

Defence Business

Issue 61 March 2025



Avalon Special Issue

ESG Legal Advice

Defence Minister Q&A

Nuclear Leadership

Shipbuilding Scales Up



Defence Teaming Centre
Connecting • Developing • Advocating

Boylan +



WE SAVE LIVES AND PROTECT NATIONAL INTERESTS

See our special mission aircraft on display at Avalon Airshow and visit our stand to find out more about our airborne capabilities.

leidos.com.au

 **leidos**

In This Issue

- 04**
From the Desk of the CEO
- 06**
AVALON 2025
SA's Record Presence At Avalon
- 10**
DEFENCE SA
ADCG Major Announcement
- 11**
DTC AWARDS
Celebrating Industry Leaders
- 12**
SOUTH AUSTRALIAN
DEFENCE UPDATE
An Interview with the SA Treasurer
and Minister for Defence and Space
Industries, The Hon Stephen Mullighan
- 14**
DTC MEMBER PROFILE
Aerobond: Avalon-Bound... and Beyond!

- 16**
SUCCESS STORY
Axiom Drives Innovation in Defence
- 18**
DEFENCE INDUSTRY
LEADERSHIP PROGRAM
Next Gen Defence Leaders Show the
Way in Shift to Nuclear
- 19**
DTC EVENT CALENDAR
Fill Your Diary in 2025
- 20**
MANUFACTURING
CAPABILITIES
US Shipbuilder Taps Into South Australian
Manufacturing Capabilities
- 22**
LEGAL SPOTLIGHT
ESG Risks and Responsibilities in Defence
with Cowell Clarke Commercial Lawyers,
Johnson Winter Slattery and KPMG

- 25**
INDUSTRY NEWS
DTC Appoints Kerry Smith to Lift
Defence Mid-Tier
- 26**
VALUATIONS
Unlocking Greater Value In Defence
Businesses
- 27**
INDUSTRY NEWS
Ascent Marches on for Veterans
- 28**
DTC Member Capability Matrix
- 34**
BEAUKUS-READY
ADCG's Nuclear-Powered Submarine
Masterclasses
- 35**
DEFENCE TEAMING CENTRE
Partners, Prime Supporters, Charities
of Choice and Associate Members



06
Avalon
Visitors at Avalon 2025 can engage with more than 60 SA organisations from across the defence and space industries, academia and government at the South Australia – The Defence State pavilion.



12
South Australian Defence Update
An Interview with The SA Treasurer and Minister for Defence and Space Industries, The Hon Stephen Mullighan.



Defence Teaming Centre
Connecting • Developing • Advocating
Lot Fourteen, Margaret Graham Building
Frome Road, Adelaide SA 5000
08 7320 1000
www.dtc.org.au
CEO Libby Day

COVER CAPTION

A Royal Australian Air Force C-130J Hercules drops flares during a flying demonstration at the Australian International Airshow 2023, Avalon, Victoria.

DTC BOARD OF DIRECTORS

- Michael Hartas (Chair) – PMB Defence
- Travis Shueard (Vice Chair) – Piper Alderman Lawyers
- Duncan Milne (Treasurer) – Babcock Australasia
- Allan Dundas – DEWC
- Adam Levi – Aimpoint
- Celanie Meyer – Ascent
- Henry Atkins – CodeFish Studio
- Jeffrey Wojtiuk – Lockheed Martin
- Jennifer Burgess – University of Adelaide
- Naomi Smith – Boeing Defence Australia
- Peter Richings
- Dr Sharon Mascall-Dare OAM
- Thomas Tizard – MBDA Systems
- Wendy Smith – Vipac Engineers & Scientists

Boylen +

THIS MAGAZINE IS PUBLISHED BY BOYLEN FOR THE DEFENCE TEAMING CENTRE

08 8233 9433
www.boylen.com.au

ADVERTISING ENQUIRIES

08 8233 9433
sales@boylen.com.au

DESIGNERS

Madelaine Raschella

PHOTOGRAPHY

Department of Defence

FREQUENCY

Bi-annual
ISSN 1836-9502

DEFENCE TEAMING CENTRE CHARITIES OF CHOICE

Legacy Club of South Australia and Broken Hill Inc
Returned and Services League of Australia (SA)
See Differently – OPK9
MESHA - Military and Emergency Services Health Australia
Defence Teaming Centre is not an agent or part of, nor affiliated with, the Australian Government or the Department of Defence.



FROM THE DESK OF THE CEO

Libby Day, Chief Executive Officer

Thriving in Uncertainty: The Defence Industry's Resilience

Welcome to the special Avalon issue of Defence Business.

As you will read, South Australia has a record presence at this year's Avalon Australian International Airshow.

While attention has been focussed on AUKUS, this event will help to highlight the amazing breadth and depth of the state's 'Air' component.

It's worth remembering that Royal Australian Air Force (RAAF) Base Edinburgh is one of only two Defence "super bases" in Australia. It is home to companies such as Airbus Group Australia Pacific, BAE Systems Australia, CAE Australia, Meggitt Training Systems and Raytheon Australia.

A significant investment is being made in the future of Edinburgh, which benefits local defence businesses.

For example, work is underway on the \$200 million Deep Maintenance and Modification Facility being built adjacent to Edinburgh. It will enable the long-term deep maintenance and modification of the Australian Defence Force's fleet of 737-sized aircraft – including P8-A maritime patrol aircraft and E-7A Wedgetail aircraft.

The significance of this cannot be understated. The new facility will enable maintenance and modifications to be carried out in Australia, rather than sending planes offshore. And it is tangible proof that more than lip service is being paid to the need to improve Australia's sovereign capabilities.

Our Capability Matrix at the rear of this issue provides a definitive guide to the many companies serving the RAAF's interests.

As you know, in satisfying those interests, defence sector work is not just about business; it carries a deep sense of purpose and mission. The contracts our businesses undertake contribute to national security and the safety of those on the front lines.

But as you also know, sections of the defence sector are experiencing a period of uncertainty as companies navigate the challenges of securing contracts in an evolving landscape.

One of the key areas of focus for the Defence Teaming Centre (DTC) is ensuring that companies, particularly SMEs, are equipped to weather these periods of uncertainty.

The DTC is doubling down on its commitment to support businesses that are struggling to secure contracts. Critical to this is the creation of the new role

of General Manager of Capability Development and the subsequent appointment of Kerryn Smith, who has extensive defence industry experience.

Kerryn adds extra firepower to our mission to help bring together Defence Primes, SMEs, academia and professional service providers to grow and develop the sector and to support Australia's strategic defence interests. Kerryn has hit the ground running and has been tirelessly engaging SME's to identify and support their capability and upskilling requirements. We will be making further announcements with regards to initiatives she'll be undertaking in due course.

By leveraging industry insights and turning them into actionable strategies, the DTC is ensuring that companies can position themselves competitively in the market.

There are reassuring signs that the Australian government's increasing emphasis on Australian Industry Content (AIC) is moving beyond rhetoric and that AIC commitments in contracts are facing closer scrutiny.

Contracts exceeding \$4 million require mandatory AIC plans, ensuring that Australian businesses play a significant role in defence projects.

The DTC is actively working with the primes to help them meet these requirements, which in turn creates more opportunities for local SMEs. This is a win-win scenario that strengthens the entire supply chain and contributes to a more robust and self-sufficient industry.

For many, it can't come fast enough!

That's why it is so encouraging to read the stories of defence companies that have embraced a vision,

Arrival of Royal Australian Air Force MQ-4C Triton Remotely Piloted Aircraft System at RAAF Base Tindal in the Northern Territory.



battled through adversity, thrived on collaboration and are benefiting from their efforts.

Stories in this issue profiling the likes of Aerobond and Axiom, as well as initiatives such as the Supplier Capability Uplift Program, demonstrate how businesses can be resilient and innovative in responding to industry shifts.

These examples highlight the importance of working on the business, not just in the business - a mindset that the DTC strongly encourages among its members.

The contribution by three of our members on ESG

compliance and future trends is not only mandatory reading, it also illustrates the importance of the professional services/consulting industry in the current operating climate.

Also in this issue is an interview with the SA Treasurer and Minister for Defence and Space Industries, The Hon Stephen Mullighan. He is bringing fresh energy to the role and leading the government's commitment to advancing the defence sector.

In particular, I would draw your attention to the Minister's comments on the establishment of the

\$450m Skills and Training Academy that will train the elite workforce that will build our nuclear-powered submarines. Industry warmly welcomes this announcement and we believe it is an appropriate investment in defence skills development in SA. This also sends a strong signal to our international partners that we are committed to delivery. The establishment of the centres gives our industry confidence. It allows our members to grow their capability and pursue opportunities in the supply chain by upskilling their people.

A Brave New World: Implications of Export Control Reform for AU



2025 Export Controls Training & Conference

12-13 May, 2025

Brisbane Convention & Exhibition Centre
Brisbane, QLD

Register today at exportcontrolsconference.com.au

Presented by





AVALON 2025

Arrival of Royal Australian Air Force MQ-4C Triton Remotely Piloted Aircraft System at RAAF Base Tindal in the Northern Territory.

SA's Record Presence at Avalon

Visitors at Avalon 2025 can engage with more than 60 South Australian organisations from across the defence and space industries, academia and government at the South Australia – The Defence State pavilion.

This is a record number and illustrates the breadth and depth of defence and space expertise in SA.

While seven of the world's top 10 defence companies have a presence in SA, the following businesses showcase some of the highly specialised small to medium enterprises (SMEs) that will have a presence.

ARES Armaments Australia

Emerging South Australian SMEs will showcase a vast range of new and game-changing technologies and capabilities at the Defence SA stand during the Avalon Air Show in March.

One example is ARES Armaments Australia, which will celebrate its first anniversary of operation in May. As a 'newcomer', it views Avalon as the perfect opportunity to take its business to the next level for its manufacture of non-standard, counter UAS and less-lethal ammunition for police and defence.

"The timing couldn't be better," said CEO and part-owner Jason Murray.

"Especially since we just had meetings with the US Defence Secretary and Australia's Deputy Prime Minister making announcements which specifically focused on the joint integration for munitions manufacturing.

