**DEFENCE ESTATES
& INFRASTRUCTURE**



MEET THE CHAIRMAN

Air Commodore (Retd.) James Savage,
Former Head of Infrastructure,
Royal Air Force (RAF)

Air Commodore James Savage served in the People Operations Branch of the Royal Air Force (RAF) for more than 35 years. Early roles focused on HR and accounts in the UK and on operations; capability planning and strategy for RAF Strike Command; and as British Commander of one of the two largest US bases in the UK.

He was selected to attend the Advanced Command and Staff Course in 2006, winning three prizes including top student on the MA in Defence Studies, and was awarded the OBE for his work on the overarching personnel strategy for the UK Armed Forces. After serving as Deputy Defence Attache in the British Embassy Kabul, he commanded the Base Support Wing at RAF Cottesmore through the drawdown of the Harrier Force and the station's closure. He then served on the New Employment Model programme and as head of Personnel Strategy for the RAF before being appointed as Head of Infrastructure for Joint Forces Command (JFC, now UK Strategic Command) in 2014.

In JFC he was responsible for nine overseas bases, eight UK bases and a range of dispersed critical infrastructure supporting strategic capabilities in the UK. Promoted to air commodore in 2017, he then served as head of the RAF's infrastructure specialisation with responsibility for the RAF's portfolio of 25 major operational and training bases and associated national/international capability programmes. His final appointment in 2020 was as Head of Accommodation in the Defence Infrastructure Organisation where he managed the 12th largest portfolio of rented housing in the UK and delivered housing services to around 40,000 military families in the UK and across Europe. He is now a non-executive director of a housing association in the west of England.

WHAT TO EXPECT AND WHY ATTEND DEFENCE ESTATES AND INFRASTRUCTURE 2025



This is the market leading conference to ensure investment in defence infrastructure, delivers military capability and force generation



Hear from over 30 speakers, including the CEO of the Defence Infrastructure Organisation and the Director of the US Air Force Office of Energy Assurance



In today's geopolitical landscape, we must ensure defence infrastructure is equipped to respond to threats immediately



Gain perspectives from the whole defence infrastructure ecosystem, to strengthen collaboration and efficient decision making in the post SDR investment landscape



Engage directly with global industry primes in defence infrastructure, shaping requirements and your ability to resolve capability gaps



This conference is specifically designed to facilitate business relationships in the defence infrastructure supply chain, ensuring your solution is at the forefront of discussions



Bolster collaboration with international allies, accessing international defence infrastructure markets

2025 SPEAKERS INCLUDE:



Chairman:
**Air Commodore
(Retd.) James
Savage**
Former Head of
Infrastructure
UK Royal Air Force



**Sherin
Aminossehe**
Director of Growth
& Missions
**UK Ministry of
Defence**



Mike Green
Chief Executive
Officer
**UK Defence
Infrastructure
Organisation**



Kirk Phillips
Director
**US Air Force
Office of Energy
Assurance (AFCEC/
CN)**



**Thorbjørn
Thoresen**
Director General
**Norwegian Defence
Estates Agency**



**Air Commodore
Paul Yates**
Deputy Director of
Infrastructure,
**UK Ministry of
Defence**



**Air Commodore
Leah Griffin**
Head of
Accommodation
**UK Defence
Infrastructure
Organisation**



**Air Commodore
William Dole,**
Head of
Infrastructure,
UK Royal Air Force



Tony Ghoman
Section Head,
Facilities and Project
Management
Section
**Defence Research
and Development
Canada**



**Anna
Skowrońska**
Director, MILCON
Investments
**Polish Military
Property Agency**



**Caroline
Compton-James**
Deputy Chief
Executive Officer
SCAPE



Nigel Ward
Head, Defence
Estates Optimisation
Portfolio
**UK Ministry of
Defence**



**Brigadier
Owen Bunkle**
Commander,
Defence College of
Support
**UK Ministry of
Defence**



**Colonel
Gareth Walker**
Deputy Head
Customer Support
Team - Army and
Head Office &
Enabling Services
**UK Defence
Infrastructure
Organisation**



Luca Dimiccoli,
Infrastructure
and Engineering
Programme Office,
NSPA



Sébastien Seguin
Chief of Division,
Infrastructure,
Facilities and
Support Services,
NSPA



**James Heaton-
Smith**
Programme Director
- Clyde 2070 Future
Programme
Royal Navy



Phil Riley
Director of
Accommodation
**UK Defence
Infrastructure
Organisation**



Angus McAfee
Head of
Accommodation
Strategy and
Planning
**UK Defence
Infrastructure
Organisation**



