



Training

Welcome to the

# **DOING BUSINESS IN DEFENCE**

## **WORKSHOP**

COMMERCIAL IN CONFIDENCE





Hello!  
...

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# SESSION AGENDA



## Doing Business in Defence Online Workshop

Thursday, 19 February 2026  
9:30 am – 12:45pm ACDT



Commercial in Confidence. duMonde International Pty. Ltd.

### TIME (ACDT)

09:30 – 09:45

09:45 – 10:05

10:05 – 10:25

10:25 – 10:45

10:45 – 10:55

10:55 – 11:15

11:15 – 11:40

11:40 – 12:00

12:00 – 12:25

12:25 – 12:35

12:35 – 12:45

1

2

3

4

5

6

### AGENDA

#### Welcome & Introductions

Defence Market Overview (Global & Local)

Defence Policy Outline & the Current Australian  
Defence Environment

The Integrated Investment Program (IIP)

#### Break

*1<sup>st</sup> Breakout Group Discussion*

Defence and Industry Relationships

*2<sup>nd</sup> Breakout Group Discussion*

The ADO & the 'Simplified Defence' Business Model

Winning Business in Australian Defence

#### Summary and Closing

# GLOSSARY

## DEFENCE ACRONYMS

Acronym	Description
<b>AAM</b>	Advanced Air Mobility
<b>ADF</b>	Australian Defence Force
<b>ADO</b>	Australian Defence Organisation
<b>AI</b>	Artificial Intelligence
<b>AIC</b>	Australian Industry Capability
<b>ASCA</b>	Advanced Strategic Capabilities Accelerator
<b>ASD</b>	Australian Signals Directorate
<b>ASDEFCON</b>	Australian Standard for Defence Contracting
<b>AUKUS</b>	Australia – United Kingdom – United States
<b>AUV</b>	Autonomous Underwater Vehicle
<b>C2</b>	Command and Control
<b>C4ISR</b>	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
<b>CASG</b>	Capability Acquisition and Sustainment Group
<b>CIOG</b>	Chief Information Officer Group
<b>CoA</b>	Commonwealth of Australia
<b>CNSS</b>	Continuous Naval Shipbuilding and Sustainment
<b>DARC</b>	Deep-space Advanced Radar Capability
<b>DIDS</b>	Defence Industry Development Strategy
<b>DIS&amp;T</b>	Defence Innovation, Science and Technology
<b>DSR</b>	Defence Strategic Review
<b>DSU</b>	Defence Strategic Update
<b>DoD</b>	Department of Defence
<b>DSTG</b>	Defence Science and Technology Group
<b>EDT</b>	Emerging and Disruptive Technologies
<b>EW</b>	Electronic Warfare

Acronym	Description
<b>FPR</b>	First Principles Review
<b>GDP</b>	Gross Domestic Product
<b>GPF</b>	General Purpose Frigate
<b>GSC</b>	Global Supply Chain
<b>GWEO</b>	Guided Weapons and Explosive Ordnance
<b>ICN</b>	Industry Capability Network
<b>IIP</b>	Integrated Investment Program
<b>IISS</b>	International Institute for Strategic Studies
<b>JCG</b>	Joint Capability Group
<b>LHD</b>	Landing Helicopter Docks
<b>LOTE</b>	Life-of-Type Extension
<b>ODIS</b>	Office of Defence Industry Support
<b>OPV</b>	Offshore Patrol Vessels
<b>NATO</b>	North Atlantic Treaty Organisation
<b>NDS</b>	National Defence Strategy
<b>NSSP</b>	Naval Shipbuilding and Sustainment Plan
<b>ODIS</b>	Office of Defence Industry Support
<b>RAAF</b>	Royal Australian Air Force
<b>RAN</b>	Royal Australian Navy
<b>RMC</b>	Regional Maintenance Centres
<b>SDIP</b>	Sovereign Defence Industrial Priorities
<b>SME</b>	Small and Medium Enterprises
<b>SPO</b>	Systems Program Office
<b>TRL</b>	Technology Readiness Level
<b>UAS</b>	Unmanned Aerial System
<b>UAV</b>	Unmanned Aerial Vehicle

# GLOSSARY

## SAAB-RELATED ACRONYMS

Acronym	Description
<b>ASW</b>	Anti-submarine Warfare
<b>ATM</b>	Air Traffic Management
<b>ATS</b>	Air Traffic Service
<b>AusCMS</b>	Australian Combat Management System
<b>CMS</b>	Combat Management System
<b>C4I</b>	Command Control Communications Computers and Intelligence
<b>CSI</b>	Combat System Integration / Integrator
<b>CSI-IPT</b>	Combat System Integration – Integrated Project Team
<b>CLCM</b>	Capability Life Cycle Manager / Management
<b>CUAS</b>	Counter - Unmanned Aerial System
<b>DHC</b>	Deployable Health Capability
<b>EPA</b>	Enterprise Partnering Agreement
<b>GBADR</b>	Ground-Based Air Defence Radar
<b>HST</b>	Home Station Training
<b>IAMD</b>	Integrated Air and Missile Defence
<b>I-ATS</b>	Integrated ATC Suite
<b>ISCMMS</b>	Integrated Ship Control Management and Monitoring System
<b>ISS</b>	Integrated Soldier System
<b>ISR</b>	Intelligence, Surveillance, and Reconnaissance
<b>NCS</b>	Naval Combat Systems
<b>NZDF</b>	New Zealand Defence Force

Acronym	Description
<b>QCS</b>	Queensland Corrective Services
<b>R&amp;D</b>	Research & Development
<b>SDA</b>	Space Domain Awareness
<b>SRAAW</b>	Short Range Anti-Armour Weapon System
<b>SSP</b>	Single Source Provider
<b>SQCP</b>	Southern Queensland Correctional Precinct
<b>TRS</b>	Training, Readiness & Sustainment
<b>UUS</b>	Uncrewed Underwater System
<b>VSHORAD</b>	Very Short-Range Air Defence
<b>WAMA</b>	Warship Asset Management Agreement

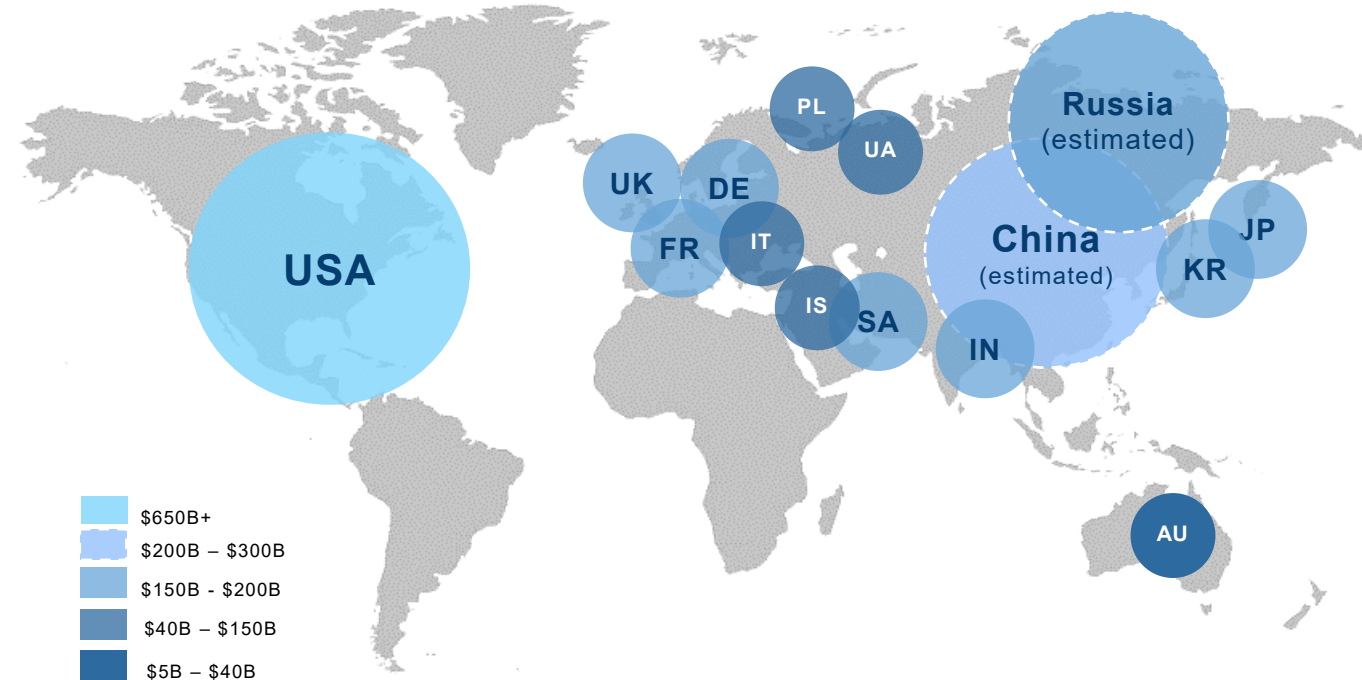


TOPIC 01

# Defence Market Overview (Global & Local)

# Global Defence Market 2025-26

Total Global Military Spending  
**US\$2.46 Trillion**

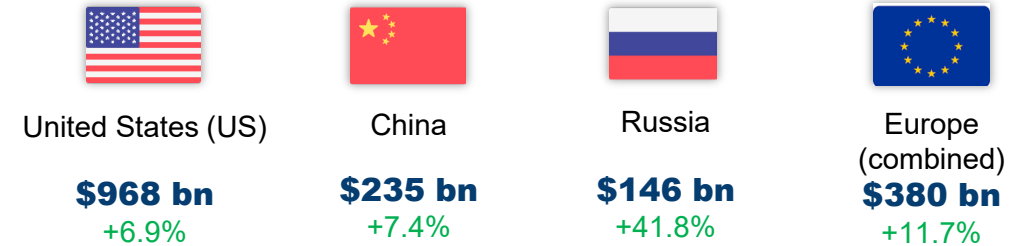


Real-terms growth increased by

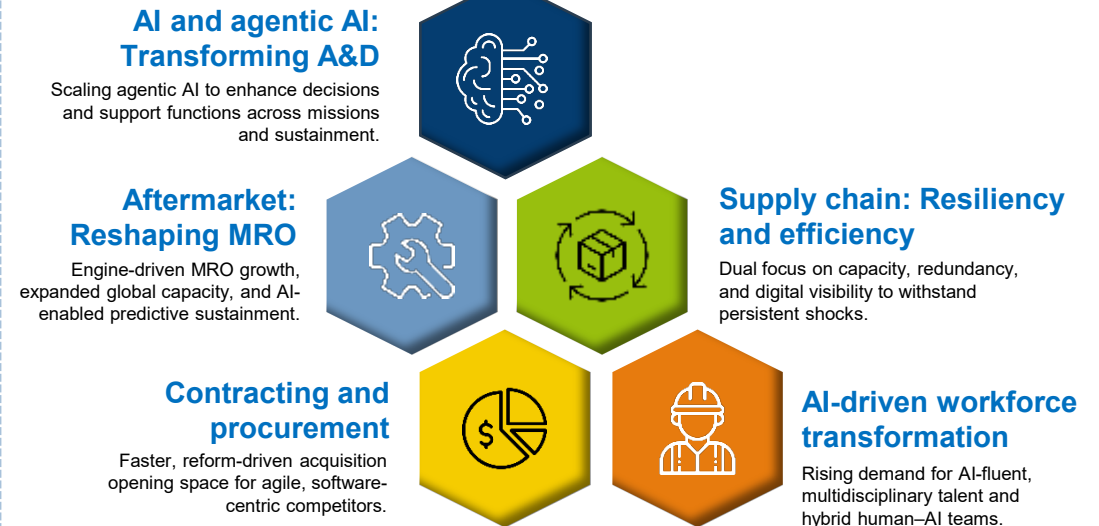
**7.4%** ↑

*\*Figures based on 2025 reporting on 2024 data. All amounts are in US Billion dollars. Unless otherwise indicated, US dollar totals are calculated using average market exchange rates for 2024, derived using IMF data. Dashed line reflects an estimate for the value of the Chinese and Russian defence budget in PPP (purchasing power parity) terms to take into account the lower input costs in these countries.- IISS Military Balance 2025*