"It was perfect timing for us right before Avalon."

Jason joined ARES in May last year along, with co-founders Michael Datta and Loui Burke who identified a gap in the local manufacturing market, and raised private equity from "patriotic investors" to launch ARES.

"It was really the complete lack of domestic non-standard ammunition manufacturing in Australia and the fact that the smaller end of GWEO was underrepresented," Jason said.

"We have no manufacturing locally for shoulder-fired, UAS-fired or UAS munitions. So looking at the tactical strategic advancements in the Ukraine-Russia conflict, we decided that gap was not giving us the strategic resilience we needed within the region."

ARES procured a number of contracts from international governments and law enforcement agencies after exhibiting at Land Forces in September 2024 and are confident that Avalon will generate even more business.

"That worked particularly well and we're hoping for a higher level of connectivity with the Australian Defence Force at Avalon.

"We're going to be focusing very much on the build of the guided weapons that we're under contract to produce once our Murray Bridge site is up.

"We don't do any other marketing, we just attend trade shows. That's the long-term plan, so these conferences are essential."

ARES also hopes to service Defence forces in the South Pacific including Fiji, Solomon Islands and Papua New Guinea.



Sovereign Propulsion Systems

Sovereign Propulsion Systems (SPS), founded in 2022, will also be making its first appearance at Avalon.

The product it will showcase - a drone capable of delivering search and rescue support, humanitarian aid, disaster relief and ship-to-shore re-supply with precision, on land or at sea - is poised to make quite a splash.

Dubbed 'Aladdin', the Air Launched Delivery Drone was developed in conjunction with the Jericho Disruptive Innovation Program at RAAF Base Edinburgh, who are currently celebrating their 10th year.

"Jericho has been a great supporter of this capability and have requested an Aladdin from us to have as their stand show piece," said SPS Program Director Pete Woods.

"And we have further interest from another three parties as well, so Aladdin could become a big thing at the air show."

Pete said the decision to attend Avalon was an easy one.

"This is an opportunity to showcase SPS and to showcase Aladdin as a game-changing Australian capability.

"It's the first time we'll be on the Defence State stand. It's great for them, great for us and great for the state as well.

"Apart from the Air and Space Power Conference last May, this is the first trade show we've attended.

"So it's really gone from zero to hero with the presence we are planning to have.

"This could really be transformational for the business.

"We're hoping to get the right customers through to see the capability, to show interest, to open doors and have conversations.

"The application of Aladdin is far reaching. From search and rescue through to maritime ship resupplies, ship to shore capabilities, it's got a huge potential.

"And the capability itself can be tailored in terms of its endurance or payload capacity.

"So it opens doors to do the dirty, dangerous roles and takes the human out of the loop."

SPS will use the air show as a litmus test, allowing interest in Aladdin to grow organically rather than attempt to woo a host of prospective buyers.

"Because we've got potential, we use this as a test case to see what the general interest is," said Pete.

"The intent from us is to see how the market reacts

because that way we get a genuine feel. The SPS owners said the air show is a great opportunity to engage with the market and assess customer requirements.

"That's one of the biggest things I'm excited about, having a chat to those platform providers about what would be meaningful to them.

"Just explaining the power of what we can do."

Silentium Defence

That is also what will draw Silentium Defence back to the Defence State stand at Avalon for the second year running.

The Gepps Cross SME began operations in 2017 and has rapidly become a global leader in the design and deployment of passive surveillance systems.

Besides MAVERICK M8, a portable and quickly deployable land surveillance system, it will also provide a first-look at MAVERICK Excalibur at Avalon, a larger-scale 3D passive radar system for missions requiring higher target fidelity and greater accuracy.

"We'll be looking to get some market feedback on that system to put into development and performance improvement," said Tom Radford, Silentium's Business Development Manager.

"There's nothing more powerful than being able to speak to the end users and getting that first hand."

Tom said it is this kind of opportunity that makes trade shows such as Avalon so valuable.

"Avalon Airshow is a large event, it's got global reach and in Australia it's a must attend event. It is a genuinely good chance for us to engage with the market, talk with current and prospective customers, and most importantly with end users.

"Building relationships is important but obviously getting feedback on products and what they're looking for to achieve their mission is critical."

Silentium will have field service reps at the show to detail the scope and capabilities of its products.

It has considered 'going it alone' at Avalon but believes that time has not yet arrived.

"There's maturity questions around 'if and when' we would branch out to have our own stand but where we are at with our growth, it definitely makes sense to partner with Defence SA," Tom said.

"Because of the foot traffic that the Defence State stand generates, we'll get a lot of people who hopefully visit us intentionally but also others who will see us and want to engage with our team.

"There's an opportunity to educate people not only on our products but passive radar as a technology."

Visit The Defence State Stand

Visit the South Australia – the Defence State pavilion located in Hall 3, Stand 3M25 at Avalon 2025.

For more information, visit www.defencesa.com/avalon

The Trade Days run from 25-28 March, and the public airshow from 28-30 March.





Australia-First Cyber Escape Experience Lands at Avalon

CGI is bringing its unique Cyber Escape experience to Avalon.

As part of a nationwide tour, the CGI Cyber Escape combines the fun of an escape room with the very serious and relevant themes of cyber security. It is facilitated in a purpose-built 12-metre long shipping container, providing engaging cyber security puzzles in a real-world setting.

CGI is one of the largest independent IT and business consulting services firms in the world.

The experience aims to help organisations better understand cyber security risks.

It complements any existing security awareness programs and increases knowledge of how to reduce the impact of a cyber-attack in a unique way.

The experience offers teams the opportunity to set out on their own cyber adventure. In a setting resembling a company office, teams test their cyber skills by working together to uncover clues, solve puzzles, and accomplish cyber-related tasks to “escape” successfully in the time allowed.

Teams learn about everything from protecting their privacy and creating strong passwords, to physical security, device and document handling and navigating social media.

“Imagine racing against the clock with a twist: your mission is to outsmart cybercriminals and protect sensitive information,” said Tony Nicholls, Director Space, Defence and Intelligence at CGI in Australia.

“The CGI Cyber Escape experience provides a fun and memorable way to improve cybersecurity awareness.

“Designed to build resilience against increasing cyber threats such as phishing and malware attacks, this experience emphasises the importance of security awareness in an interactive format.”

What to Expect

- **Team Collaboration:** Participants form teams of four to six people and work together to discover clues, solve puzzles, and complete cyber-related tasks.
- **Time Challenge:** Sessions are designed to last 30 or 60 minutes, creating an immersive experience.
- **Guidance from a Games Master:** A CGI Games Master facilitates the session, providing support and hints when needed to ensure participants get the most out of the experience.

CGI’s Cyber Escape experience will be transported around Australia to different locations for organisations, students and staff to participate in their own cyber adventure.

Bookings can be made at www.cgi.com/au/cgi-cyber-escape-australia

Security Readiness Guide

In other cyber-related news, DTC member Gallagher Security has recently released a Security Readiness Guide.

Providing practical guidance on enhancing organisational security readiness, the guide focuses on tangible measures and system functionalities that can be implemented to mitigate risks and protect against potential threats.

“This practical approach is particularly beneficial for defence SMEs that may not have extensive security expertise in-house,” said Gallagher Security’s National High Security and Federal Manager – Australia, Karl Harris.

“By following the guide’s recommendations, these companies can take concrete steps to improve their security posture without feeling overwhelmed by complex technical jargon or theoretical concepts.”

Emphasising the importance of system architecture in ensuring security readiness, the guide recommends employing tiered architecture for security systems, to ensure continued operation even if communication with

the central server is lost. This is crucial for defence SMEs that need to maintain critical operations even during disruptions or cyberattacks.

Additionally, it discusses the importance of strong encryption and authentication for all data communication within security systems. In the defence industry, where sensitive information is often handled, robust data protection measures are essential to prevent unauthorised access and maintain confidentiality.

Included within the guide is specific guidance for implementing Class 5 Intruder Alarm Systems (IAS), which are designed to meet the stringent security needs of high-risk environments. It outlines the key requirements for Class 5 IAS compliance, including system architecture, component specifications, data encryption, and tamper protection.

To download the Security Readiness Guide visit: <https://security.gallagher.com/Solutions/High-Security/Australia-High-Security/Class-5>

Also at Avalon



Defence Teaming Centre - the Defence SA stand.



Leidos - special mission aircraft on display and stand. See ad on inside front cover of this issue.



APC Technology - the Defence State stand in Hall 3. See ad on back cover.

ADCG Major Announcement

ADCG will use Avalon to announce the signing of a strategic teaming agreement with Prominence to support the implementation of Australia's acquisition of conventionally armed, nuclear-powered submarines (AUKUS Pillar I).

This collaboration aims to address Australia's limited depth of nuclear expertise by providing access to highly qualified personnel, promoting rapid knowledge transfer, and accelerating skill development across the nuclear supply chain.

The partnership seeks to serve a broad range of clients, including the Royal Australian Navy (RAN), the new Australian Naval Nuclear Power Safety regulator, various levels of government, particularly those involved in submarine maintenance, operations, and construction, and the wider Defence industry within Australia. Additionally, the collaboration will facilitate access to critical knowledge from the UK and USA on nuclear operations, maintenance, manufacturing, supply chain management, and the nuclear fuel cycle.

ADCG - a market leader in sponsoring defence security clearances, Defence Industry Security Program (DISP) management, and strategic and nuclear advisory

services - brings extensive experience in overcoming complex organisational challenges.

Prominence - a trusted provider of capability support to government, defence, and industry - offers expertise in strategy and governance, people performance and culture, and project and commercial advisory.

Together, as Australian-owned entities, the partnership will offer integrated solutions that blend strategic insight with technical proficiency, empowering clients to navigate Australia's evolving defence and nuclear landscape.

"This partnership marks an exciting milestone for both our companies," said Wayne Higgins, CEO of ADCG.

"By combining our strengths, we are uniquely positioned to offer comprehensive solutions that address both strategic and operational aspects of our clients' nuclear and security needs."

Leanne Ryan, Co-Founder and Managing Director of Prominence Pty Ltd, said the collaboration "reflects our commitment to delivering value-driven services".