Sebastian O'Hara
Operations Director
(South)
**UK Defence
Infrastructure
Organisation**



Toni Gray
Commercial FM
Project Delivery
Head,
**UK Defence
Infrastructure
Organisation**



Karen Baker
Deputy Head,
Defence Estates
Optimisation
Portfolio
**UK Ministry of
Defence**



Rebecca Jones
Assistant Head of
Policy and Strategy
**UK Ministry of
Defence**

CONFERENCE DAY ONE

TUESDAY 30 SEPTEMBER

0800

REGISTRATION & REFRESHMENTS

0845

DEFENCE IQ WELCOME**Anna Baker**, Conference Producer, **Defence IQ**

0850

**CHAIR'S OPENING REMARKS****Air Commodore James Savage (Retd.)**, Former Head of Infrastructure, **Royal Air Force (RAF)**

CONTEXTUALISING THE ROLE OF DEFENCE INFRASTRUCTURE IN TODAY'S THREAT LANDSCAPE

0900

**KEYNOTE ADDRESS: THE CONTEXTUAL SETTING FOR UK INVESTMENT INTO DEFENCE INFRASTRUCTURE**

- Investment priorities
- Evolving UK defence policy
- Ensuring operational advantage and long term resilience through defence infrastructure

Sherin Aminossehe, Director of Growth & Missions, **UK Ministry of Defence**

0930

**INSIGHTS INTO THE CLYDE INFRASTRUCTURE PROGRAMME**

- Transformation of HMNBC to ensure the safe operation of submarines now and in the future
- The challenges of delivering at the complexity, size and scale required
- The journey to 2070

James Heaton Smith, Programme Director - Clyde 2070 Future Programme, **Royal Navy**

1000

**RAF INFRASTRUCTURE INVESTMENT TO SUPPORT FUTURE AIR AND SPACE POWER**

- Reacting to changes in the Defence strategic landscape
- Infrastructure's criticality to the RAF's operational output, capability readiness, and warfighting capability
- Infrastructure's criticality to the lived experience of the RAF's people

Air Commodore William Dole, Head of Infrastructure, **UK Royal Air Force**

1030

MORNING COFFEE AND NETWORKING

1100

**INSIGHTS INTO ENERGY RESILIENCE INITIATIVES WITH THE AIR FORCE OFFICE OF ENERGY ASSURANCE**

- Current energy resilience and infrastructure efforts on Air Force installations in the UK
- Addressing energy challenges with impactful combination solutions utilising cutting-edge technologies including geothermal, advanced energy storage, and geologic hydrogen
- Enhancing installation power and energy resilience through partnerships with industry and energy service companies

Kirk A. Phillips, Director, Air Force Office of Energy Assurance, **U.S. Air Force Civil Engineer Center**

1130

**INSIGHTS INTO THE POLISH MILITARY PROPERTY AGENCY**

- AMW's agile governance model and collaboration with NATO/US partners
- Infrastructure delivery in a joint-defence environment
- How investment strategy, resilience, and operational readiness are balanced in a national military agency context

Anna Skowrońska, Director, MILCON Investments, **Polish Military Property Agency**

1200

**PANEL DISCUSSION: THE CRUCIAL ROLE INFRASTRUCTURE IN DEFENCE**

- How does today's volatile geopolitical landscape shape defence infrastructure priorities?
- What infrastructure is essential to ensure rapid military deployment and sustained operations?
- How can we ensure our infrastructure is resilient and adaptable in times of crisis or conflict?
- What steps can we take to strengthen supply chain agility and responsiveness?
- How can government, industry, and allies collaborate to build smarter, more secure defence infrastructure?

Moderated by:

Air Commodore James Savage (Retd.), Former Head of Infrastructure, **Royal Air Force (RAF)**

1230

NETWORKING LUNCH

COST-EFFECTIVE FACILITY MANAGEMENT SOLUTIONS

1330



INSIGHTS INTO UK DEFENCE ESTATE FACILITY MANAGEMENT

- Current key programmes
- Procurement strategy to manage supplier relationships
- Challenges facing effective facility management for the UK defence estate

Toni Gray, FM Project Delivery Head, DIO Commercial, **UK Defence Infrastructure Organisation**