## Top Global Spenders



## Key Trends Shaping Defence in 2026



*Deloitte 2026 Aerospace and Defense (A&D) Outlook Report*



# Global Defence Market 2025-26

## Top 10 Defence Spending by Country

Ranking <small>(based on IISS Military Balance 2025)</small>	Country	2024 <small>(USD Billions)</small>
1	 United States (USA)	\$968 ▲
2	 China (estimated)	\$235 ▲
3	 Russia (estimated)	\$145.9 ▲
4	 Germany (DE)	\$86 ▲
5	 United Kingdom (UK)	\$81.1 ▲
6	 India (IN)	\$74.4 ▲
7	 Saudi Arabia (SA)	\$71.7 ▲
8	 France (FR)	\$64 ▲
9	 Japan (JP)	\$53 ▲
10	 South Korea (KR)	\$43.9 ▲
11	 Australia (AU)	\$36.4 ▲

IISS The Military Balance 2025 Defence Spending and Procurement Trends

## Top 15 Defence Company by Revenue

2025 Rank <small>(based on Defense News Top 100)</small>	Company	Country	2024 Defence Revenue <small>(in USD Billions)</small>
1	 LOCKHEED MARTIN		\$68.3
2	 Raytheon Technologies		\$43.5
4	 NORTHROP GRUMMAN		\$36.6
5	 GENERAL DYNAMICS		\$36.5
6	 BAE SYSTEMS		\$32.2
7	 BOEING		\$31.7
9	 L3HARRIS™		\$16.9
10	 THALES		\$15.9
13			\$13.8
14	 AIRBUS		\$12.7
26	 SAAB		\$5.5

Saab AB global ranking: #26 in 2025 (up from #29 in 2024)  
Defense News Top 100 (2025)

### Key Market Insights

#### Market Concentration

US dominates both spending (\$968bn) and industry leadership with 7 of 10 companies.

#### Growth Drivers

Russia leads growth at 41.8%, driven by conflict. Global defence spending as % of GDP increased to 1.94%.

#### European Resurgence

Europe's defence spending rose 11.7% in 2024, with Germany becoming 4th largest spender globally

#### Industry Outlook

Top 10 companies generate >\$300bn combined revenue, with strong defence-focused portfolios (avg. 80% defence revenue)

# Key International Partnerships

To defend its interests, Australia must engage with Indo-Pacific partners through **bilateral and multilateral initiatives** to maintain regional stability and a favourable strategic balance.



## DEFINITION:

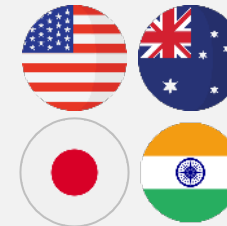
- **Bilateral initiatives** involve **two parties or countries** working together on a project or agreement, characterised by direct and exclusive interactions, often leading to agreements or treaties that are mutually beneficial.
- **Multilateral initiatives** involve **three or multiple countries** working together on a common goal or project, based on the principle of participation by multiple governments and are often shaped by international norms and institutions.
  - *This aims to address issues that are too large for any country to handle alone and require collective effort and cooperation.*

## Australia's key Bilateral, Trilateral and Multilateral defence arrangements



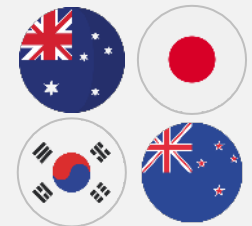
### Five Eyes Alliance

Secretive intelligence alliance between US, UK, Canada, Australia and New Zealand.



### The Quad

Diplomatic partnership between Australia, India, Japan and the US.



### NATO

Key Partners with NATO in the Indo-Pacific: Australia, Japan, South Korea and New Zealand.



### Australia-UK-US Alliance / AUKUS

Fundamental for our national security and the strengthening of ADF capabilities. The Government aims to enhance defence and tech cooperation with the US, UK and through AUKUS

# Local Defence Market

## Australia's Defence industry

“Comprises **businesses with industrial capability** providing products, services and capabilities for the Australian Defence Force (ADF) and international defence supply chains, including those contributing to national security beyond warfighting.”

- 2024 Defence Industry Development Strategy (DIDS)



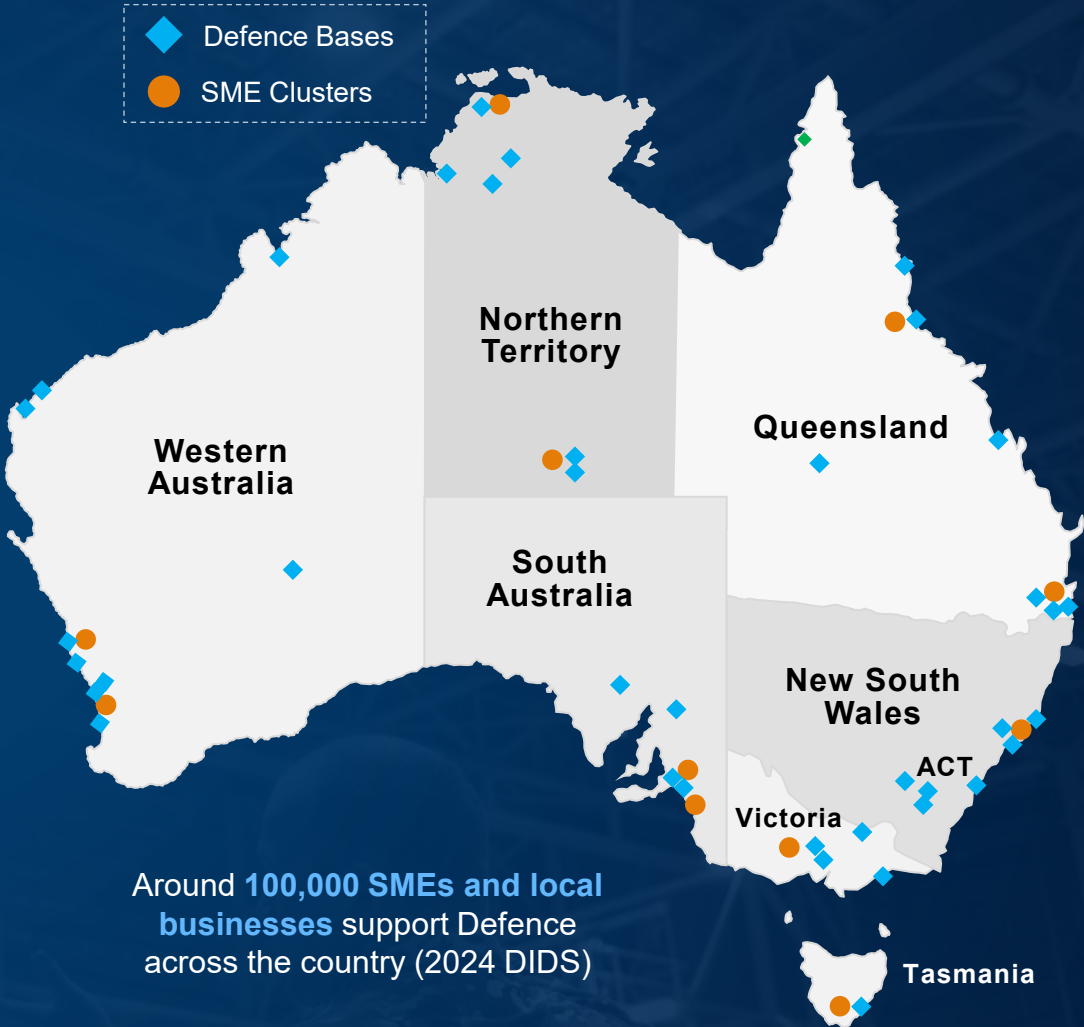
# The Australian Defence Industry

The Defence industry differs from other sectors within the Australian market because it is **primarily driven by government procurement.**

Australia's industrial base consists of:



Source: 2024 Defence Industry Development Strategy (DIDS)



Around **100,000 SMEs and local businesses** support Defence across the country (2024 DIDS)

# Top 15 Australian Defence Contractors (2024)

2024 Rank <sup>1</sup>	Company	Country	2024 Defence Turnover (in AUD Millions)	2023 Defence Turnover (in AUD Millions)	2023 Rank
1	BAE SYSTEMS		\$2000	\$1750	1
2	BOEING		\$1200	\$1250	2
3	Downer		\$1010	\$1030	3
4	ventia		\$1006.82	\$933.8	5
5	ASC		\$810.66	\$708.24	6
6	lendlease		\$790	\$955	4
7	Raytheon Australia		Est. \$738.19	-	-
8	babcock		\$692	\$621	7
9	LOCKHEED MARTIN		\$547.54	\$423.08	12
10	L3HARRIS		\$535.87	\$515.66	10
11			\$527	\$530	9
12	SITZLER		\$467.79	\$202.98	21
13	Nova Systems		\$457.4	\$421	13
14	SAAB		\$400	\$320.97	17
15	TOLL		\$392.63	\$440.74	11

ADM

Top Defence Contractor  
Contribution to the  
Australian Defence Industry

**\$15.71 bn**

2024 Top 40 Defence  
Contractor Total Turnover  
(8.27% Increase from 2023)

**\$1.3 bn**

Combined revenue of the  
2024 Top 20 Defence SMEs  
(44% Increase from 2023)

Australian Defence Magazine (ADM), ADM's Top 40 Defence Contractors 2024 (Issue: 7 Jan 2025) — FY2023/24 turnover.  
Raytheon Australia does not publicly disclose its defence revenue, but it is most likely ranked in the Top 10.

# Saab Australia within the Defence Industry



**\$400m**  
REVENUE (2024/25)  
(ADM Top 40 Defence Contractor)  
(issued January 07, 2025)

**1000+**  
Employees  
Saab Australia, Australia | Saab  
(accessed 21 Jan 2026).





**\$1.053bn**  
CONTRACT REVENUE  
(AusTender 2021-2025 Contract Notice)

- For over three decades, Saab Australia has developed and integrated technology to protect and empower Australia’s Navy, Army and RAAF.
- Develops systems for allied nations and technology for security and aviation, with installations in prisons, hospitals and airports.
- Provides unique capability, leveraging its extensive global portfolio of international products and services for military, civil security and aviation applications.
- Saab capability aligns strongly to SDIPs including **CNSS**, **Autonomous Systems**, and **Battlespace Awareness**.

Saab is recognised as one of Australia’s leading integrators of complex defence and security systems.

## 4 Business Structure:

Naval Combat Systems	Responsible for the development and sustainment of Australia’s combat management system capability.
Land and Aerospace	Responsible for ground-based air defence and integrated communication systems, and deployable health capability supporting modern ADF capabilities.
Civil	Responsible for delivering integrated software management systems (Oneview) and traffic management solutions.
Future Naval Systems and Autonomy	Responsible for the development of systems integration into robotics and autonomous systems and encompasses work on submarines.