"Together, we can provide innovative, impactful solutions to help our clients meet their objectives in the defence and nuclear sectors."



(L-R): Matt McFarland, US Retired Vice Admiral Robert Thomas, Toff Idrus, Giles Evans (hidden behind Giles is MC of the event Mike Hartas).

Photo taken at ADCG 'AUKUS Ready' Event, Sept 2023.

WHERE IT ALL COMES TOGETHER

From corporate gatherings to grand celebrations, **Adelaide Convention Centre** makes every occasion unforgettable.

Bring your event to life in a venue that brings it all together – creative cuisine, extraordinary productions, and event spaces that are truly world class.

08 8210 6677 | sales@avmc.com.au



Celebrating Industry Leaders

In December 2024, the DTC again celebrated outstanding businesses that exemplify best practice innovation, collaboration and skills development. The annual Defence Industry Dinner and Awards Ceremony annual awards night brought together industry leaders to recognise those making a real difference.

Innovation

The winner of the Innovation Award was QuantX Labs. QuantX is a deep technology company and world leader in precision timing and quantum sensing devices. Headquartered at Lot 14, QuantX Labs' flagship product, Cryoclock, delivers the world's most pure and stable electronic signals. The culmination of twenty years of research, Cryoclock's signals have a purity that is 100-1000 times higher than that of any other device. This performance is the equivalent of a clock being in error by just 1 second in 40 million years. The Cryoclock is being manufactured for inclusion into the Australian Defence Forces' Jindalee Operational Radar Network (JORN), allowing Defence forces surveillance to see smaller items at a greater distance.

Furthering their suite in precision timing, QuantX is also developing the next-generation optical atomic clock that has already demonstrated incredible reliability and precision, as well as an extremely sensitive quantum magnetometer, that basically makes the water and ground transparent contributing to both Anti-Submarine Warfare (ASW) and subterranean intelligence, surveillance, and reconnaissance (ISR) activities.

Runners up in this category were Consunet Pty Ltd, nominated for their delivery of a state-of-the-art ElectroMagnetic Battle Management solution to Defence, and Stärke-AMG company VPG-Innovation for their Rapid Response Clamp which has achieved significant commercial success across the globe, netting customers in ten countries and on five continents.

Defence Teaming Centre CEO Libby Day emphasised that the local defence industry has a global reputation for innovation.

Skilling

The Skilling Award, which recognises members that have developed an internal training program which addresses skills shortage to the benefit of the Defence sector, was presented to specialist provider of diverse management consulting services and veteran-owned business, Para Bellum Solutions.

Para Bellum's Solutions Upskilling Program will see their employees complete more than 100 credentials by 2026. The initiative offers certified courses in project and program management, change management and integrated logistics, as well as ICT and cyber security training, all of which are key areas that benefit Defence clients and Industry.

Para Bellum Solutions is training 90% of its staff, the majority of which are defence veterans or still serving in the Army Reserves. Courses are on offer continuously, to improve critical skills and contemporary knowledge. Para Bellum Solutions is proud to support the professional growth of its employees, particularly those who have served our nation. Para Bellum Solutions is also a proactive member of the Veterans SA, SA Veteran Employer Network.

Runners-up in this category were Shoal Group Pty Ltd and Ascent Pty Ltd.

Teaming

The winners of the Teaming Award for industry collaboration on a project were Axiom Precision Manufacturing, CruxML, RFTEQ and Ebor Systems. These four businesses collaborated to create the 'ACRE' project which delivered a Complex Adaptive Threat Jammer Technology (CATJAT) solution for the ADF. CATJAT micro

will aim to deliver a technology leading solution to Radio Frequency (RF) transmitter denial and deterrence.

Through high speed, high accuracy, wide band detection and suppression, CATJAT micro will enable the operator to manoeuvre safely through highly congested RF environments on the frontline and provide a significant Electronic Warfare (EW) capability to Defence while offering an innovative, easy to use, Improvised Explosive Device (IED) protection solution to the user.

Runners up in the category were the collaborations of Neumann Space, REDARC Defence & Space and CNES, as well as Hendon Semiconductors and PMB Defence.

Industry Achievement

This year's Tony Martin Defence Industry Achievement Award was presented to Kim Scott. The recipient of this award is selected by the chair of the Defence Teaming Centre in collaboration with the board to recognise an individual from amongst the DTC membership who has demonstrated an ongoing commitment to the success of the Defence industry.

Kim Scott has been part of Defence Industry for over 30 years and currently serves on the board of numerous successful Defence companies including QuantX labs, REDARC Defence and Space, PMB Defence, Codan, Silentium amongst others.



(L-R) Mr Andrew Fletcher AO, Mr Kim Scott, Ms Tracey Cox, Prof Andre Luiten, A/Prof Martin O'Connor, Ms Jane Cooke, Mr Fabien Cure, Ms Lisa Paddick, Mr Sandy Sinclair and Dr Sebastian Ng.



(L-R) Charlotte Osman, Tyson Yew, Jake Kearsley, Emmeline Gracedale, Mark Bosse, Sam Banks, James Mann and Julian Rishworth.



(L-R) Andrew Evans, Kuba Kabacinski, Harry Rix, David Kinnaird, Fred Hull, James Giesbrecht, Craig Maynard and Ben Fraser.

Interview with the Minister For Defence and Space Industries, The Hon Stephen Mullighan

As Minister for Defence and Space Industries and Treasurer, what activity are you hoping to see unfold in the next year for defence?

Osborne Naval Shipyard will become only the fourth shipyard among AUKUS partners to build nuclear-powered submarines. Works will commence to expand the shipyard, which is going to be three times larger than the existing site.

With 11,000 skilled defence industry workers needed by the 2040s, we are working to directly support attracting, skilling and developing the state's defence industry workforce, including a brand-new purpose-built Skills and Training Academy built at Osborne to educate and train the elite workforce who will build our nuclear-powered submarines.

Construction continues on the Deep Maintenance and Modification Facility (DMMF) to support the onshore maintenance and modification of the Royal Australian Air Force's (RAAF) P-8A Poseidon maritime surveillance aircraft and E-7A Wedgetail airborne early warning and control aircraft.

The State Government, through Defence SA, will be hosting defence industry at major trade shows both nationally and internationally, starting with Avalon 2025 where a delegation of more than 60 defence and space companies will showcase the state's defence innovation and technology expertise.

The government is also leading delegations to the US and UK this year, to further strengthen relationships and maximise supply chain opportunities.

We are also expecting business delegations from Canada, the US, UK and Japan to learn about our defence and space capabilities and identify investment opportunities.

We have seen great success for local space companies EntX and Fleet Space Technologies, that have each received grants under the Federal Governments 'Moon to Mars' program.

How could AUKUS transform the South Australian economy?

The construction of nuclear-powered submarines under AUKUS Pillar I is a multigeneration project that will transform the state's economy, driving innovation, jobs and growth.

This project will create thousands of jobs in the state, with 4000-5500 required for the nuclear-powered submarine program alone and even more in the supply chain.

South Australia also has an immense opportunity to contribute the areas under AUKUS Pillar II, which focuses on lifting our capacity to translate disruptive new technologies into ADF capability. Our strengths are in AI, quantum systems, electronic warfare and cyber mean we are well-placed to lead in these areas.

We are already seeing some of our local companies benefit from these closer ties with our US and UK partners, with companies such as AML3D and Fivecast both expanding their footprints in the US.

AUKUS will act as a catalyst for economic transformation to break typical structural disadvantages in South Australia's economy and create jobs in higher paying, higher-skilled sectors.

How is the South Australian government working to promote the Defence State among our AUKUS partners?

Defence SA is the State Government's lead agency on defence matters, and has experts across the land, maritime, aerospace, space and advanced systems domains who work to promote industry capability, engage with AUKUS partners and provide advice to local companies to help them succeed.

Our government has partnered with Huntington Ingalls Industries (HII), the largest shipbuilder in the US, to implement a pilot program aimed at enhancing the capabilities of local suppliers.

This is to ensure we are opening avenues for local companies to compete for work on the Virginia class submarine program, and ultimately the AUKUS program.

A Memorandum of Understanding (MoU) between the South Australian Government and BAE Systems Australia is leveraging the company's international expertise, such as BAE Systems Submarine Skills Academy in the UK, as a model to help accelerate the creation of job ready employees that will be needed by industry to support naval shipbuilding programs.

South Australia and the State of Maryland also have an MoU in place to drive collaboration on developing the skilled workforce required for the AUKUS program.

DIMENSIONAL MEASURING SYSTEMS, + HAND HELD MEASURING EQUIPMENT



AISA SA

Please contact Johan Grove for a consultation or quote

Adelaide | South Australia | AUSTRALIA
Mobile: +61 468 993 215
Office: +61 08 8251 4869
measuring@aisasa.com.au

www.aisasa.com.au

Measuring Systems

Many defence businesses are concerned about potential challenges before the AUKUS build begins. How can SMEs ensure they capitalise on opportunities in Defence?

The Government is working closely with US and UK stakeholders to identify global supply chain opportunities for local companies in projects across the board.

Last year Defence SA appointed an industry director based in London to support South Australian companies seeking to participate in the broader supply chain, and we have staff based in Washington DC to work with US primes to achieve the same.

The supplier capability uplift program provides South Australian suppliers with the opportunity to participate in the nuclear-powered conventionally armed submarine supply chain. If our companies are to compete for work on the Virginia Class Submarine Program, we need to ensure they have the requisite capability, and this partnership between the State Government and HII is working to achieve that.

The State Government's \$1m Supplier Capability Uplift Program, among others, is set to accelerate the development of SA's defence industry workforce, skills and supply chain. What other support is available for industry to capitalise on current opportunities?

The Supplier Capability Uplift program is just one initiative preparing South Australian businesses for work in the defence industry supply chain.

South Australia's Advanced Manufacturing Strategy, including the Manufacturing Growth Accelerator at Flinders University's Factory of the Future site and Manufacturing Technology Adoption Program grants are designed to assist South Australian SMEs to adopt new technologies that make their operations more productive and sustainable.