1400



INSIGHTS INTO THE DRDC'S DEFENCE R&D FACILITIES & INFRASTRUCTURE

- Strategic leadership in modernizing Canada's defence R&D capabilities
- Aligning infrastructure, capability planning for future-ready delivery
- Challenges in lifecycle management and future capital investment projects

Tony Ghoman, Section Head, Facilities and Project Management Section, **Defence Research and Development Canada**

1430



ENSURING FACILITIES AND SERVICES MEET THE NEEDS OF THE ARMED FORCES

- Responses to the UK's SDR
- Meeting Defences' Infrastructure Challenges
- DIO's Strategy and Planning Function

Colonel Gareth Walker, Deputy Head Customer Support Team - Army and Head Office & Enabling Services, **UK Defence Infrastructure Organisation**

1500

AFTERNOON TEA AND NETWORKING

ENSURING INFRASTRUCTURE MEETS THE NEEDS OF THE ARMED FORCES

1530



BOLSTERING TRI-SERVICE DEFENCE INFRASTRUCTURE

- Insights into large scale infrastructure developments at Worthy Down, as part of Project Wellesley
- Future investment needed to support the UK's operational capability
- Commitment to sustainability

Brigadier Owen Bunkle, Commander, Defence College of Support, **UK Ministry of Defence**

1600



DELIVERING CONSTRUCTION AND ENGINEERING SERVICES IN SUPPORT OF NATO MISSIONS

- Strategies for efficient project planning and execution
- Risk management to enhance quality, time and cost performance
- Case studies

Luca Dimiccoli, Infrastructure and Engineering Programme Office, **NSPA**

1630



CHAIR'S CLOSING REMARKS

Air Commodore James Savage (Retd.), Former Head of Infrastructure, **Royal Air Force (RAF)**

1635

END OF DAY 1



CONFERENCE DAY TWO

WEDNESDAY 1 OCTOBER

0815

REGISTRATION & REFRESHMENTS

0850

**CHAIR'S OPENING REMARKS****Air Commodore James Savage (Retd.)**, Former Head of Infrastructure, **Royal Air Force (RAF)**

THE UK'S DEFENCE ESTATE OPTIMISATION PORTFOLIO

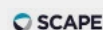
0900

**KEYNOTE ADDRESS: SETTING THE STRATEGIC PLAN AND OBJECTIVES FOR THE DIO**

- Responses to the SDR
- Delivering against infrastructure deliverables set out in the defence plan
- Challenges facing efficient execution of objectives

Mike Green, Chief Executive Officer, **UK Defence Infrastructure Organisation**

0930

**SCAPE'S INFRASTRUCTURE FRAMEWORK**

- Incorporating sustainability initiatives across the supply chain
- Ensuring social value in defence infrastructure
- Working to accelerate construction programmes in line with the UK's SDR

Caroline Compton James, Deputy Chief Executive Officer, **SCAPE**

1000

**UPDATE ON THE UK'S DEFENCE ESTATE OPTIMISATION (DEO) PORTFOLIO**

- Programme updates
- Current challenges facing the optimisation portfolio
- Implications of economic fluctuations on the project

Nigel Ward, Head, Defence Estates Optimisation Portfolio, **UK Defence Infrastructure Organisation****Karen Baker**, Deputy Head, Defence Estates Optimisation Portfolio,
UK Defence Infrastructure Organisation

1030

MORNING COFFEE AND NETWORKING

ENHANCING OPERATIONAL READINESS THROUGH SUSTAINABLE AND RESILIENT INFRASTRUCTURE

1100

**ACCOMMODATION AND DELIVERY OF MILITARY STRATEGY**

- Making a Difference Today
- Making a Difference Tomorrow
- Responses to SDR and the Future

Air Commodore Leah Griffin, Head of Accommodation, **UK Defence Infrastructure Organisation****Phil Riley**, Director of Accommodation, **UK Defence Infrastructure Organisation****Angus McAfee**, Head of Accommodation Strategy and Planning, **UK Defence Infrastructure Organisation****Sebastian O'Hara**, Operations Director (South), **UK Defence Infrastructure Organisation**

1200

**RESILIENT INFRASTRUCTURE – THE NORWEGIAN APPROACH**

- Our responsibility for military infrastructure through peacetime, crises and war
- Infrastructure and facilities as part of the enablement eco-system
- The need for a wholistic approach: Preparing for war and wartime restoration
- Insights into energy resilience initiatives