<div>Maritime</div> <div></div> <div><ul style="list-style-type: none"><li>• Provides sovereign <b>Combat Management Systems (9LV AusCMS)</b> for multiple Navy vessels.</li><li>• Develops and supports <b>submarine control systems</b> for Collins-class submarines.</li><li>• Supplies <b>underwater mine warfare</b> and <b>networked maritime systems</b> with DSTG collaboration</li></ul></div>	<div>Air</div> <div></div> <div><ul style="list-style-type: none"><li>• Offers <b>Giraffe AMB radar</b> and <b>Tactical C2 system</b> for integrated air and indirect fire defence.</li><li>• Supports through-life upgrades and <b>C-RAM system integration</b>.</li></ul></div>
<div>Land</div> <div></div> <div><ul style="list-style-type: none"><li>• Delivers <b>RBS 70 air defence</b> and <b>Giraffe AMB radar</b> with advanced IFF for Army air protection.</li><li>• Supplies <b>Carl-Gustaf M4 recoilless rifles</b> and force protection technologies.</li><li>• Provides <b>deployable medical infrastructure</b> and lifecycle sustainment support.</li></ul></div>	<div>Joint (Cyber &amp; Space)</div> <div></div> <div><ul style="list-style-type: none"><li>• Runs <b>Sovereign Combat Systems Collaboration Centre</b> for rapid multi-domain system development.</li><li>• Collaborates on <b>space domain awareness</b> and <b>tracking technologies</b>.</li><li>• Integrates <b>cyber security</b> and resilient communications for Defence joint operations.</li></ul></div>



Saab actively **collaborates with defence primes, government and local suppliers (SMEs) to deliver system integration and in-service support** to ensure the ADF benefits from a robust, integrated supply chain.



Key Partners





















TOPIC 02

# Defence Policy Outline & The Current Australian Defence Environment

# 2016

- 2016 Defence White Paper (DWP)
- 2016 Defence Industry Policy Statement (DIPS)
- 2016 Integrated Investment Program (IIP)
- 2016 Australian Industry Capability (AIC) Program

## 2018-2019

- 2018 Defence Industrial Capability Plan (DICP)
- 2019 Defence Policy for Industry Participation (DPIP)
- 2019 Sovereign Industry Capability Priorities (SICP) - initial 10

# Australia's Defence Policy Documents (Legacy to Current)

By definitions, the principal method by which the Australian Government **historically outlined Defence policy is by publishing Defence white papers.**

## 2020

- 2020 Defence Strategic Update (DSU)
- 2020 Force Structure Plan (FSP)
- 2020 Enhanced AIC Program

## 2021

- 2021 SICP - 4 additional
- CDIC rebranded as the Office of Defence Industry Support (ODIS)

## 2023

MAY



2023 Defence Strategic Review (DSR)

FEBRUARY



2024 Enhanced Lethality Surface Combatant Fleet Review



2024 Defence Industry Development Strategy (DIDS)

APRIL



2024 National Defence Strategy (NDS) and Integrated Investment Program (IIP)

SEPTEMBER



2024 Defence Innovation Science and Technology Strategy (DIS&T)

DECEMBER



2024 Naval Shipbuilding and Sustainment Plan (NSSP)

## 2024 - Present

The next National Defence Strategy will be published in 2026.

# From DSR to 2024 National Defence Strategy (1/2)



## 2023 Defence Strategic Review (DSR)



## 2024 National Defence Strategy (NDS)



### KEY OBJECTIVES:

**Assess and prioritise Defence investments**, and recommend reforms to ADF structure, posture, and capabilities to meet emerging threats over 2023-33. It diagnoses strategic challenges and sets direction for government decisions.

The government directs Defence to adopt a denial strategy, aimed at preventing an adversary from coercing states.

Evaluated existing defence force structure and capabilities for fitness-for-purpose against emerging threats.

Provided strategic guidance on defence priorities and resource allocation for government decision-making.

Outlined transition from expeditionary operations focus to regional defence and access denial framework.

**Implement the 2023 DSR's recommendations** through a detailed, biennially updated strategy defining Defence policy, capability development, funding, and governance to operationalise the new defence posture.

Operationalise the "Strategy of Denial" as Australia's core defence concept.

Provide fully costed 10-year Integrated Investment Program worth A\$330 bn.


Translate strategic recommendations into specific force structure decisions and capabilities.

Expand national defence concept to include industry, supply chain, cyber and space as integrated pillars.


### KEY TAKEAWAYS

Strategic Focus	Shift to deterrence by denial; prioritising regional defence	Operationalising deterrence by denial with funded plans
Force Restructuring	Army for littoral ops; Navy expansion; Air Force supporting north	Specific ship numbers, submarine funding, and strike capabilities
Investment & Funding	Identifies priority areas; no detailed, costed program	A\$330bn investment program outlined over the decade (2024 IIP)
Workforce	Highlighted need for skilled workforce growth and retention	New enlistment eligibility, bonuses, diversity and wellbeing focus
Technology & Cyber	Calls for enhanced cyber, space, and tech innovation	Dedicated large funding for digital backbone and advanced systems
Alliance & Partnerships	Deepening Indo-Pacific diplomatic & defence partnerships	Governance and industry collaboration emphasised


### KEY ELEMENTS




Strategy of Denial is reinforced as the guiding doctrine, supported by prioritised capability requirements and investment planning




Naval expansion: 3 Hobart upgrades, 6 Hunter frigates, 11 general-purpose frigates, 6 LOSVs



Workforce reforms proposed to expand eligibility pathways, including targeted permanent resident categories.



Dedicated long-range strike enterprise with A\$28-35 bn investment across multiple platforms



Digital backbone establishment with A\$8.5-11 bn on ICT investment and AI integration framework

# From DSR to 2024 National Defence Strategy (2/2)

## 2023 Defence Strategic Review (DSR)



The review presents **108 recommendations\*** aimed at modifying Defence's mission, priorities, structure, posture, systems and processes to enhance its effectiveness and coherence.

*\*13 agreed only "in principle"*

ADF must evolve into a genuine Integrated Force that can harness effects across all five domains:



Recommendation highlights **6 Priority Areas** for immediate action:



**1** Acquisition of Nuclear-Powered Submarines



**4** Growth and retention of a highly skilled defence workforce



**2** Ability to precisely strike targets at longer-range



**5** Close partnership with Australian industry



**3** ADF's ability to operate from Australia's northern bases



**6** Deepening of our diplomatic and defence partnerships



## 2024 National Defence Strategy (NDS)



As the NDS outlined, the ADF is shifting to **an Integrated, Focused Force** designed to address key strategic risks and enhance military projection.

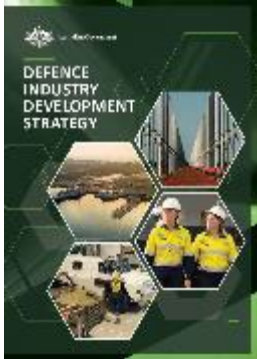
The ADF's transformation targets **6 key capabilities**:



**The ADF is reshaping its force posture to enhance military projection, recovery, and training by:**

- Strengthening **northern bases** for resilience and logistics.
- Maintaining **southern infrastructure** for sustainment and support.
- Increasing **base protection** against disruption.
- Enhancing **US and partner cooperation** where in national interest.
- Implementing **climate adaptation and energy resilience**.
- Developing **civil-military infrastructure arrangements for crises**.

# 2024 Defence Industry Development Strategy (DIDS)



Following the 2023 DSR, the Defence Industry Development Strategy (DIDS) emphasises **Australia's commitment to building a strong partnership with industry** to enhance military preparedness and capability delivery.

**The defence industry is critical to delivering on this vision,**



Ensuring that Defence and industry collaboratively create, maintain and sustain vital capabilities that provide Australia with a competitive edge and contribute to regional stability.

**The strategy aims to create a resilient, competitive and innovative defence industry supporting national security objectives and economic growth through the following:**

- \$183.8 million in grants to support Australian small and medium businesses.
- Simplifying procurement processes.
- Supporting the development and retention of a skilled workforce.
- Growing an internationally competitive industrial base through exports.
- Increasing the security posture of our industrial base.
- Where appropriate, mandating the use of critical Australian businesses in Defence projects.

With the release of the DIDS, industry was provided with clarity on the defence priorities through the adoption of **7 Sovereign Defence Industrial Priorities (SDIPs)**.



# 2024 Naval Shipbuilding and Sustainment Plan (NSSP)



The release of the 2024 Naval Shipbuilding and Sustainment Plan, outlines **Defence's strategy for enhancing maritime capabilities and industrial base** over the next 30 years, focusing on uplifting the maritime industrial base underpinning National Defence.

## Continuous Naval Shipbuilding and Sustainment (CNSS) Key Enablers:



**Workforce**



**Infrastructure**



**Industry**



**Security**



**Innovation**

**Incorporation of Security and Innovation** as Key Enablers reflects modern requirements, including cyber resilience and technological evolution.

## Summary of Advancements from the 2017 Naval Shipbuilding Plan



**Increased vessel commitments**

**from 54 to 79**

*As outlined in the 2024 Naval Shipbuilding and Sustainment Plan (NSSP)*

- **Integration of long-range strike capabilities** for air and missile defence.
- **Transition to conventionally armed, nuclear-powered submarines**, enhancing deterrence and regional security.
- **Osborne (SA) and Henderson (WA) shipyards** modernised as principal hubs for shipbuilding and sustainment.

- **Emphasis on Australian Industry Capability (AIC) Program**  
Underscores the importance of sovereign capabilities, placing Australian industry at the forefront of supply chains and workforce development.
- **Regional Maintenance Centres (RMCs)**  
Decentralising sustainment efforts through Regional Maintenance Centres (RMCs) in *Perth, Sydney, Darwin, Cairns* enhances fleet readiness and operational flexibility
- **Inclusion of Governance and Collaboration Frameworks**  
New governance structures emphasise collaboration among industry, government and academia fostering a more integrated CNSS Enterprise.

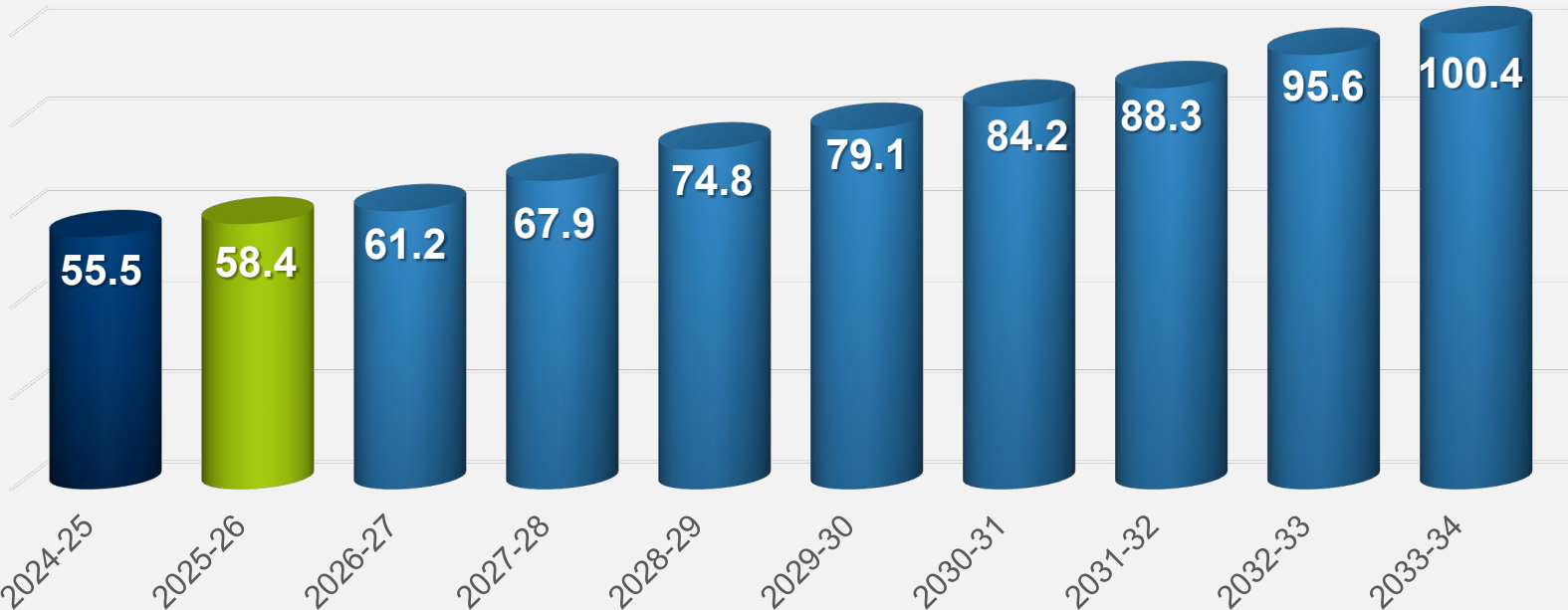
# Investing in National Defence

The Australian Government ensures funding certainty for Defence by maintaining a **10-year funding model**.