The Industry Capability Network SA, operating within the Department of State Development, is also dedicated to connecting South Australian businesses of all sizes with major project work, including key defence projects such as the future nuclear-powered submarine program and the Hunter Class Frigate Program.

BAE Systems Australia, Bombardier Defense and SNC have established and announced expansions of their SA footprint in the past year, do you think other international and interstate businesses will follow suit?

Seven of the top 10 defence companies in the world are headquartered or have a significant presence here in the state.

In addition, we have Kongsberg who set up in South Australia's Defence and Space Landing Pad at Lot Fourteen with one person working in an office 5 years ago and last year opened a new \$25 million manufacturing headquarters in Mawson Lakes.

BAE Systems Australia have also chosen Lot Fourteen as their new national headquarters, which further cements our reputation as the Defence State and demonstrates their commitment to remain in South Australia for the long term.

More and more global companies are recognising the importance of being in South Australia because of our defence and innovation ecosystem with a highly skilled workforce, world-class infrastructure, major Defence projects, and more than 400 defence industry SMEs.

South Australia is consistently ranked as one of the top performing economies in



South Australian Minister for Defence and Space Industries the Hon Stephen Mullighan MP, delivers a speech at the sod-turning ceremony to mark the commencement of the construction of the Deep Maintenance Modification Facility project at the Edinburgh Defence Precinct in Adelaide.

the nation and ranked by the Business Council of Australia as the best state to do business, laying a strong foundation for defence industry success and further adding to the appeal to live and do business here.

The State/Federal government partnership to establish the Defence Industry Pathways Program and the Shipbuilding Employment Pathways pilot initiative will introduce career opportunities to young South Australians. How are these projects progressing?

Late last year, PEER was engaged to deliver the Defence Industry Pathways Program and Shipbuilding Employment Pathways pilot in South Australia.

The level of interest and uptake in both inaugural cohorts has been extremely positive. PEER are working in collaboration with Primes, the Defence Teaming Centre, Alliance South Australia and Weld Australia to build its cohort of host employers and attract future cohorts of Defence industry employees.

How are SA and WA collaborating for mutual benefit in the Defence space?

Building Australia's fleet of conventionally armed, nuclear-powered submarines is a major undertaking that will require a national effort.

South Australia and Western Australia are crucial to the success of the SSN-AUKUS program as the build and sustainment locations respectively and are central to other maritime activities such as the Hunter class frigates in SA and general-purpose frigates and OPVs in WA.

We are committed to continuing to work together to deliver the SSN-AUKUS program both in the national and global interest.

Justin Struik is the founder and Managing Director of Aerobond, an innovative Adelaide-based SME that has offered manufacturing and problem solving solutions for the aviation, defence and space industries since 2010.

He talks with Dion Hayman about his bold decision to launch Aerobond, the lessons he has learned and his hopes for the future.



Aerobond: Avalon-Bound... and Beyond!

Can you tell us a little about your history, Justin? What drew you towards engineering and was it always written in the stars, or did you just fall into it?

Aviation has been in my blood from a very early age. My father, Peter Struik, has been a pilot for over 40 years in the Australian aviation industry, so I've always grown up around aircraft and that's been a building block for where I am today. Going through school, I didn't necessarily think I was going to fall into engineering/aviation. That came from the passion I have for solving problems, understanding complex things and providing people with solutions. I've got three other brothers and a sister, and all us boys have ended up in aviation – it is certainly in our blood!

You didn't want to be a pilot?

It was more that being a pilot, like my Dad, wasn't really an option for me because at age 16 I was diagnosed with epilepsy. Now it turned out I didn't actually have epilepsy, but at that point aviation was never going to be an option with epilepsy for me, so I didn't give it a second thought.

You worked for nearly 15 years with Cobham and then less than a year at TAE. What inspired and convinced

you to branch out on your own and establish Aerobond in 2010?

I gained a wealth of knowledge at Cobham, or National Jet Systems as it was then and TAE was a very short stint, which was a nervous twitch before jumping out on my own. Those roles taught me a lot about the aerospace industry, and defence to a lesser degree. I had the urge to try to create something for myself and that's where the idea for Aerobond was born. There has always been that desire to be innovative and challenge myself and the industry, so I took that risk to build something that was meaningful to me and could provide a local solution for the sector.

From a personal point of view, how much of a financial risk was it?

For me it was a massive risk at the time, especially financially. The week that I started Aerobond was the week that I needed to be making money as I had a young family at the time and I had jumped ship from TAE one day and started Aerobond the next! There were no guarantees of where Aerobond was going to go – especially in a competitive and niche market. There were certainly a lot of sacrifices and challenges but I that's the same for anyone who starts their own business – it is always a risk and never a guarantee. I believed in my vision for Aerobond and focused on what I could control and pushed through the uncertainty.

How did you create cashflow for the brand new business when you needed it straight away?

It was actually TAE that supported me through that phase. They wanted to start a composite department and they got six months into it and decided to change direction. The management there were honest and said they weren't going to pursue composites, so there wasn't going to be an ongoing role for me there, so that's when I decided to start Aerobond. I began the following week doing work with TAE on light aircraft parts and that's how Aerobond was created!

You opened a new headquarters in Woodville last year, creating 35 new jobs in South Australia. Was it always a logical choice to set up the company in Adelaide or were other locations considered?

When I started Aerobond in Adelaide, I grew up here and my family is here, so it was the logical thing to do. There was talk of moving more onto the east coast, but Adelaide was central for our clients. When the new facility was built, it made sense to remain in Adelaide and after COVID, we got heavily into defence, which also made it more attractive to stay here with SA being the defence state. There have been a lot of key defence

projects earmarked for South Australia and I think for us, as a manufacturing company, the ecosystem in Adelaide has made it an ideal base. We can also build on the relationships that I had with the other facility in aviation and start looking at tapping into new local talent pools in the defence area.

Besides cash flow, what were some of the other challenges you encountered when you launched Aerobond?

I started the business by myself and I rented something the size of a double car garage on Adelaide airport. Within a couple of months, I took on a composite specialist who had recently been made redundant. I told him, "I've got three weeks' work for you and I don't know what I've got after that". He ended up staying with me for nearly 10 years! Obviously, cash flow is king in a small business, but the most important thing is having relationships with your customers and face-to-face contact. This was my number one priority – building relationships, then setting up the infrastructure and overcoming the day to day challenges of running a new business.

What was Aerobond's first big break – that moment you knew it was going to be a success?

We've had lots of little breaks that have assisted our growth. Our first major contract with a leading aerospace company was a big turning point. That was with Surveillance Australia, but it was actually Cobham back then – the search and rescue aircraft for the 604s. That was the point where Aerobond become a key player in the industry. It also gave me the confidence to open new doors and do bigger things. And it certainly provided new opportunities and solidified our reputation within the industry.

In 2023, you joined forces with Kongsberg to produce launcher canisters for their Naval Strike Missiles. To what extent has Aerobond benefitted from its strategic expansion into defence?

It was a big turning point for us in the defence industry and the Kongsberg deal was a real game changer. It really demonstrated our ability to be able to deliver a complex program that was high stakes for the defence industry, and it really has raised our profile immensely within the industry. Defence is a long-term stable and exciting sector and it's one of key strategies to work more towards.

The aviation industry is a cutthroat industry and can be very up and down. There's not a huge amount of continuity and you don't know what's coming around the corner. For us to grow as an organisation, it was about getting a stable sector involved in the business. Defence and Kongsberg enabled us to reinvest in the growth of the company and push forward with the innovations we've helped them with over the last couple of years. The partnership that we have with Kongsberg has really strengthened our reputation is we are now known as a trusted manufacturer in the defence space.

Have your ambitions in the defence sector grown since the Kongsberg deal?

Absolutely. Last year I went overseas to meet with Lockheed Martin and it's opportunities like this that it has opened up for us to pursue a range of different avenues. As the defence sector for Aerobond starts to grow, it's really a perfect match for our capabilities. We will look to expand again, deepen our relationships with our current stakeholders and to take on some larger, more complex defence projects. It's a really exciting time for us and the sector.

You have exhibited in the past at the Avalon Australian International Airshow. Will you do so in March and if so, how do you hope it will benefit Aerobond?

It's one of our major exhibitions for the year and it's an incredible platform to showcase what we do both in aviation and defence, and to connect with industry leaders. It's the one time you get to explore new partnerships, where big organisations participate and actually talk with the SMEs. It also provides opportunities for companies like ours to stay at the forefront of aerospace and defence and showcase our capabilities. It's always a great opportunity to discover new offerings, learn about emerging trends and enquire about fast growing technologies.

Looking ahead, what would you like Aerobond to have achieved by the end of the decade?

I'd like Aerobond to be recognised as a global leader for advanced manufacturing for aerospace and defence. That means continuing to innovate and expanding into international markets. It means creating more jobs and opportunities for South Australians and maintaining our quality and safety standards and existing relationships. We will hold true to the core values we have at Aerobond and this will enable us to move to the next level of growth and success.

In aviation we are now the largest MRO in Australia for what we do in the structures area. We've got some big things happening in 2025, especially in aviation and the defence space. Expansion is a key priority for us, and ensuring we have the right personnel to support that growth is just as important."



TAFE SA EDUCATION PARTNERSHIPS

Our Education Partnerships team are committed to supporting the Defence Industry and working to provide education for the future defence workforce. Through tailored training solutions, TAFE SA can design and deliver high-quality learning programs to meet specific needs across the ever-expanding defence industry.

- > **ENGINEERING**
- > **CYBER SECURITY**
- > **HUMAN RESOURCES**
- > **ELECTRONICS**
- > **PROJECT MANAGEMENT**



Government of South Australia

NEXT STEPS

For more information or to schedule an appointment with our Education Partnerships Team, scan the QR code or go to tafesa.edu.au/industry/partnerships



Axiom Drives Innovation in Defence

It's well-accepted at Axiom that there is no such thing as a meteoric rise for SMEs in the Australian defence sector.

After more than a decade of strategy, investment and sheer hard work, Axiom Precision Manufacturing is now building a significant footprint.