Thorbjørn Thoresen, Director General, **Norwegian Defence Estates Agency**

1230

NETWORKING LUNCH

STRATEGIC SUPPLIER RELATIONSHIP MANAGEMENT

1330

INSIGHTS INTO UK MOD POLICY FOLLOWING THE SDR

- Strategic ambitions
- Engagement with industry partners
- Challenges facing the effective implementation of defence infrastructure

Air Commodore Paul Yates, Deputy Director of Infrastructure, **UK Ministry of Defence**

1400

INDUSTRY LEADERS PANEL: STRENGTHENING SUPPLIER RELATIONSHIPS FOR DEFENCE READINESS

- What are the current capability gaps in the defence supply chain, and how can we overcome them?
- How can we improve efficiency and value delivery across the defence infrastructure industry?
- How can we ensure early and open collaboration in requirement setting?
- What does a high-trust relationship between government and industry look like in practice?
- What lessons can we take from successful supplier partnerships—and how do we replicate them?

Moderated by

Air Commodore James Savage (Retd.), Former Head of Infrastructure, **Royal Air Force (RAF)**

1430

AFTERNOON TEA AND NETWORKING

POLICY TO STRATEGICALLY ENHANCE DEFENCE ESTATE INFRASTRUCTURE

1500

NSPA'S STRATEGIC INFRASTRUCTURE PROGRAMME

- Delivering a coherent strategy to ensure the necessary reform of its whole estate and to manage all related estate initiatives
- The planning and delivery of major capital projects and lifecycle refurbishment within an active secure campus
- Next steps for the redevelopment of Capellen and the challenges of office space management in a hybrid working environment

Sebastien Seguin, Chief of Division, Infrastructure, Facilities and Support Services, **NSPA**

1530

POLICY TO ENHANCE THE RESILIENCE AND EFFICIENCY OF DEFENCE INFRASTRUCTURE

- Supply chain management
- Risk informed approaches
- Aligning policy to the SDR

Rebecca Jones, Assistant Head of Policy and Strategy, **UK Ministry of Defence**

1600

CHAIR'S CLOSING REMARKS**Air Commodore James Savage (Retd.)**, Former Head of Infrastructure, **Royal Air Force (RAF)**

1605

END OF CONFERENCE

2025 SPONSORS

TWO-STAR SPONSOR: ★★



McLaughlin & Harvey is a privately owned construction and civil engineering business with over 170 years of experience. Founded in 1853 and now operating throughout the UK and Ireland, the business employs over 850 people and has offices in Belfast, Glasgow, London, Birmingham, Bristol and Barrow-in-Furness.

With a focus on its three core values of collaboration, commitment and care, the business delivers construction, civil engineering and fit-out projects - and provides facilities management services - to public and private sector clients in defence, healthcare, advanced manufacturing, life sciences, education, commercial, ports and harbours and many other industries.

You can learn more about the company and its history at www.mclh.co.uk

ONE-STAR SPONSORS: ★



Fews are a leading provider of temporary buildings, and structures in the UK and Republic of Ireland.

As a supplier of high-quality temporary building solutions for many years, Fewes are proud to provide cost-effective structures for industrial use, whether temporary warehousing & storage, loading canopies, school buildings, emergency cover and much more.

Backed up by a team of experienced project managers, site managers, foremen and installation crews, the business has a unique approach to temporary buildings solutions.

We focus on:

- Health and Safety
- Service & Turnkey Solutions
- Sustainability
- An Unrivalled Product range

Based in Worcestershire UK, the company is perfectly positioned to service businesses nationwide as well as mainland Europe and offer free site appraisals and fast response times.

A family business for over 24 years, you can trust Fewes for excellence in temporary buildings.



Galliford Try is one of the UK's leading construction groups, working to improve the built environment and delivering lasting change for the communities we work in.

We are passionate about our role in providing vital buildings and infrastructure across the country, committed to the idea that what we do makes a real difference to people's lives.

We create facilities for the public, regulated and private sectors in a number of key markets, including defence, education, health, transportation and water.

As a contractor with a national presence, we are able to successfully partner with defence clients across the country, delivering complex projects across the defence estate including training facilities, offices and accommodation to improve the environment in which serving personnel live, work and train.



MAXIMISE YOUR INVOLVEMENT: SPONSORSHIP AND EXHIBITION OPPORTUNITIES

Invest in making an impact with the people that matter to your business

Sponsorship is the most effective solution to share your company's idea to senior professionals from across the infrastructure ecosystem, who are searching for actionable solutions to their current business challenges.