**Key Investments:**

- **Additional \$5.7 billion over the next four years**
- \$50.3 billion over the next decade, bolstering Defence capabilities, with significant increases planned for capability acquisition, sustainment and workforce growth.
- This will lead to a projected \$100.4 billion Defence budget by 2033-34 with GDP to rise to around 2.4%.

**10-year Funding Model (\$bn)**  
Total Defence Funding Profile  
2024-25 to 2033-34



Including the Australian Signal Directorate and Australian Submarine Agency

Defence funding trajectory (as of 2024–25 Budget + NDS commitments).

2024 Integrated Investment Program			
Defence Budget Categories (\$bn)			
	2024-25	2027-28	2033-34
Total Funding <sup>1</sup>	55.5	67.9	100.4
Percentage of GDP <sup>1</sup>	2.1%	2.2%	2.4%
Key Categories			
Acquisition:	17.6	23.5	42.1
Sustainment:	17.8	21.1	29.1
Workforce:	17.1	20.0	25.2
Operating and Operation	3.0	3.3	4.0

Figures for Gross Domestic Product and Defence Funding (including the Australian Signals Directorate and the Australian Submarine Agency) are provided on a 2023-24 Mid-Year Economic and Fiscal Outlook out-turned price and exchange basis. This price basis will be regularly adjusted in line with the Commonwealth Budget process.



TOPIC 03

# The Integrated Investment Program

# 2024 Integrated Investment Program



The IIP is a **comprehensive list of capability-related programs** proposed by the Department of Defence.

- It outlines areas of the government's defence capability investment, including new weapons, platforms, systems and enabling equipment; facilities and infrastructure; workforce; information and communications technology; and science and technology.



The IIP had two public conditions previously released:  
**2016 IIP** and the **2020 Force Structure Plan (FSP)**.

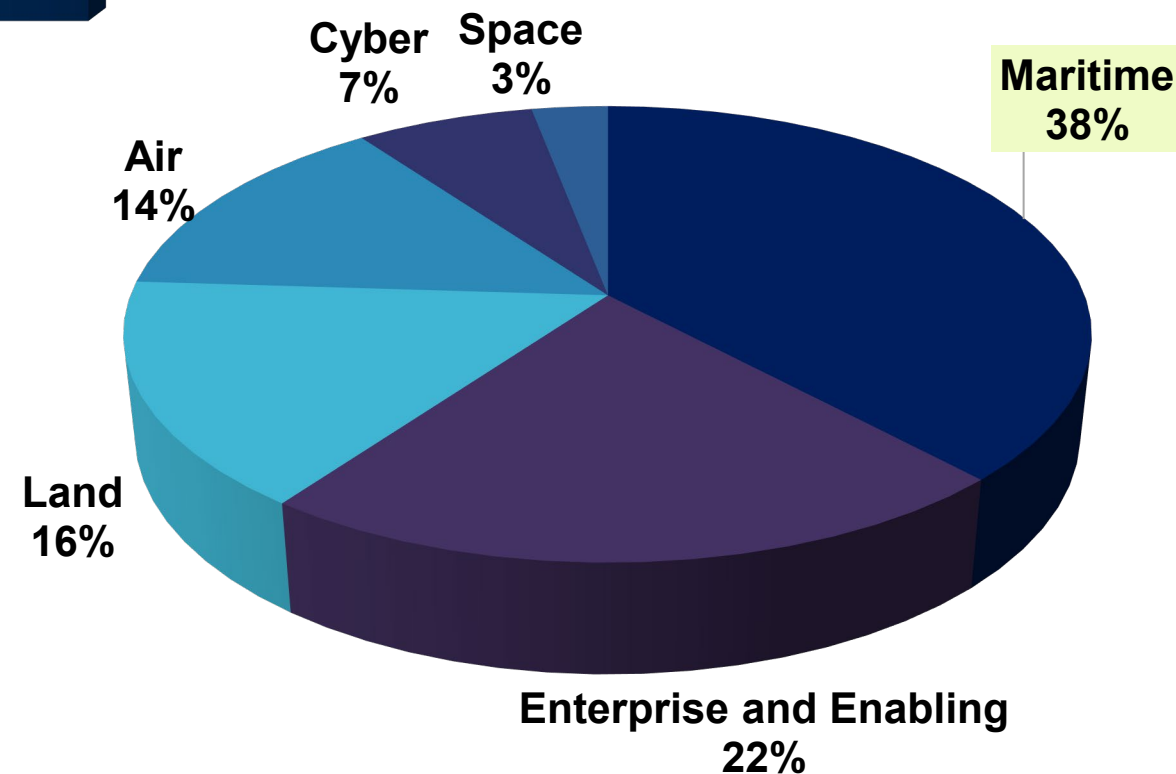
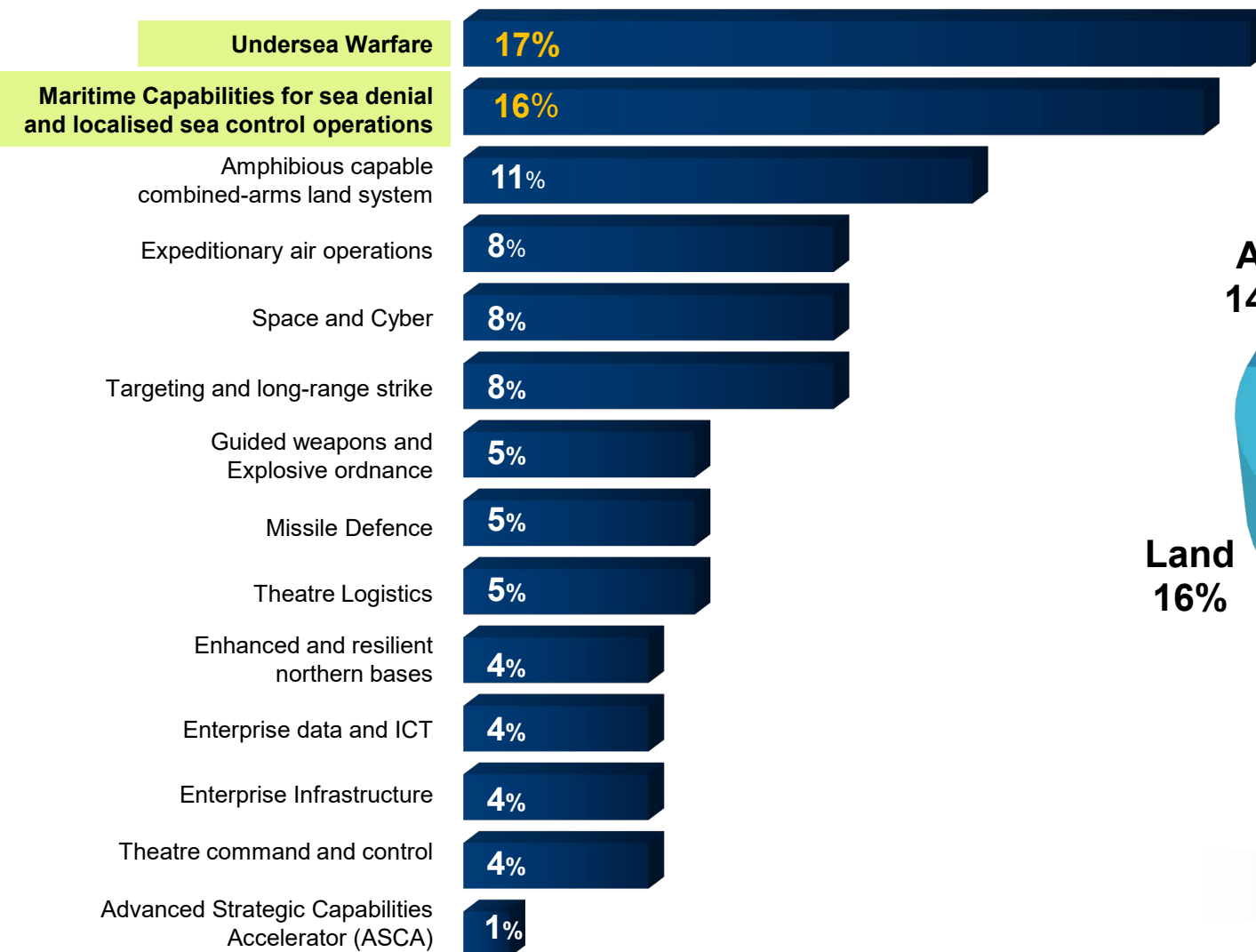
In April 2024, the government released the latest version of the IIP, **highlighting capabilities supporting the 2024 NDS** to uplift defence capabilities and transition the ADF into an integrated, focused force. These capabilities include:



- |   |   |    |                                       |
|---|---|----|---------------------------------------|
| 1 | Undersea warfare  | 8  | Missile defence                       |
| 2 | Maritime capabilities for sea denial and localised sea control operations | 9  | Enterprise data and ICT               |
| 3 | Advanced Strategic Capabilities Accelerator (ASCA)                        | 10 | Theatre logistics                     |
| 4 | Targeting and long-range strike   | 11 | Theatre command and control           |
| 5 | Space and cyber   | 12 | Guided weapons and explosive ordnance |
| 6 | Amphibious capable combined-arms land system                              | 13 | Enhanced and resilient northern bases |
| 7 | Expeditionary air operations  | 14 | Enterprise Infrastructure             |

# Proportional Investment for the decade 2024-2034

## By Capability Priority



## By Domain



# MARITIME

Royal Australian Navy  
(RAN)

- The government plans to **invest \$53–63 billion over the next decade** in developing **nuclear submarine capabilities**, including infrastructure and workforce development.
- **Submarine Fleet development** includes the **acquisition of 3 Virginia Class submarines** from the United States, with an option for two additional submarines, to bridge the capability gap between retiring Collins Class submarines and the introduction of SSN-AUKUS submarines.
- The aging **Collins Class submarines undergo life-of-type extensions** to ensure continued operational potency, which will cost \$4–5 billion.

## Nuclear-Powered Submarine

- There is an **increasing emphasis on the development and integration of unmanned and autonomous underwater systems** for undersea surveillance and warfare.
- Allocation of **\$5.2–7.2 billion** for the **development and acquisition of subsea warfare capabilities and autonomous maritime vehicles**, complementing existing and future submarine fleets.
- **Transition to entirely uncrewed and autonomous mine hunting capabilities**, marked by the cancellation of future mine warfare vessel program worth \$3.3–5 billion.