The Adelaide family-owned business has a long-standing relationship with BAE Systems, is contracted to produce ground support equipment for the Royal Australian Navy's guided missile program, as well as the Orion Multi-Purpose Crew Vehicle (MPCV) reusable spacecraft for Lockheed Martin as part of NASA's Artemis Moon program.

Being part of AUKUS is also on its radar.

"We've been working on exporting to the US and UK and growing those opportunities for 10 or 12 years," said Axiom's General Manager Craig Maynard.

"We've been pushing towards the US and now we're finally starting to get some traction."

Axiom was one of the first Australian companies to join the AUKUS supply chain and is awaiting its initial contracts.

"That's certainly the first step. Future contracts are slated to come as long as we're competitive.

"US exports for the Boeing Apache program are growing and that gives you credibility with other US customers.

"They can see that other US Primes are working with you and that helps reduce the risk for other customers to come on board, especially when they are looking at export suppliers.

"Also, being on the Australian submarine supply chain with ASC, they can see you've already been working in that space since 2013. When they see that history, it helps prove you've got the pedigree."

The Wingfield-based company's impressive list of clients and contracts would have unimaginable when it began trading in 1979 in a very different guise. But the collapse of the Australian car manufacturing industry forced it to pivot.

"We were 90 per cent automotive manufacturing, producing plastic injection mould tooling and production machined components" Craig said.

"We started the transition away from automotive in 2008, moving very slowly with defence and it's just grown from there.

"We are now we're 90 percent defence and aerospace."



Role of DTC

Membership with the DTC, Craig said, is a key component of Axiom's rise.

"It certainly opens up a lot of opportunities.

"Fred Hull, Axiom's Aerospace and Defence Manager and former DTC board member has been a very strong supporter and attended many events. That has led to a lot of opportunities.

"The DTC arranges tours of local SME's and also advises companies when overseas Defence primes are coming to Adelaide so we can arrange visits to Axiom.

"Without a doubt, being a member of the DTC has gone a long way to help us progress to where we are today."

"Without a doubt, being a member of the DTC has gone a long way to help us progress to where we are today."

Building Trust

But even with the DTC, AusIndustry, Defence SA and the state government in your corner, it takes time to make significant headway in the Defence sector.

"It requires building a lot of trust and then having the evidence to back up what you say with previous projects," Craig said.

That trust demands a lot of time and a lot of travel.

"We travel to the US normally two to three times a year to visit customers and attend trade shows.

"This shows them that you're committed.

"If you try and do it sitting in Adelaide on a Teams call, it's a very slow process.

"They also love coming to Australia and it's very important because they can physically see the capabilities, the facility and the sorts of products you produce.

"But they're less likely to come over if you're not going over to them too. And when they do come, they may not visit you."



The 2020s has seen the video call catapult to the forefront of business communication but Craig said that when doing business underpinned by lasting relationships, the format can't compete with meeting in person.

"If you can get a one-on-one, face-to-face visit, you can get a lot more information than you would on a Teams call just because you can have that impromptu conversation.

"You can sit around having a coffee and it's much more personal than sitting on a Teams call, especially when videos aren't on.

"You can't see people's facial expressions and body language so it makes it very difficult whereas a face-to-face visit or a dinner, going out for a beer afterwards, that's where a lot of relationships are built where you can talk about family and what's happening on the weekend."

"It reinforces the fact that if Defence puts confidence in SMEs, they can produce something quite quickly and effectively with sovereign capability."

Avalon Presence

Axiom will showcase its wares at the Avalon Air Show in March, with a pod on the Defence SA stand and a display in the Lockheed Martin Chalet.

Craig stressed the importance of having a presence at the three big Australian trade shows.

"We're noticing more international businesses and customers coming, so it's a good way to catch up with previous contacts but also to meet new international contacts.

"It then helps when you do go to the US or the UK to strengthen those opportunities because you've already met them in Australia."

Award Success

And he said Axiom's Teaming Award at the DTC's recent awards night has lifted the company's profile and underlined the merits of doing business with Australian suppliers.

Axiom was part of the ACRE consortium with CruxML, RFTEQ and Ebor Systems which delivered the CATJAT (Complex Adaptive Threat Jammer Technology) – a lightweight wearable device enabling the operator to manoeuvre safely through highly contested environments, where improvised explosive devices are present.

"It's significant because it really shows what SMEs can achieve when they work together," Craig said.

"It brought together four companies that had complementary capabilities and were able to produce world leading technology.

"And the award highlights the value of the product that we produce.

"Comparable products in the US cost around \$200 million to develop and CatJat Micro is not even a tenth of that cost and is more technologically advanced.

"It reinforces the fact that if Defence puts confidence in SMEs, they can produce something quite quickly and effectively with sovereign capability.

"I believe it will help us secure future contracts by showing we can team together, manage, design and produce highly complex systems or sub-systems.

"It's also great publicity for the other members of the team who are all SMEs and looking to grow capability."

What does the future hold?

Another decade on, Axiom plans to be one of the heavy hitters in the Defence sector.

"We are positioned for strong growth," Craig said.

"We have built a large facility that we can expand into relatively quickly with a focus on Australia, US and UK aerospace programs.

"There are certainly a lot of growth opportunities.

"It's about making sure we can get the right people and train a lot of apprentices which we're in the process of doing. Along with making the most of the Defence and aerospace projects that are coming up."

Next Gen Defence Leaders Show the Way in Shift to Nuclear

Building Australia's Nuclear Leadership: New Research Explains How



Back (R-L): Matthew Kennedy - Northrop Grumman Australia,
Dan Wellman - PMB Defence, David Kameniar - De Stefano &
Co and Angelynn Lim - Hendon Semiconductors.
Front: Barbara Solomos - BMT.

Australia's transition to nuclear-powered submarines under the AUKUS trilateral partnership will require a dedicated effort and a significant shift in mindset according to a new study presented by a group of future Australian defence leaders.

A research paper from the Defence Teaming Centre's Defence Industry Leadership Program (DILP) explores how Australia can cultivate the necessary expertise, workforce, and public trust to support the shift to nuclear. The study, *Building Australia's Nuclear Leadership*, highlights the importance of embedding a nuclear culture that prioritises safety, security, education, and public engagement.

DILP is now in its 15th year and is one of the 22 initiatives funded under the South Australian Defence Industry Workforce and Skills Action Plan. Its alumni include current industry leaders representing a broad range of organisations from Primes to SME's and academia.

The Nuclear Mindset: A Cultural Shift

The study argues that success in nuclear-powered defence capabilities is not just about infrastructure—it requires a shift in mindset.

"It's about creating a culture based on principles that guide how nuclear projects are executed," explained Barbara Solomos, a mechanical engineer with the marine consultancy BMT and who is a co-author of the DILP study.

"This mindset fosters an environment of safety, responsibility, and a shared commitment to a sustainable and successful nuclear industry."

A key recommendation is the creation of a Nuclear Technology Centre, modelled after Australia's Space Centre, to educate the public and dispel long-standing myths about nuclear energy.

"Many Australians associate nuclear power with disasters like Fukushima or Chernobyl," says Solomos.

"A dedicated centre can demonstrate the safety, applications, and benefits of nuclear technology, including its role in medicine and energy security."

Building a Skilled Workforce

Developing a skilled workforce is critical to supporting Australia's nuclear ambitions. The study calls for stronger industry and education partnerships, including integrating nuclear science into school curriculums and expanding university programs.

"A highly capable workforce is key to ensuring Australia's ability to sustain nuclear-powered submarines," said Solomos.

"We need national programs that encourage students and professionals to enter nuclear-related fields and build career pathways across the country – not just in Adelaide and Perth, but nationwide."

A National Nuclear Vision

A central recommendation from the study is the need for a unified national nuclear vision, aligning government, industry, and the public. This would serve as a guiding framework for shaping nuclear policy, regulatory practices, and public engagement strategies.

The study also highlights opportunities for Australian businesses, particularly SMEs, to integrate into global nuclear supply chains.

"Although Australian content in the nuclear-powered submarines may not mirror previous programs, the involvement of local businesses in maintenance and other key sectors presents a new horizon for growth and innovation," says Solomos.

Shaping the Future of Nuclear in Australia

The successful implementation of the AUKUS agreement depends on more than technological advancements—it requires public trust, education, and a long-term strategy. The study urges policymakers, industry leaders, and educators to come together to develop a robust, informed, and resilient nuclear sector.

"Public engagement is critical," says Solomos.

"Legitimising our efforts, helping people understand why we're pursuing this path, and how it benefits them will not only create career opportunities but also shape Australia's nuclear aspirations for generations to come."

Recommendations for Australia's Nuclear Future

The new study identifies six key recommendations to drive the development of Australia's nuclear sector:

- 1. Development of a National Nuclear Vision:** A clear national vision with an underpinning strategy to embed the nuclear mindset, providing clear direction to Defence, industry, and the public.
- 2. Development of a Nuclear Technology Public Portal:** To provide a single source of truth for Australia's nuclear projects, providing clear government-endorsed information with a robust anti-disinformation strategy.
- 3. Establishment of a Nuclear Technology Centre:** The development of a centre focused on public education and engagement.
- 4. Development of a "Public Mindset" Document:** A tailored nuclear mindset document to address the public mindset around nuclear power to maximise understanding and acceptance of nuclear technology.
- 5. Development and Implementation of a Clear and Robust Public Engagement Strategy.**
- 6. Strategies to Build Nuclear Mindset into the Workforce:** Expanding early industry engagement with schools, creating higher education schemes with a nuclear focus, and building clear pathways for skill retention.

The full research paper is available now and provides valuable insights into how Australia can navigate the challenges ahead and establish itself as a leader in nuclear technology. To access the research paper, scan the QR code below or visit the DTC website.