Defence Estates and Infrastructure 2025 will be attended by senior officials and decision-makers from across the infrastructure supply chain, bringing together buyers and suppliers in one location. With tailored networking, sponsors can achieve the face-to-face contact that overcrowded trade shows cannot deliver.

Exhibiting and Sponsorship options are extensive, and packages can be tailor-made to suit your individual company's needs

Features of sponsorship include:

- ➔ Prominent exhibition space in the main conference networking area
- ➔ Thought leadership speaking opportunities
- ➔ Participation in comprehensive pre-event marketing campaigns
- ➔ Tailored networking solutions

For more information and to discuss the right opportunity, contact us on **+44 (0)207 368 9300** or **partner@defenceiq.com**

WHO SHOULD ATTEND?

Government and Military Decision Makers for the Defence Estate and Supply Chain

Vendors of:

- Construction and Engineering
- Hard Facilities Management
- Soft Facilities Management
- Fuel and Power
- Supply Chain Management
- Expeditionary Camp Infrastructure

ABOUT DEFENCE IQ

Established in 2001, Defence iQ has grown to become one of the world's largest defence events and media organisations. We are uniquely positioned to engage with and support the international defence community via our digital platform and global conferences, all of which are underpinned by rigorous research into global defence policy, acquisition strategy, capability development and military leadership.

Become a member:

<https://www.defenceiq.com/>

Defence **iQ**

FREE INDUSTRY RESOURCES

You can access a variety of free resources such as whitepapers, articles, news, podcasts and presentations online at <https://www.defenceiq.com/events-defencestatesandinfrastructure/downloads>



"The McLaughlin & Harvey Ltd Defence Team joined insightful discussions with the UK Ministry of Defence, British Armed Forces, Defence Infrastructure Organisation (DIO), United States Army, United States Airforce, NATO, NATO Support and Procurement Agency (NSPA) Designers, Engineers, UK Prime and Main Contractors at the Defence Estates and Infrastructure Conference in London"

— BID DIRECTOR, MCGLAUGHLIN AND HARVEY

DEFENCE ESTATES & INFRASTRUCTURE

30 September – 1 October
Hilton Syon Park Hotel, London

PRICING AND REGISTRATION INFORMATION

PASS INCLUDES:

Access to conference
(30 September - 1 October, 2025)

Access to presentations post event

INDUSTRY

EARLY BIRD OFFER 1
Register & Pay By Friday, 6 June 2025*

SAVE £400
£1799 + VAT

EARLY BIRD OFFER 2
Register & Pay By Friday, 27 June 2025*

SAVE £300
£1899 + VAT

EARLY BIRD OFFER 3
Register & Pay By Friday, 25 July 2025*

SAVE £200
£1999 + VAT

EARLY BIRD OFFER 4
Register & Pay By Friday, 29 August 2025*

SAVE £100
£2099 + VAT

Standard price

£2199 + VAT

MILITARY/GOVERNMENT

EARLY BIRD OFFER 1
Register & Pay By Friday, 6 June 2025*

SAVE £400
£450 + VAT

EARLY BIRD OFFER 2
Register & Pay By Friday, 27 June 2025*

SAVE £300
£550 + VAT

EARLY BIRD OFFER 3
Register & Pay By Friday, 25 July 2025*

SAVE £200
£650 + VAT

EARLY BIRD OFFER 4
Register & Pay By Friday, 29 August 2025*

SAVE £100
£750 + VAT

Standard price

£850 + VAT

SME - Limited Places Available

Standard price

£899 + VAT

An SME is defined as a business with fewer than 250 employees and a turnover of less than or equal to €50 million or a balance sheet total of less than or equal to €43 million. Business units of multinational corporations do not qualify.

BOOK ONLINE

Event code: 49952.002

*To qualify for early booking discounts, payment must be received by the early booking deadline

**Military and government discounted rates apply to serving military officers, government and university personnel only.



Book Online



Email Us



+44 (0) 113 521 0042



Join Our LinkedIn Community

Accommodation and Venue

Hilton Syon Park Hotel,
London, UK

For updates on the venue
and accommodation
information, please visit:
[https://www.defenceiq.com/
events-defence-estates-
infrastructure/venue](https://www.defenceiq.com/events-defence-estates-infrastructure/venue)



Group Discounts

IQPC recognises the value of learning in teams.

- Groups of 3 or more booking at the same time from the same company receive a 10% discount.
- 5 or more receive a 15% discount.
- 7 receive a 20% discount.

Only one discount available per person. Team discounts are not applicable in conjunction with another discount.