## Subsea Warfare and Uncrewed Maritime Systems

- Investment of **\$51–69 billion** to **build and support the future surface combatant fleet**, including 6 Hunter Class frigates and 11 general-purpose frigates, doubling the size of the surface combatant fleet.
- The **proposed fleet structure remains consistent** with previous plans, emphasising the importance of frigates, submarines and strategic sealift ships.
- **Scaling back of Hunter Class frigates from 9 to 6** to prioritise investment in general-purpose frigates and optionally crewed surface vessels.
- **Recapitalisation of Fleet Air Arm with up to 36 MH-60R Romeo Seahawk helicopters**, enhancing anti-submarine warfare capabilities across the expanded surface fleet.

## Future Surface Combatant Fleet

# Royal Australian Navy Ship Classes



## Surface Combatant Fleet Design

### TIER 1

Ships that provides essential advanced air defence, long-range strike, presence and undersea warfare.

### TIER 2

Ships that are optimised for undersea warfare, to operate alone or with Tier 1 ships to secure trade routes, northern approaches and escort military assets.

2024 Enhanced Lethality Surface Combatant Fleet Review; Maritime Force Element Group

## Surface Combatants



Hobart Class



Hunter Class

(Future Vessel)



Anzac Class



Large Optionally Crewed  
Surface Vessels

(Future Vessel)



General Purpose Frigate

(Future Vessel)



## Amphibious Warfare



Canberra Class



Bay Class



# Royal Australian Navy Ship Classes



## Surface Combatant Fleet Design

### TIER 1

Ships that provides essential advanced air defence, long-range strike, presence and undersea warfare.

### TIER 2

Ships that are optimised for undersea warfare, to operate alone or with Tier 1 ships to secure trade routes, northern approaches and escort military assets.

2024 Enhanced Lethality Surface Combatant Fleet Review; Maritime Force Element Group

## Submarines



Collins Class 



Virginia Class (SSN)   
(Future Vessel)

## Patrol and Defence



Armidale Class 



Huon Class 



Arafura Class 



Evolved Cape Class 

## Auxiliary and Support



Supply Class 



Leeuwin Class 



# LAND

## Royal Australian Army (Army)

- **Funding allocation for the Army in the 2024 IIP (\$36–44 billion) represents a decrease compared to previous plans**, notably the 2020 DSU and FSP (\$55 billion) and the 2016 IIP (\$35.1 billion).
- The **reduction in Redback infantry fighting vehicles from 450 to 129**, originally valued at **\$18–27 billion**, is now estimated at **\$5–7 billion**.
- **Scaling back the second regiment of 30 Huntsman self-propelled howitzers**, valued at **\$1.5–2.3 billion** in 2020.
- **Savings from reductions are reallocated to acquiring 42 HIMARS units**, with **\$1.6 billion** allocated for accelerated acquisition.

### Infantry Fighting Vehicles & Rocket System

- **Enhancing Army capabilities to receive expanded littoral manoeuvre capability**, including landing craft and amphibious support vehicles.

### Littoral Manoeuvre Capabilities

- Army Aviation recapitalisation includes **replacing MRH-90 Taipan helicopters with UH-60M Black Hawks and ARH Tigers with AH-64E Apache**.

As outlined in the 2024 IIP.

### Army Aviation Investments



# AIR

## Royal Australian Air Force (RAAF)

Costings shown are published investment ranges from the 2024 IIP document.

- The 2024 IIP adjusts investment in air capabilities compared to previous plans, with a **notable decrease in funding compared** to the 2020 Defence Strategic Update (DSU) and Force Structure Plan (FSP).
- Allocation of **\$11 billion** for air mobility capabilities to support rapid deployment of Australian military power, including the acquisition of 20 new C-130J aircraft.

### Air Mobility

- **Investment of \$4 billion** to enhance the ADF's air intelligence, surveillance and reconnaissance capabilities, including upgrades to the P-8A Poseidon and MQ-4C Triton fleets.
- **Commitment to acquiring the MC-55A Peregrine** and enhancing the northern air base infrastructure to support force projection.

### Air Intelligence, Surveillance and Reconnaissance

- **Emphasis on maintaining existing air combat capability**, with no significant expansion planned, leveraging the effectiveness of the current fleet of F-35A Joint Strike Fighters and F/A-18E/F Super Hornets.
- Funds allocated to upgrade existing Super Hornets and Growlers, **extending their service life to 2040 through increased investments in lethality and survivability upgrades**.
- **Continued investment in the development and integration of long-range strike munitions**, including hypersonic weapons, to enhance the strike capabilities of the Air Force's fast jet fleet.
- **Limited investment in future air combat capability**, with a significant portion of funding remaining in the "unapproved planned investment" category, particularly for Block 2 MQ-28A Ghost Bat aircraft.
- **Emphasis on developing effective, expendable and economical capability options**, such as the Block 2 MQ-28A Ghost Bat aircraft, to enhance mass and reduce exposure of defence personnel to harm's way.

### Air Combat

# SPACE

JCG/Defence Space  
Command

# CYBER

Australian Signals  
Directorate (ASD)

*Costings shown are published investment ranges from the 2024 IIP document.*

- **Allocation of \$27–\$36 billion** over the next decade to enhance space capabilities, emphasising secure satellite communications, space sensors and space control capabilities.
- **Continued delivery** of the Australian Defence Satellite Communications system and the Deep-space Advanced Radar Capability (DARC) program.
- **Commitment to enhancing space control capability** to counter emerging threats and ensure continued access to space-based intelligence, surveillance and reconnaissance.

## Space Investments

- **Investment of \$15–\$20 billion** over the next decade to enhance Australia's cyber domain capabilities, focusing on defensive and offensive capacities.
- **Continued investment in projects like REDSPICE** to increase offensive cyber capabilities, detect and respond to cyber attacks and introduce new intelligence capabilities.
- **Emphasis on deployable defensive cyber capabilities** and a comprehensive training program to support the growth of the ADF cyber workforce.

## Cyber Investments

# Enterprise and Enabling Capabilities

- Allocation of **\$14–\$18 billion** over the next decade ensures Defence has resilient bases, ports and barracks across Australia's north.
- Upgrades to infrastructure in Darwin, Townsville, RAAF Base Learmonth and other locations to support various Defence operations.
- Much of the investment builds on existing plans, with funding delivered through phased approvals.

## Infrastructure Investment for Projection Capability

- Commitment to maintaining the growth of the Defence workforce, with an increase of 18,500 personnel by 2040, worth at least **\$38 billion**.
- The current shortfall of over 4,400 ADF personnel highlights the challenge of recruitment and retention in a competitive market.

## Workforce Growth and Retention

- Investment of **\$28–\$35 billion** over the next decade to develop and enhance targeting and long-range strike capabilities.
- Separate investment in the Guided Weapons and Explosive Ordnance (GWEO) Enterprise and national integrated air and missile defence systems.
- Much of the investment builds on previous plans, with questions about the actual novelty of funding in the 2024 NDS and IIP.

## Long-Range Strike and Missile Defence

- Allocating **\$11–\$15 billion** over the next decade to modernise Defence's command and control systems and intelligence capabilities.
- Only **\$2 billion** was approved for spending, with the majority categorised as "unapproved planned" investment.
- Despite the large allocation, it's argued that much of the investment aligns with individual branches responsible for their own command and control capabilities.

## Command and Control Infrastructure

- The strategy aims to uplift Australia's shipbuilding and sustainment industrial ecosystem to support national preparedness and generate economic, export and employment opportunities.
- It involves optimising existing naval shipbuilding and sustainment infrastructure, balanced investment, strategic partnerships with industry, managing workforce demand, expanding infrastructure capability, enhancing security measures and national and international collaboration.

## Naval Shipbuilding and Sustainment Enterprise Strategy

# Key IIP Areas of Focus for Saab

The 2024 IIP initiatives presents key opportunities for Saab to strengthen its market position and expand local industry participation.

## MARITIME



1. Major funding for the Nuclear-Powered Submarines.
2. Increased funding for Anduril's Ghost Shark and further investment in uncrewed surface and underwater vessels.
3. Ongoing investment in Australia's surface fleet, with a new frigate program driving future opportunities.
4. Funding confirmed for existing weapons like the Naval Strike Missile, with future opportunities in guided munitions development.

## LAND



1. Funding confirmed for the Army's medium and heavy landing craft to be built in Australia.

## ENTERPRISE & ENABLING



1. A new enterprise (Defence Targeting Enterprise) dedicated to sensors and surveillance systems to improve long-range strike capabilities
2. Investment in the Joint Air Battle Management System are confirmed and active missile defence (including Counter-Uncrewed Aerial Systems - CUAS) is a priority.
3. Continued investment in mobile infrastructure and field medical facilities.
4. Plans to expand Australia's ability to develop, produce, and maintain weapons and munitions.

## SPACE & CYBER



1. Prioritised investment in satellite communications, deep-space sensors, command & control (C2), and electronic warfare (EW).



TOPIC 04

# The Defence & Industry Relationship

# Sovereign Defence Industrial Priorities (SDIPs)

The **7 Sovereign Defence Industrial Priorities (SDIPs)** represent essential industrial capabilities for a robust defence base.



1

Maintenance, repair, overhaul and upgrade of ADF aircraft



2

Continuous naval shipbuilding and sustainment



3

Sustainment and enhancement of the combined-arms land system



4

Domestic manufacture of guided weapons, explosive ordnance and munitions



5

Development and integration of autonomous systems



6

Integration and enhancement of battlespace awareness and management systems



7

Test and evaluation, certification and systems assurance

## Each SDIP has a Capability and Delivery Manager assigned to it



### Capability Managers

- Defines and communicate specific defence force capabilities
- Collaborate with the Vice Chief of the Defence Force

### Vice Chief of the Defence Force

- Develop and maintain industrial capabilities
- Focus on growth and health of industrial capabilities

### Delivery Managers

- Coordinates with capability and delivery managers
- Ensures necessary capabilities support defence force missions and objectives

# Advanced Strategic Capability Accelerator (ASCA)

ASCA was launched in July 2023 in response to the 2023 DSR to drive the development of new and innovative technologies for the ADF.



## Key Government investments:

**\$748M** over the next four years  
**\$3.4B** over the next decade

- Connects and streamline the defence innovation system to drive capability development and acquisition pathways at speed.
- Takes a strategically directed, mission-based approach to pull asymmetric innovations into capabilities with identified transition pathways into acquisition.
- Provides opportunities for Australian industry and universities to partner with Defence under ASCA's model.

## Objectives

- Accelerate capability delivery to the ADF through innovation, underpinned by a work ethic aligned with Defence values.

## Priorities for Defence Innovation Science & Technology programs include:



## These priorities will be delivered through 3 programs:

### 1) Missions

- The heart of a new approach to innovation in partnership with industry and universities
- Missions will respond to strategically directed Defence priorities that align with Defence policy and strategy and endorsed by the Vice Chief of Defence Force.
- Limited to typically 3 years, with clear performance targets and off ramps where the technology ceases to be viable or affordable or Defence's needs change.

### 2) Innovation Incubation Program

- A partnership between Defence, industry and academia to find and acquire new technologies for military use.

### 3) Emerging and Disruptive Technologies (EDT) Program

- A long-term research program with DSTG that explores and develops disruptive technologies for Defence.