Fill Your Diary in 2025

25-30 MAR AVALON AUSTRALIAN INTERNATIONAL AIRSHOW

2 APR DEFENCE INDUSTRY 2025

3 APR CONNECT@DTC WITH CITY OF MARION

6-9 APR AIR, SEA, SPACE 2025 IN MARYLAND, USA

10 APR FACTORY OF THE FUTURE - LINE ZERO TOUR

MAY DEFENCE LEADERS BREAKFAST (DATE TBC)

4-6 NOV INDO PACIFIC INTERNATIONAL MARITIME EXPOSITION IN SYDNEY

18-21 NOV MILCIS CONFERENCE 2025 IN CANBERRA

5 DEC DTC DEFENCE INDUSTRY DINNER AND AWARDS CEREMONY

*The events calendar is up to date at the time of publication. For a full and updated list of DTC events, see the DTC website.



Anchoram is a veteran owned and run firm. It provides a spectrum of data, cyber and insider threat security expertise. Our cross-disciplinary team includes veteran cyber, protective, and personnel security experts. Anchoram's clients include start-ups to multi-national companies and federal agencies across the Space, Defence, and Critical Infrastructure sectors.

Anchoram's DISP Application Support Services include providing advice and assessment of eligibility and suitability including:

- Application management
- Development of any policies, procedures, registers, or processes to support the application
- Security Awareness training - delivery to personnel and contractors
- Assurance - Audits and quality reviews to identify and address security gaps

We also offer ongoing support to DISP members through Anchoram's Security Officer as a Service (SOaaS) offering.

W: www.anchoramconsulting.com/au/industries/defence/disp-application-support

T: 1300 042 833

US Shipbuilder Taps Into South Australian Manufacturing Capabilities

Five South Australian manufacturers are scaling up their growth ambitions after being selected by Huntington Ingalls Industries (HII) Nuclear Australia to prepare for entry into the US naval shipbuilding supply chain.

In late 2024, HII flew in a team of experts from the United States to conduct Supplier Technical Assessment and Validation (STAV) reviews – a comprehensive audit of the businesses' existing capabilities.

With the support of \$1 million in South Australian Government funding, participants are now being fast-tracked to supply chain readiness, at which point they may contribute to the construction of the Virginia Class Submarines and other major naval shipbuilding projects.

An early outcome of the Memorandum of Understanding signed by the US' largest shipbuilder and the Government of South Australia, the Supplier Capability Uplift

Program demonstrates how the partnership between AUKUS nations can, and should, extend beyond the spirit of collaboration to include practical knowledge and capability transfer between sovereign nations.

Tim Brown, Vice President Operations – HII Nuclear Australia, says that HII, in partnership with the South Australian Government, is committed to enhancing the capabilities of local suppliers, "ensuring they are well-positioned to provide sovereign support for the construction and maintenance of conventionally armed, nuclear-powered submarines in Australia and the integration into the US Navy's Virginia Class Submarine program supply base."

"We were highly impressed by the capabilities showcased by South Australian industry, especially from companies that are not yet part of the Australian defence supply chain," Mr Brown said.



Need a better Quad Chart?
 Boylen has the experience.
 Writing, editing + design.

boylen.com.au
 Contact us today on 08 8233 9433.

indra

Boylen +



“Their potential is clear, and we are eager to continue engaging with these businesses as we work toward integrating them into the shipbuilding and submarine production supply chains in the United States.

“This collaboration marks an exciting step forward in strengthening our global partnerships and enhancing supply chain innovation.”

Located just a few minutes’ drive from the Edinburgh Defence Precinct, Century Engineering is an engineering and manufacturing powerhouse, already supplying fabricated and machined parts for the Collins Class Submarine sustainment program.

Managing Director David Heaslip believes this experience will allow the business to quickly progress into the US nuclear submarine build and sustainment programs.

“Any new build program will have a period of learning as a prerequisite to becoming suitably qualified and experienced,” Mr Heaslip said.

“HII provided an insightful review of Century’s capabilities and offered advice and comments in a transparent manner which allowed us to learn a lot about the requirements for the US Nuclear Submarine Build & Sustainment.

“Every defence project Century undertakes is an opportunity to further improve our capability. Becoming a trusted supplier to HII would mean lasting capability improvement for our business and workforce.

“This, in turn, positions us well to support Australia’s highly complex and demanding future submarine build and sustainment needs.”

With 50 years of business under its belt, another participant, H-E Parts International (HEPI), was selected by HII for their in-house engineering capability – having specialised in the engineering, manufacture, and production of intricate parts for the mining industry.

“These capabilities, combined with our commitment to continuous improvement and innovation, make us uniquely suited to meet the strict requirements of the Supplier Capability Uplift Program and the broader US supply chain,” says Shane McEvoy, HEPI Branch Manager.

“In the short term, the program will enable us to further enhance our operational processes, aligning them with military standards and improving productivity, efficiency, and consistency across our manufacturing capability,” he said.

“This will strengthen our internal practices and reinforce our reputation as a dependable supplier of precision components.

“In the longer term, participation in this program, through the facilitation of the [SA] Department of State Development, positions our business to expand its capabilities and diversify its market opportunities.

“By meeting the rigorous requirements of the US military, we will build the expertise and credibility needed to pursue future collaborations in the defence sector.

“This strategic alignment will enable us to foster sustainable growth and create new opportunities for our existing and future workforce.”

“We were highly impressed by the capabilities showcased by South Australian industry, especially from companies that are not yet part of the Australian defence supply chain.”

- Huntington Ingalls Industries (HII) Nuclear Australia

The Supplier Capability Uplift Program comes at a time of unprecedented State and Federal Government investment designed to support local businesses develop the capabilities and workforce required to contribute to the major defence projects on South Australia’s horizon – including the future construction of the most complex and advanced machines our nation has ever built, the SSN-AUKUS Class of nuclear-powered submarines.

In 2024, government funding for South Australia’s defence industry workforce and broader STEM skills development initiatives tipped over \$300 million – including the establishment of five new Technical Colleges across metropolitan and regional South Australia, as well as funding for 1030 AUKUS-aligned university places.

Australian defence industry workers are undergoing international placements with businesses in the US and the UK to gain experience of working within nuclear-powered submarine programs and to grasp the associated uptick in skills and compliance.

And in early 2025, the Australian Government announced it is investing \$262 million to develop Australia’s AUKUS nuclear-powered submarine supply chain to help around 125 businesses across Australia to meet the high standards of submarine build and sustainment activities in AUKUS nations.

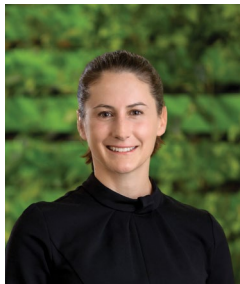
The first Australian-built SSN-AUKUS won’t be delivered to the Royal Australian Navy until the early 2040s, but South Australian people and businesses are already steaming ahead.

ESG Risks and Responsibilities in Defence

The Defence sector faces unique and complex challenges in meeting ESG (Environmental, Social, and Governance) compliance due to its high-impact operations and stringent regulatory environment. Balancing national security interests with sustainability goals requires careful navigation of environmental concerns, ethical considerations, and corporate transparency.



Emma Peters
Director | ESG team
+61 8 8228 1169
epeters@cowellclarke.com.au



Anna Young
Senior Associate |
Defence and Corporate
& Commercial teams
+61 8 8228 1170
ayoung@cowellclarke.com.au

Environmental, Social, and Governance (ESG) is an integral part of “business as usual” across all sectors, including the defence sector.

There are various factors driving businesses towards embracing ESG as part of their business strategies beyond pure compliance reasons, including drivers such as consumer sentiment, enabling access to capital through sustainability linked loans, and reputational benefits. Sustainability-related information is often a requirement as part of a tender process, including sustainability and climate data in your business strategy can be an effective way of winning business in future tenders and future proofing your organisation.

However, beyond business drivers, ESG has become a legal requirement, with the following being prominent examples.

Mandatory Climate Reporting

Australia introduced mandatory climate reporting, commencing 1 January 2025. The requirement to report is being phased in based on the size of the entity.

Reporting is extensive, with entities being required to produce annual sustainability reports which address disclosure requirements under the headings of governance, strategy, risk management, and metrics and targets.

Key challenges for entities in the defence sector include:

- As a sector that is resource heavy and often operates over multiple jurisdictions, the supply chains and operations of the defence sector pose unique challenges for climate reporting, in particular with undertaking climate risk assessments and calculating greenhouse gas emissions.
- There has been a rise in litigation against entities making climate and sustainability disclosures for greenwashing (i.e., misleading and deceptive conduct). Ensuring that you are making disclosures based on credible, evidence-based data is critical to mitigating the risk of greenwashing in this space.

Modern Slavery Reporting

The *Modern Slavery Act 2018* (Cth) (“Act”) requires businesses with an annual consolidated revenue of \$100 million to submit yearly modern slavery statements.

This statement must outline what the reporting entity is doing to assess and address modern slavery risks in its global and domestic operations and supply chains.

With penalties due to be introduced under the Act, key challenges for entities in the defence sector include:

- Supply chain mapping: sensitivities around providing

the names and details of suppliers to reporting entities who request this information may make tasks such as supply chain mapping more difficult. These issues can be overcome somewhat by working with reporting entities collaboratively, explaining the sensitivity around this data, and providing non-sensitive information such as jurisdiction and industry classification data which can still be used by the reporting entity to risk assess their supply chains.

- Organisations being “named and shamed” for being linked to suppliers with known linkages to forced labour and broader worker exploitation. Accordingly, there are risk management and reputational benefits to engaging with this space early.

Director Duties

Failing to adequately consider and act on ESG risks and compliance obligations can amount to a breach of directors’ duties under the Corporations Act 2001 (Cth). In particular, the mandatory climate reporting legislation requires directors to sign off on the sustainability statements produced and certify that the sustainability statements are compliant with the reporting requirements. Accordingly, when engaging in this space, it is important that the board is upskilled in the ESG space with regular reporting and oversight over progress.

Conclusion

The ESG space poses unique challenges and opportunities for entities in the defence industry. However, integrating an ESG strategy into your business strategy can have an array of commercial, reputational and ethical benefits.

AI GENERATIVE

From reducing carbon footprints in military logistics to ensuring responsible supply chains, defence companies must address growing scrutiny from governments, investors and the public. The Defence Teaming Centre asked industry experts to address the key issues and emerging trends in ESG compliance for the defence sector in 2025.