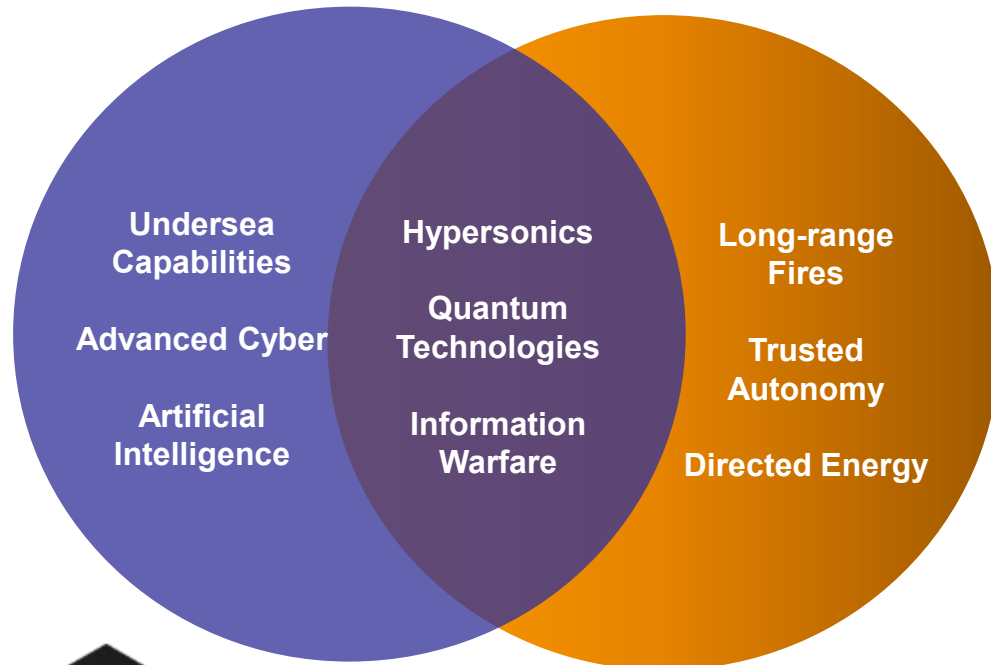


**Program leaders will be appointed to each Mission** to establish partnerships with relevant industries and universities to drive the delivery of minimum viable capabilities that can be deployed and operated quickly in the field.

# AUKUS Pillar II – Advanced Capabilities

To deliver the asymmetric capabilities sought under AUKUS Pillar II, ASCA will support the co-development of these priority capabilities, leveraging the respective strengths of each country's industrial base.

## Immediate priorities of the AUKUS collaboration



## Key areas to enhance trilateral innovation and industrial base collaboration include:

### Technology Transfer

The government will push for technology transfer reform among AUKUS partners for collaborative military capability development, including a trilateral export licence-free environment.

### Alignment

The Government aims to integrate trilateral defence innovation and procurement ecosystems for seamless capability development. This involves fostering collaboration among each partner's defence innovation organisations.

### Engagement

The Government will establish criteria, pathways and mechanisms for industry and private equity firms to participate in AUKUS.

# Technology Readiness Levels

The **9-point Technology Readiness Level (TRL) scale**, originally developed by NASA and adopted by Defence, evaluates technology maturity from prototype to deployment, enabling standardised discussions of technical readiness across domains.

Definition	TRL*	Description
<b>System Proven &amp; Ready for Full Commercial Deployment</b>	<b>9</b>	Actual system proven through successful operations in operating environment and ready for full commercial deployment.
<b>System Incorporated in Commercial Design</b>	<b>8</b>	Actual system/process completed and qualified through test and demonstration (pre-commercial demonstration).
<b>Integrated Pilot System Demonstrated</b>	<b>7</b>	System/process prototype demonstration in an operational environment (integrated pilot system level).
<b>Prototype System Verified</b>	<b>6</b>	System/process prototype demonstration in an operational environment (beta prototype system level).
<b>Laboratory Testing of Integrated/Semi-Integrated System</b>	<b>5</b>	System Component and/or process validation is achieved in a relevant environment.
<b>Validation of Alpha Prototype Component/Process</b>	<b>4</b>	Design, development and lab testing of components/processes. Results provide evidence that performance targets may be attainable based on projected systems.
<b>Validation of Alpha Prototype Component/Process</b>	<b>3</b>	Applied research advances and early-stage development begins. Studies and laboratory measurements validate analytical predictions of the technology.
<b>Applied Research</b>	<b>2</b>	Initial practical applications are identified. Potential of material or process to satisfy a technology need is confirmed.
<b>Basic Research</b>	<b>1</b>	Initial scientific applications research begins. Principles are qualitatively postulated and observed.

\* *Technology Readiness Levels (TRL) are based on a scale from 1 to 9, with 9 being the most mature technology. The use of TRL enables consistent, uniform discussions of technical maturity across different types of technology.*

# Australian Industry Capability (AIC) and Global Supply Chain (GSC) Program

## Australian Industry Capability (AIC) Program

(Established 2008)



### PURPOSE:

- Enhance Australian industry participation in Defence supply chains and capability development.
- Provide opportunities for local companies to compete for Defence work domestically and overseas.

### Key Objectives:

- Influence foreign primes and OEMs (including Australian subsidiaries) to deliver cost-effective support.
- Facilitate technology transfer and secure appropriate intellectual property rights.
- Encourage investment in the Australian defence sector.



As detailed in the 2024 DIDS, **AIC is essential for operationalising industry policy**—tenderers must commit to specific Australian Contract Expenditure (ACE) targets, balancing warfighter capability with economic benefit.

## Global Supply Chain (GSC) Program (Within the AIC Framework)

### PURPOSE:

- Maximise the global success of Australian industry by targeting the supply chains of multinational defence primes.



Since 2007, the GSC Program has delivered **2,220 contracts** worth over **\$1.7 billion** to **248 Australian suppliers**.

Since 2007 (figures reported as of 2024).

### Key Objectives:

- Diversify revenue sources and build capacity through exports.
- Mitigate the fluctuations of domestic acquisition cycles.

### Managing Organisation



### Participating Defence Primes

BAE SYSTEMS



NORTHROP GRUMMAN



Defence is committed to closely aligning the AIC and GSC programs, ensuring that tailored AIC and export strategies are linked to global supply chains—optimising Australian industry participation across both domestic and international projects.

# Saab's Contribution to Sovereign Defence Industry Capability

Saab aligns its operations through a robust commitment to the AIC program and active participation in global supply chains. This alignment is evident in several key areas:



## Commitment to Australian Industry Capability



## Global Supply Chain Participation



With over 35 years of partnership with the ADF,

- Saab **actively collaborates with over 300 local companies**, fostering partnerships that enhance the domestic supply chain.
- Saab **prioritises building sovereign defence capabilities by using local, indigenous, and veteran-owned suppliers**, strengthening the local industry.
- Saab's strategy includes **transferring technology to Australian partners**, enabling rapid modifications of advanced technologies to meet ADF operational needs.

In 2024, Saab was **selected to join** the Australian Government's Global Supply Chain Program.

- By leveraging its global expertise, Saab will connect Australian SMEs with international markets, boosting local economic growth and enhances Australia's defence resilience.
- Saab has made significant investments in local operations, such as relocating its global deployable health centre of excellence to Australia.



Saab's multifaceted approach not only supports the ADF's operational needs but also **contributes to the growth and resilience of Australia's defence industry.**



# Defence Capability Lifecycle and Gate Reviews

The Capability Life Cycle provides Defence with an **end-to-end process for capability development and delivery** of capital projects and associated through-life support.

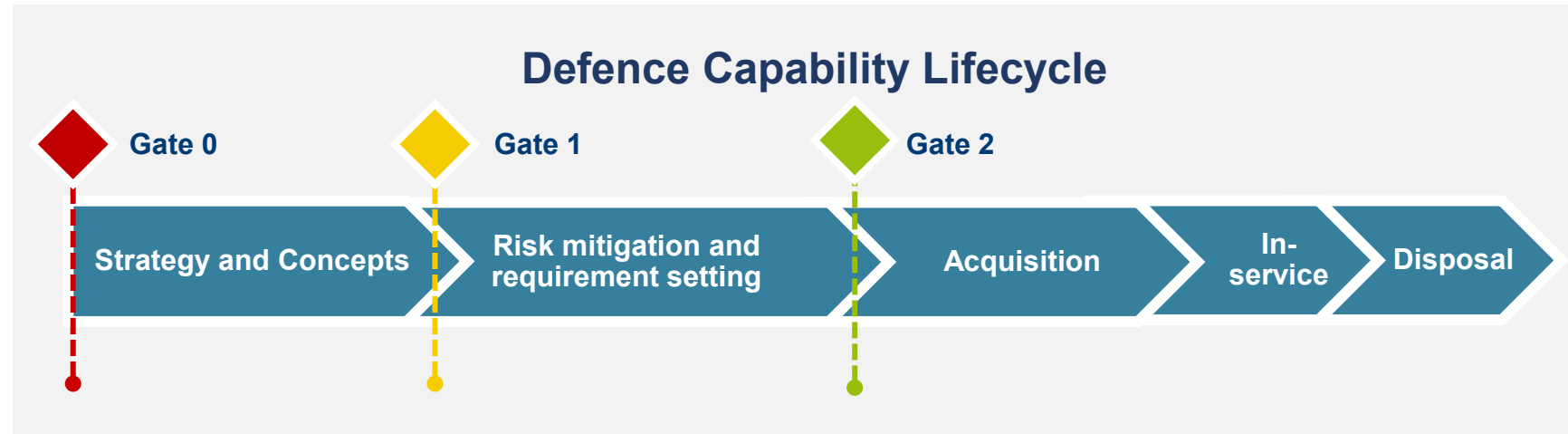
Defence's objective is to move through these gates as quickly and officially as possible.



The **Smart Buyer process** is intended to improve and enable this outcome.



Procurement agencies such as the **Capability Acquisition and Sustainment Group (CASG)** is involved in every gate of the capability life cycle.



## What is required to pass through each gate?



### Gate 0

Initiates each project where the **initial business case is developed**, proposing an approval strategy from the start of the project to delivery of the final operating capability.



### Gate 1

Is the point where **complex and high-risk projects progress** or when a government decision is required to narrow the field of options. The capability manager is responsible for producing the gate 1 business case.



### Gate 2

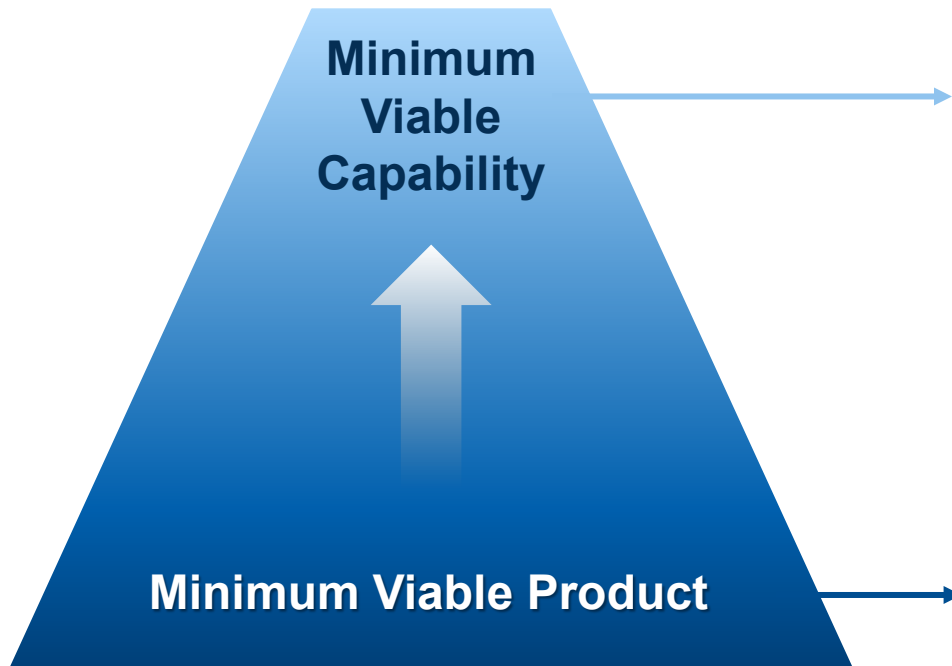
At this point, a **high-quality business case is presented to obtain government approval** to acquire a new capability.