JOHNSON
WINTER
SLATTERY

Dr Pamela Hanrahan
Consultant
+61 2 9392 7407
pamela.hanrahan@jws.com.au

We think stakeholder expectations and regulatory requirements in ESG will continue to escalate in 2025. The key issues in ESG compliance for the Defence sector will include managing demands for increased reporting and transparency, staying across international developments in AI regulation, and navigating procurement risks in a more complicated geopolitical environment.

Regulators and stakeholders increasingly expect transparency in three key areas: climate change and the energy transition; nature, biodiversity and the environment; and societies and people, including human rights. Stakeholders and regulators want to understand both how Defence businesses are impacted by these factors, and how businesses (and the products and services they supply) impact on them.

Greater transparency includes both mandatory reporting (including under modern slavery and workplace gender equality laws, and new climate-related financial disclosure requirements) and expanding “voluntary” disclosure that stakeholders – including investors and

Defence industry customers – expect. For example, stakeholders may be looking for reporting against the UN Global Compact’s sustainable development goals, on community and First Nations relationships, or on nature-related impacts under the new Taskforce for Nature-related Financial Disclosure guidelines.

In particular, the introduction from 1 January 2025 of new mandatory climate-related financial reporting in Australia will require a significant investment of time and resources across the sector, and not just for the larger companies that must provide a detailed “sustainability report” in their annual report. These reporting entities will need data from the smaller companies they finance or transact with in supply chains to meet their extensive disclosure obligations.

Providing accurate and timely information about climate, environmental and societal impacts under mandatory reporting frameworks or when key stakeholders demand it can be onerous. This is an issue across all sectors, not just Defence.

The Defence sector will also need to focus on managing the human rights and societal implications of technological innovation, particularly in AI. The pace at which AI is developing and its rapid take-up in Defence applications are outpacing regulation. Different jurisdictions have adopted different approaches to the use of AI in high-risk settings, which creates challenges for companies operating in global markets. A new international scientific report on the safety of advanced AI, published in January 2025 ahead of a planned AI safety summit in Paris, signals further developments.

For the Defence industry, this often means trying to meet conflicting standards or anticipate emerging standards for the safe and responsible use of AI.

More broadly, the debate about using AI to enhance Defence capability raises questions about the ethical responsibility of the sector to understand and police the use to which its products and services will be put by end-users.

We are also seeing increased ESG risk in procurement and supply chain relationships. Geopolitical tensions and more volatile domestic politics can interfere with the functioning of the societal institutions and norms that promote accountability and guard against corruption, money laundering, political interference, disinformation, cyber crime and the like.

This instability is affecting the complex commercial and political ecosystems within which the Defence industry operates and can leave it more exposed to counterparty risks in these areas. The third challenge for 2025 will be remaining vigilant to ensure governance arrangements and controls are adequate to mitigate these risks.

ESG Risks and Responsibilities in Defence



Rebecca Sinclair
Lead Partner Defence
Industries

With the recent changes to the Corporations Act 2001, organisations must navigate an intricate web of compliance obligations expected to be effective from 2025 onwards. The defence sector, is no exception, understanding and adhering to obligations is essential to meet legal requirements.

In addition to several existing Social and Governance requirements including Modern Slavery and Export Control requirements, from 2025, all organisations in Australia must adhere to new Environmental legislation with the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Bill 2024. This amendment introduces a new climate-related financial disclosure regime under the Corporations Act 2001, with detailed standards maintained by the Australian Accounting Standards Board (AASB) and the Australian Auditing and Assurance Standards Board (AUASB) in addition to the National Greenhouse and Energy Reporting (NGER) framework.

This legislation mandates phased mandatory reporting based on organisation size and emissions thresholds:

- **Group 1:** (reporting from 1 January 2025) includes entities exceeding NGER thresholds and two of the following: \$500 million or more in revenue, \$1 billion or more in gross assets, or 500 or more employees.
- **Group 2:** (reporting from 1 July 2026) covers other NGER reporters and entities meeting two criteria: \$200 million or more in revenue, \$500 million or more in gross assets, or 250 or more employees.
- **Group 3:** (reporting from 1 July 2027) includes entities meeting two of the following: \$50 million or more in revenue, \$25 million or more in gross assets, or 100 or more employees.

Organisations in the defence sector often have extensive international supply chains, which increases the complexity. These organisations must comply not only with Australian regulations but also with those from other regions involved in their supply chain. For instance, component manufacturers in Europe may be subject to different ESG standards compared to those in North America or Asia. This necessitates a comprehensive understanding of global ESG requirements to ensure compliance across all facets of the supply chain and operational jurisdictions.

Fuel and energy are critical supply chains for the defence and aviation sectors. Implementing technical upgrades and integrated strategies such as alternate fuels and energy sources to reinforce and diversify the supply chain is vital to the capability of defence sector. To ensure sovereign energy stability, industries, departments, and sector participants need to coordinate practical, sustainable and compliant approaches to strengthen the supply chain. Integrating alternate fuels and energy into existing structures presents technical,

and economic hurdles that require coordinated strategies for compliance.

Given the dynamic nature of ESG regulations, technology can play a pivotal role in helping organisations manage compliance effectively. Tools such as KPMG's Climate Policy & Regulatory Dashboard offer real-time insights into global climate policies, covering key topics within energy, emissions reduction, transportation, and more. This consolidation allows businesses to make informed, strategic decisions and build a resilient, climate-conscious future.

Trusted generative AI compliance solutions represent another innovative approach. These solutions can process legislative and policy requirements, extract obligations, and match them with appropriate controls. By leveraging trusted AI, organisations can better understand the implications of policies, undertake climate risk assessments, and develop comprehensive governance strategies, including:

- Assess climate risks and opportunities related to their operations and supply chains.
- Conduct gap assessments to evaluate compliance maturity and identify areas for improvement.
- Develop robust climate data collection and reporting mechanisms to meet regulatory requirements.

The introduction of new and constantly changing legislation with the complexity of international supply chains can make ESG compliance a daunting task. However, by leveraging advanced technology solutions and staying abreast of global regulations, organisations can navigate this evolving landscape effectively.

For more, please contact Doris Pallozzi Partner - ESG Advisory & Assurance, dpallozzi@kpmg.com.au.

DTC Appoints Kerryn Smith to Lift Defence Mid-Tier



Kerryn Smith has been appointed as the DTC's General Manager: Capability Development.

Her primary role will be to grow the capability and capacity of Australia's defence industry mid-tier in collaboration with primes, state and federal government and the Department of Defence.

Kerryn joins DTC from Legacy Club of South Australia & Broken Hill Inc where she served as CEO for the past three years.

She is an experienced leader in the Australian defence sector. Her career began in the Royal Australian Airforce and besides her most recent appointment at Legacy Club, she also served as the Deputy CEO of the Defence Teaming Centre for seven years from 2010 to 2017 and was the CEO of the Australian Industry and Defence Network (NT) for nearly four years between 2017 and 2021, amongst other key Defence sector roles.

"I am delighted to be back in the fold at the DTC and to be supporting our members to grow and take advantage of a fast-evolving industry that is brimming with opportunity," said Kerryn.

"My role is to facilitate collaboration between primes, SME's and the broader government ecosystem that shape our sector. I am focused on providing real value to our members to allow them to grow their capability and their business."

Kerryn will report directly to DTC CEO Libby Day.

"Kerryn is a proven industry enabler with a strong network who understands the sector intimately," said Libby.

"She will work closely with me to ensure that we are meeting the needs of our diverse member base and we have no doubt she will be invaluable in our drive to grow the mid-tier of the Defence sector in what is a particularly pivotal time for them."



THE DEFENCE GRADUATE LEARNING PROGRAM

A MUST FOR GRADUATE ENGINEERS WISHING TO EXPLORE THE DEFENCE SECTOR



The award-winning *Graduate Learning Program - Defence Industry* is an 18-month self-paced course that equips graduate engineers with the skills they need to thrive in the complex world of Defence. Participants gain essential knowledge and critical insights into the structure of Defence, the strategic environment and capability development and procurement to enhance their ability to contribute effectively to Defence related projects and initiatives.

By integrating industry-specific training with engineering skills development, this program empowers graduates with the autonomy and confidence needed to make significant contributions to their teams and Defence projects.

Interested businesses and graduates can contact Engineers Australia's training division, Engineering Education Australia by emailing graduate@eea.org.au. The next intake for the program is scheduled to start on 6 May 2025. Enrolments will close on 25 April.

Visit the Engineering Australia stand at the Avalon International Airshow to learn more.



Unlocking Greater Value In Defence Businesses



The valuation of tech-focused defence businesses is on the rise, fuelled by the far-reaching potential applications of intellectual property. Amid strong merger and acquisition (M&A) activity in the defence industry, companies are actively seeking growth opportunities in a sector marked by significant expansion and investment focus.

Market participants are focusing on intellectual property, both in terms of its current utilisation and broader potential. Potential buyers are taking note of companies with solid contracts and demonstrated applications of proprietary technology across various defence related domains. In some cases, companies may be underestimating their full value, which could lead to them selling themselves short during negotiations.

Despite the rising interest rate environment, small and medium sized enterprises (SMEs) are actively participating in M&A activities, indicating robust enthusiasm. Australia's long-term defence investments, including electronic warfare capabilities, and substantial upcoming projects are driving a positive industry outlook.

Certain players within the defence industry may be involved in technology-based research and development activities, that may have valuable intellectual property. It is not solely about current earnings, but about the untapped revenue potential this IP can unlock in markets beyond defence, ranging from space exploration to sports fields.

Beyond the current numbers

Valuing an SME in the defence sector often goes beyond traditional financial metrics and should encapsulate the firm's strategic positioning within the market, its historical performance, and its future growth potential. The common valuation approaches are:

- **Earnings Multiple Method**
Involves the multiplying of normalised earnings and considers growth prospects, contract pipelines, market conditions and the acquirer's cost of capital.
- **Revenue Multiple Method**
Involves the multiplying of annual revenue and is often applied to firms with high revenue growth models.
- **Discounted Cash Flow**
Discounts forecast cash flows to their present value. Often applied where revenue and cost certainties are high, such as defence contracts with predictable cash flows.
- **Other Specialist Valuation Methods**
A whole business valuation may be combined with subset techniques, such as

IP valuations, to help ensure individual components of an enterprise are carefully considered.