# Procurement Reforms

Early industry engagement creates opportunities and ensures timely capability delivery. This also requires simplified procurement processes to be more flexible, efficient and responsive.



Establishing a **Minimum Viable Capability** and **Product** allows flexible, adaptive and prioritised investments to maximise the ADF's operational effectiveness.



A **Minimum Viable Capability** is a capability that achieves a threshold capability effect, inclusive of all fundamental inputs of capability, in the required time.

A **Minimum Viable Product** is the materiel and sustainment components, or group of items and systems, that successfully support the lowest acceptable level of mission performance, in the required time.

## Attributes of a minimum viable capability include:



- Can deliver what Defence needs to achieve a military effect, quickly, demonstrating Value For Money and with manageable technical risk.
- Can be further developed through the sustainment or subsequent investment phases or divested.
- A minimal viable capability is underpinned by a minimal viable product.



TOPIC 05

# The ADO & The 'Simplified Defence' Business Model

# Australian Defence Organisation (ADO)

Comprises the **civilian and military organisations** responsible to the Government to *“Protect Australia and its National Interests.”*

It consists of two significant bodies:



**Australian Government**  
**Department of Defence**

# Department of Defence Organisational Structure

**The Hon Richard Marles MP**

Deputy Prime Minister  
and Minister for Defence



**Australian Government**  
**Department of Defence**



**The Hon Pat Conroy MP**

Minister for Defence Industry  
And for Pacific Island Affairs

**The Hon Matt Keogh MP**

Minister for Veteran's  
Affairs and Defence  
Personnel



**The Hon Peter Khalil MP**

Assistant Minister for  
Defence

**The Hon Tony Burke MP**

Minister for Home Affairs, for  
Immigration and Citizenship, for  
Cyber Security, and for the Arts



*Sworn to administer the Department of Defence*



**Mr Luke Gosling OAM MP**

Special Envoy for Defence,  
Veterans' Affairs and  
Northern Australia

*Non-Ministerial appointment*

# Organisational Structure: Department of Defence

\*As of January 2026



**Secretary of  
Defence**

Mr Greg Moriarty



**Associate  
Secretary**

Mr Matt Yannopoulos, PSM  
*Associate Secretary Group*



**Chief Information  
Officer**

Mr Chris Crozier,  
*Defence Digital Group  
(DDG)*



**Deputy Secretary  
Capability Acquisition  
and Sustainment**

Mr Chris Deeble, AO, CSC  
*Capability Acquisition and  
Sustain Group (CASG)*



**Chief of Defence  
Intelligence**

Mr Tom Hamilton  
*Defence Intelligence Group*



**Chief Finance  
Officer**

Mr Steven Groves  
*Defence Finance Group*



**Deputy Secretary  
Defence People**

Ms Justine Greig, PSM  
*Defence People Group*



**Chief Defence  
Scientist**

Prof Tanya Monro,  
FAA, FTSE, FOSA, FAIP, GAICD  
*Defence Science and Technology  
Group (DSTG)*



**Deputy Secretary  
Naval Shipbuilding  
and Sustainment**

Mr David Hanley  
*Naval Shipbuilding and  
Sustainment Group (NSSG)*



**Deputy Secretary  
Governance**

Mr John Reid PSM  
*Governance Group*



**Deputy Secretary  
Security and Estate**

Ms Celia Perkins  
*Security and Estate Group  
(SEG)*

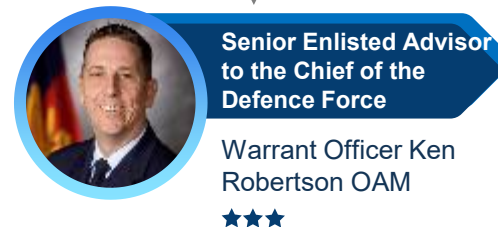
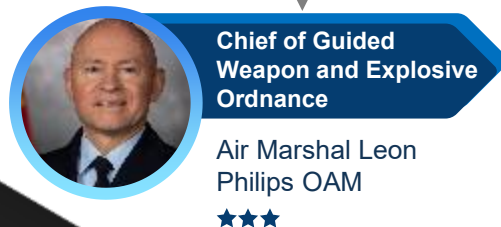
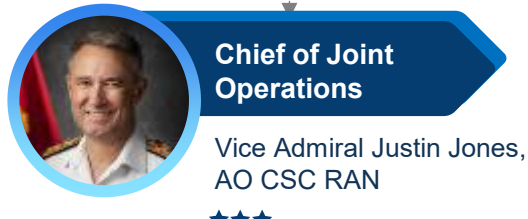
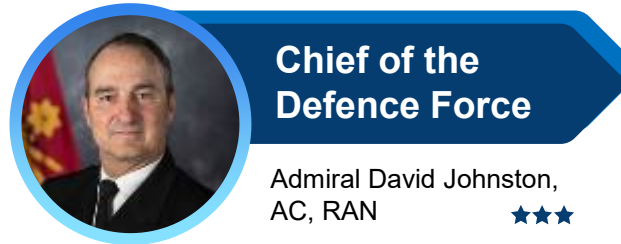


**Deputy Secretary  
Strategy, Policy &  
Industry**

Mr Hugh Jeffrey  
*Strategy, Policy and Industry Group*

# Organisational Structure: Australian Defence Force

\*As of January 2026



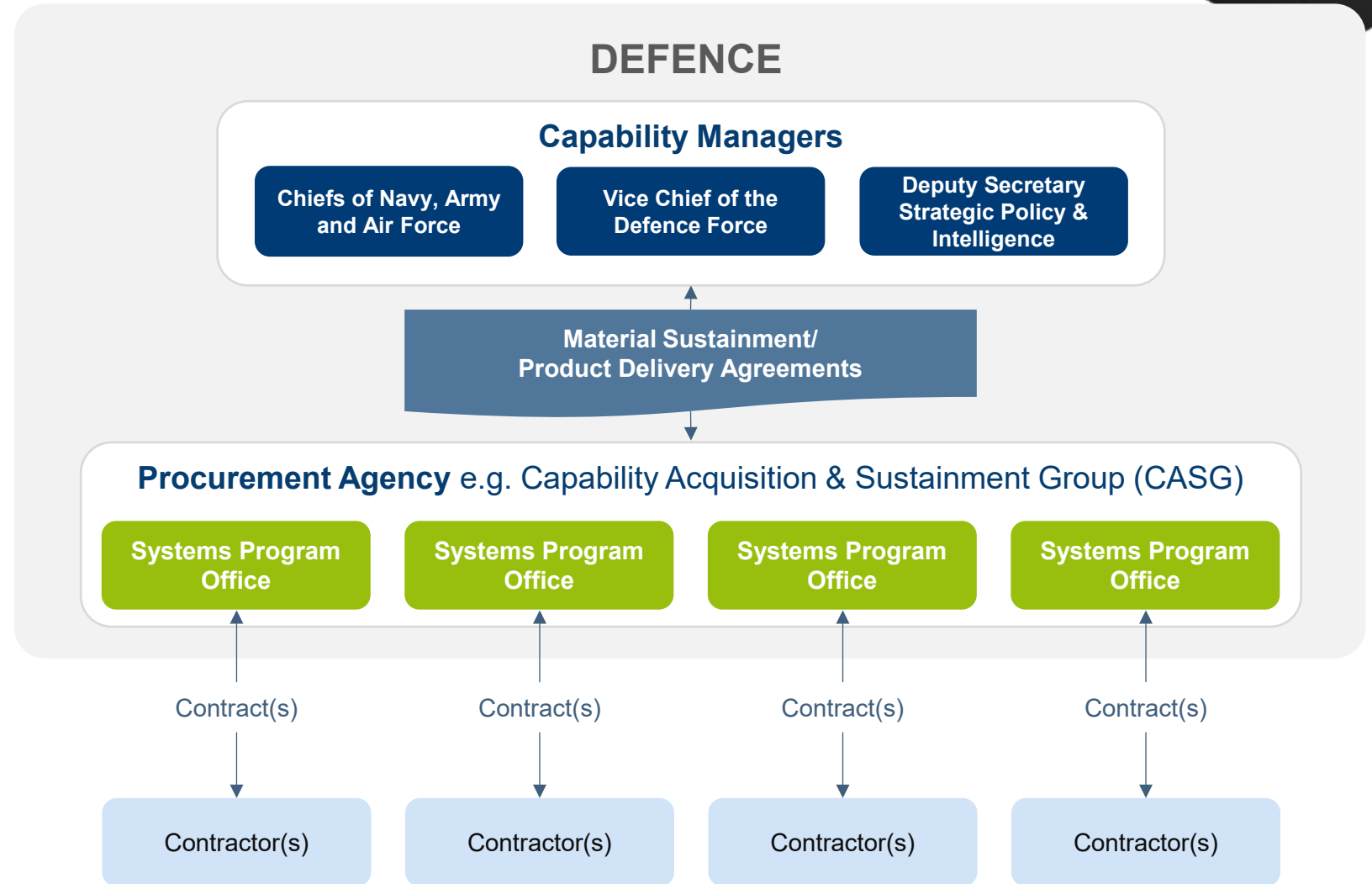
# Capability Delivery and the Supply Chain



The role of **Capability Managers** is to ensure that warfighters have the necessary resources required to fight and win.

The **Systems Program Office (SPO)** is responsible for creating a robust supply chain that can efficiently deliver the products and materials requested by the Capability Manager.

The aim is **to reduce the number of SPOs from 200+ down to 50, resulting in greater efficiency and improved communication across the board** - all working towards the common goal of providing the best possible support to our warfighters.



# Systems Program Offices (SPO)

These are the principal entities responsible for managing and overseeing specific defence programs and projects.