Factors Influencing Valuations in the Defence Sector

While IP and technology can unlock future commercialisation opportunities that add substantial value to an enterprise, other key areas that come under the valuation spotlight include:

- The overall trajectory of the defence industry
- The firm's profitability, revenue trends, cash flow stability and financial management
- The firm's market position and brand reputation
- Calibre of management and staff, company culture, and the firm's ongoing ability to attract and retain quality, skilled people

Get on the front foot

It is imperative for business owners to have a clear understanding of the current and future value of their enterprise and where it lies before entering commercial negotiations. They must also understand the early actions they can take to safeguard this value before discussing price.

This means taking a proactive approach to engage with an experienced valuations specialist early.

Obtaining specialist valuation advice when considering whether to buy or sell a business leads to informed decision making.

Get in touch

If you would like to understand the value of your defence enterprise, contact Lee Fuller at lee.fuller@williambuck.com. William Buck has a team of qualified valuers with extensive experience in the defence sector.

Bottom left: (L-R) Warwick Carter, Nick Carter and Darren Roles on the start line at the Rockleigh 105 race. Top right: On his ride, Darren Roles took a photo opportunity at Basket Range in the Adelaide Hills. Bottom right: (L-R) Veterans and Ascent employees, Nick Carter and Darren Roles, during the Rockleigh 105 race.



Ascent Marches on for Veterans

As a veteran-owned company, Adelaide-based SME Ascent will never abandon the warfighter.

Hence its unwavering commitment to Soldier On Australia's 'March On' fundraiser in support of veterans' mental health and in turn, helping to prevent veteran suicide.

The grim reality is that veterans aged 25-44 are 2.7 times more likely to take their own lives than civilians.

The virtual challenge invites anyone to walk, hike or run 96km in the month of March – the length of the Kokoda Track.

Ascent, which enhances Australia's sovereign capability through technology, training and skill development, is equally passionate about preserving the past – our veterans.

Their team finished third among 562 entrants in last year's March On, raising nearly \$20,000 for the cause.

That care and compassion for veterans is why so many of them continue to work in the Defence sector long after completing their military service.

Ascent's Strategic Partnerships Manager, Darren Roles, is one them.

He is well aware of the mental health benefits that exercise offers, especially when undertaken as part of a team.

"It's literally why I ride my pushbike to work," he said.

"Doing the exercise is good from a mental health point of view. That resonates with a lot of veterans because of the physical exercise and teamwork that it involves, working together.

"I've actually started bike riding with a bunch of folks from work, veterans and non-veterans."

Come March, Darren intends to up the ante for the 96km quest.

"I think this is my third year," he said. "We tend to make it a bit harder, we go out early, we go into hilly country and do a bit of hiking.

"You could make it a breeze; you could just walk around the Torrens if you want."

But in March, April, May or any month, physical exertion in a team environment acts as a drawstring to unite veterans who may be struggling with depression or any number of mental health challenges.

"It gives them an excuse to get out and do something together," Darren said.

"It also gives folks an excuse to lean on some of these blokes, guys and girls, who for various reasons don't want to socialise or don't want to get out and chat to folks.

"It's like, 'come on, let's go out and do this together'.

"And it gives them an opportunity to identify with a cause.

"Once folks experience that, they tend to be more likely to do more later. They know they can conquer other things.

"The confidence factor is a big one. They don't want to get out of the house but when they see something like this, they think, 'my mates are going to do it so I can't let them down'.

"It starts the ball rolling getting these people back in circulation and socialising around the place."

Ascent supports veterans both formally and via informal networks.

He said veterans share thoughts and hardships that only fellow vets can appreciate.

"When you join the military, you're not doing it to make a million dollars, you're doing it because you want to be part of something," said Darren.

"Part of the solution moving forward needs to be more recognition.

"Recognition of service and recognition of the sacrifices that these people made and continue to make."

Darren reflected on his own service and the fact his father served in Vietnam and was diagnosed with PTSD. Like Ascent, he remains committed to doing all he can to highlight and address the issues affecting so many veterans.

"It's a cliched thing but 'support the warfighter' is something our company does and that's one of our core beliefs," he said.

Be AUKUS-Ready with AD CG's Nuclear-Powered Submarine Masterclasses

Since the AUKUS agreement was signed in 2021, the government has provided little information to industry, specifically Small to Medium Enterprises (SMEs), to allow them to invest proactively in this nationwide initiative. Now in 2025, as AUKUS Pillar One ramps up, AD CG has stepped up to help rectify this knowledge gap and build this nationally significant capability.

AD CG is a veteran-owned business formed in 2009. One of Australia's first Defence Industry Security Program (DISP) accredited companies, AD CG has become a market leader supporting business and industry in becoming 'Defence and Government Ready' by offering security clearance sponsorship, DISP accreditation support and defence and nuclear consultancy services. In 2025, the company has grown to a team of 20, with further access to a global defence and nuclear-experienced talent network.

AD CG's signature initiative is the Nuclear Consultancy Group (NCG). The group is designed to accelerate AUKUS by providing expertise to government, industry and the academic sector. As one of Australia's few nuclear consultancy services, NCG offers a range of services tailored to the needs of the Nuclear-Powered Submarine (NPS) industry, whether for regulatory compliance, operational efficiency, safety, or nuclear maintenance and sustainment. 2024 saw NCG launch its Nuclear-Powered Submarine Masterclass with great success. The one-day masterclass is designed to provide an introductory overview to educate personnel involved, or who may become involved, in any aspect of AUKUS Pillar One.

The masterclass is presented by Giles Evans, Director of AD CG's Nuclear Consultancy Group. Giles retired from the British Royal Navy in September 2023, serving for almost 37 years as a Warfare Officer and Submarine Specialist. As a qualified nuclear engineering manager, he now leads AD CG's education and training output for stakeholders supporting AUKUS. His first-hand experience operating nuclear-powered submarines makes him well-placed to share practical advice that is much sought after by industry and academia. Most recently, Giles was invited to speak at the 2024 Submarine Institute of Australia conference and was featured on the Australian Defence Magazine podcast.

Giles has often stated, "It is quite easy to sit down and review technical information in a book or from a website about AUKUS Pillar One, but without first-hand NPS experience, it is difficult to put that information into context; our courses provide that necessary insight."

Feedback from the courses has been overwhelmingly positive. Toff Idrus, founder of TiRel Defence and Executive Consultancy, said, "As a former diesel submarine engineer, I found the masterclass both informative and insightful. While I was specifically seeking to understand the different technical support needs between a conventional and nuclear-powered submarine, which was provided amply, others found the course extremely useful in just understanding the enormity of the challenges and hence opportunities. Perfect for busy industry executives and those unable to access any official defence-sponsored courses and training."

Courses have been delivered across Australia and online, with class sizes varying from 3 to 16. Participants have come from a variety of industries, including public service, manufacturing, consulting and academia.

Course content can, and has been, tailored to meet the needs of individual clients, creating a bespoke masterclass that focuses on the material that clients want to explore. Popular sub-topics include obtaining a social license to operate, environmental concerns, Australian nuclear legislation and upskilling the workforce to become AUKUS-ready.

AD CG's 2025 Nuclear-Powered Submarine Masterclass calendar is now available on AD CG's website (www.adcg.com.au), with new dates and locations added regularly. Tickets can be purchased via Humanitix. Alternatively, you can contact the Nuclear Consultancy Group (ncg@adcg.com.au) for tickets, bespoke course enquiries or further information. The NCG looks forward to discussing how they can help you and your business become AUKUS-ready in 2025.



C O R P O R A T E P A R T N E R

Gold Partner



Silver Partner



Bronze Partner



P R I M E S U P P O R T E R



Charities of Choice

Legacy Club of South Australia and Broken Hill Inc
 Returned Services League of Australia
 See Differently
 MESHA - Military and Emergency Services Health Australia.

Associate Members

Defence Reserves Support SA
 Edith Cowan University
 Flinders University
 Indigenous Defence & Infrastructure Consortium
 RMIT University

South Australian Space Industry Centre
 The University of Adelaide
 University of South Australia
 University of Western Australia

BUILD WITH CONFIDENCE, ANYWHERE.



Image: Nackeroo Airfield, Bradshaw Field Training Area, NT



Image: AIR7000 Ph2B Hangar, NT



Image: Space Surveillance Telescope, WA

CONTACT

sitzler.com.au
 +61 8 8922 4000
 defence@sitzler.com.au

OFFICE LOCATIONS

DARWIN
 100 Pruen Road, Berrimah, NT, 0828

SUNSHINE COAST
 12/175 Ocean Drive, Twin Waters QLD 4565

ADELAIDE
 129 Greenhill Road, Unley, SA, 5061

PERTH
 Level 1, 10 Ord Street, West Perth, WA, 6005

EXMOUTH
 10 Nimitz Street, Exmouth, WA, 6005

CANBERRA
 Level 4, Suite 03 Civic Quarter, 68 Northbourne Avenue City, ACT, 2601





Reliability & performance from the ground up

APC Technology, proudly Australian owned and operated, has been at the forefront of ruggedised technology manufacturing for over 40 years.

Working directly with Defence, Primes and commercial operators, APC Technology delivers high performing, ruggedised equipment solutions engineered for aviation platforms.

Our technology solutions are in service at commercial and classified defence locations across Australia and throughout the world, delivering ergonomic design and durability, for people working in tough conditions.

Capabilities

- Design Engineering
- Product Prototyping
- Ruggedised Electronics
- Contract Manufacturing Build to Print
- Environmental Testing
- Sustainment & Obsolescence Management
- Project Management

Pioneers of aerospace electronic ruggedisation

- Display & Panel PC's
- HMI consoles
- Keyboards & trackballs
- Critical communications
- Air-portable generators
- Environmental testing of aerospace products for design pre-qualification

For more information call us on +61 8 8363 0400 or visit apctechnology.com.au

JOIN US AT

#Avalon2025

on the Defence SA Stand - 3M25 in Hall 3