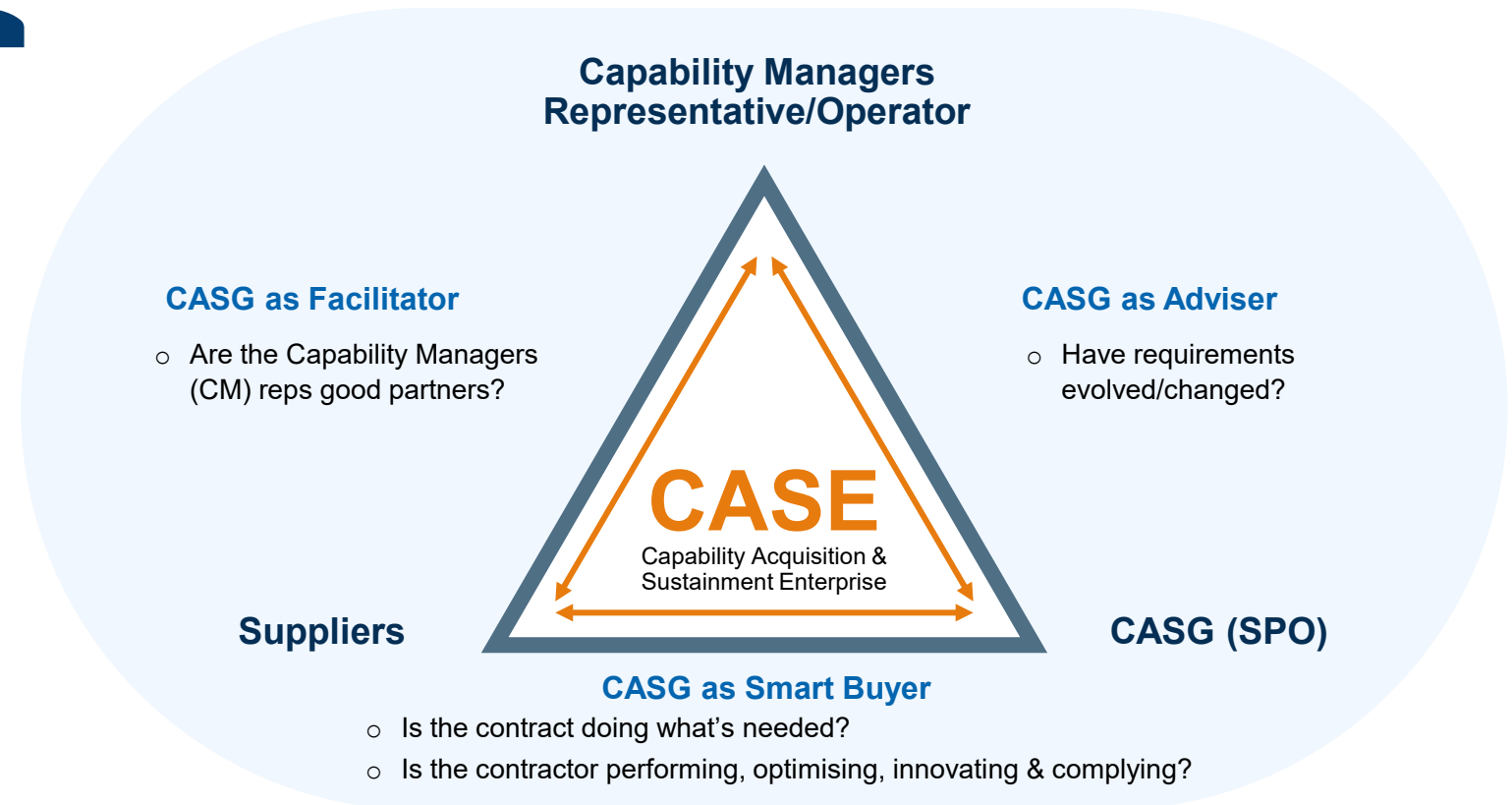


The **Capability Acquisition and Sustainment Group (CASG)**, is Defence's largest procurement agency and therefore, a significant entity that houses various divisions responsible for managing different aspects of defence capabilities.

**CASG includes divisions** such as:

- Aerospace Systems Division
- Air Defence and Space Systems Division
- Joint Aviation Systems Division
- Australian Industry Capability Division
- Commercial Division
- Group Business Management Division,
- Strategy, Planning and Independent Assurance Division
- Joint Systems Division
- Land Systems Division

## Capability Acquisition & Sustainment Enterprise (CASE) model



The CASE model describes a strategic partnership between the Capability Manager representatives, CASG and partners (industry or foreign government) to deliver the capability to meet Defence's preparedness and operational requirements.



# Australian Defence Hierarchy & Ranks

## Commissioned Officer Ranks

Navy	Army	Air Force	APS Delegation
Admiral of the Fleet	Field Marshal	Marshal of the Royal Australian Air Force	-
Admiral	General	Air Chief Marshal	Secretary
Secretary	Lieutenant General	Air Marshal	Dep Secretary
Rear Admiral	Major General	Air Vice-Marshal	First Asst Secretary
<b>Commodore</b>	<b>Brigadier</b>	<b>Air Commodore</b>	<b>Assistant Secretary</b>
<b>Captain</b>	<b>Colonel</b>	<b>Group Captain</b>	<b>EL2</b>
Commander	Lieutenant Colonel	Wing Commander	EL1
Lieutenant Commander	Major	Squadron Leader	APS 6
Lieutenant	Captain	Flight Lieutenant	APS 5
Sub Lieutenant	Lieutenant	Flying Officer	-
Acting Sub Lieutenant	Second Lieutenant	Pilot Officer	-
Midshipman	Officer Cadet	Officer Cadet	-

## Non-Commissioned Officer Ranks

Navy	Army	Air Force	APS Delegation
Warrant Officer	Warrant Officer, Class 1	Warrant Officer	APS 4
Chief Petty Officer	Warrant Officer, Class 2	Flight Sergeant	-
-	Staff Sergeant	-	-
Petty Officer	Sergeant	Sergeant	APS 3
Leading Seaman	Corporal	Corporal	APS 2
-	Lance Corporal	-	-
Able Seaman	[Private Proficient]*	Leading Aircraftman	-
Seaman	Private	Aircraftman	APS 1



*Typical System Project Office (SPO) Director-level*

(APS) Australian Public Service

# Australian Defence Force

## Badges of Rank and Special Insignia

### ARMY



### NAVY



### AIR FORCE



# Capability Acquisition and Sustainment Group (CASG)

## Key Information:

CASG is part of the Department of Defence and exists to meet the Australian Defence Force's (ADF) military **equipment and supply requirements** as identified by Defence and approved by government.



Led by:  
**Mr Chris Deeble, AO, CSC**  
*Deputy Secretary*

**\$37.5B**

Defence's CASG Budget for 2025-2026






(portfolio allocation — as of 2025–26 estimates)

■ **Acquisition**, \$18.8B

■ **Operating (incl. sustainment)**, \$18.7B

**Reform Underway:** From 1 July 2026, CASG will merge with NSSG and GWEO to form the Defence Delivery Group (DDG).

## Goals:

-  Reform, implement and embed the First Principles Review recommendations.
-  Improve relationships with the owners (Government) and customers (capability managers).
-  Improve strategic level partnerships with industry.
-  Achieve full cost and performance transparency of projects and operations.
-  Develop, support and professionalise its people.

## Accountable to:

- The Australian Government through the Defence Ministers (owner).
- The Secretary of Defence and Chief of the Defence Force.
- The women and men of the ADF through the capability managers (customers).
- Defence industry (partners).

# Naval Shipbuilding and Sustainment Group (NSSG)

## Key Information:

NSSG is the dedicated delivery agent for the **naval shipbuilding and sustainment enterprise**, responsible for providing naval capability acquisition and sustainment.



Led by:  
**Mr David Hanley**  
*Deputy Secretary*

~\$7B

Defence's NSSG Budget for 2024-25\*

Budget figures shown are based on the latest publicly available reporting.

**Reform Underway:** From 1 July 2026, NSSG will merge with CASG and GWEO to form the Defence Delivery Group (DDG).

## Functions:



A dedicated delivery agent for maritime capabilities, including:

- relevant naval capability programs,
- sustainment of the fleet,
- Continuous Naval Shipbuilding (CNS) enabler outcomes and
- lead the development of a naval shipbuilding and sovereign sustainment industry.



Closely aligned with the Capability Acquisition and Sustainment Group (CASG) to ensure consistency with Defence's overall capability acquisition and sustainment.

## Divisions and Agencies:

- Naval Shipbuilding and Sustainment Enterprise Headquarters
- Submarines Division
- Major Surface Combatants and Combat Systems Division
- Patrol Boats and Specialist Ships Division
- Maritime Sustainment Division
- Naval Construction Branch

# National Reform Context: Defence Delivery Agency



Government has announced the creation of a **Defence Delivery Group (DDG)**, a future integrated delivery organisation, bringing together CASG, NSSG and GWEO under a single, end-to-end delivery structure.



Led by a **National Armaments Director** reporting directly to the Minister for Defence and Minister for Defence Industry.

It establish clear separation of roles:

**VCDF**

*Capability Development & Requirements*

**DDA**

*Delivery On Time And On Budget*

## What this means for industry:



Combines CASG, NSSG and GWEO



Creates a single delivery interface for industry



Improves end-to-end capability delivery across the full lifecycle



Strengthens accountability and performance transparency



Enables faster decision-making and approvals

## Reform Timeline:

**1 July 2026**

Defence Delivery Group (DDG)  
Commence



**1 July 2027**

Defence Delivery Agency  
(DDA) Commence

*“The Defence Delivery Agency will put delivery at the centre of what Defence does and ensure we get the best bang for buck from the Defence dollar.”*

**The Hon Richard Marles MP**  
*Deputy Prime Minister, Minister for Defence*



TOPIC 06

# Winning Business in Australian Defence

# Avenues for Securing Work in Defence

For Defence industry, there are three main avenues for securing work in the defence sector.

1



**Through an established Prime Contractor**

- A **prime contractor directly engages with the federal government** and is ultimately responsible for providing goods and services to fulfil the agreed contract.
- As part of this, **subcontracting opportunities** arise for businesses across the life of the project.
- Establishing strong relationships with prime contractors is a key prerequisite to win business through this avenue.

2



**Sub-contract to a Tier 1 supplier**

- A Tier 1 supplier who is established in the Prime Contractor's supply chain.

3



**Engage directly with Defence**

- Engage directly with defence and essentially become the prime contractor

The official procurement information system of the Australian Government.

**AusTender serve as a central platform for procurement information facilitating the publication of the following:**

- Business Opportunities
- Annual Procurement Plans
- Awarded Contracts.



**It is also used for market research,** identifying business opportunities and determining goods/services offered through awarded contracts.

## Categories for identifying opportunities



<b>Approach to Market (ATM)</b>	Displays all business opportunities advertised in AusTender
<b>Contract Notice</b>	Displays details of the awarded contract, including the value and supplier.
<b>Standing Offer Notice</b>	Displays the Standing Offer Arrangement details, including participating suppliers and agencies.
<b>Planned Procurement</b>	Displays details of future Commonwealth procurements.
<b>Senate Order</b>	Produced at the end of two reporting periods each year; Displays reported contracts (valued at \$100,000 or greater) which were active during the relevant period.

## Sign up for Approach to Market (ATM) notices



<https://www.tenders.gov.au/>

# Australian Standard for Defence Contracting (ASDEFCON)

A **suite of tendering and contracting templates** used by the Department of Defence, offering tailored proforma documents for procurement activities based on size, complexity and nature of the project.



Each template is tailored to specific procurement needs.

Suppliers providing products or services to Defence must utilise the ASDEFCON Contract templates.

Looking at applicable templates before a Request for Tender is published **would help you prepare your Proposal Management Plan.**



## Contract Template Selection and Tailoring Guide



Assist in choosing a contract template and explain how to customise it.

1

Familiarise Yourself with the Guide

2

Identify Procurement Requirements

3

Select Appropriate Template

4

Tailor the Selected Template

5

Seek Expert Advice

6

Ensure Compliance and Continuous Improvement

The diagram illustrates SAAB's strategic focus areas, centered around the SAAB logo. The main categories and their associated sub-points are as follows:

- Innovation and Adaptation**
  - Advanced Technologies and Training
  - Pioneering Capabilities through Research
- Strategic Partnership & Collaboration**
  - Partnerships with Australian and Global Industry Players
  - Defence-Industry Alliances
- Workforce and Facilities Expansion**
  - Workforce Skill Development
  - Facility Investments
- Delivery of Sovereign Capabilities**
  - Local Supply Chain and Workforce Development
  - Commitment to Australian Sovereign Industry
- Diversification**
  - Broad Defence Portfolio
  - Flexibility in Solutions
- Government-led initiatives**
  - GSC Program
  - AIC Program
- Notable Projects and Contracts**
  - Major defence platform contracts
  - In-Service Support Contracts



# Summary & Closing

# RECAP: IMPORTANT POINTS



1

The **evolving global and Australian defence landscape presents opportunities for Saab**, requiring the right strategy and industry engagement.

2

Defence policy reforms (DSR, DIDS, NDS, IIP) create new opportunities—**Saab is well-positioned to strengthen its role as a trusted Defence partner.**

3

**Increased government investment in sovereign capability and advanced technology** benefits both industry leaders like Saab and emerging suppliers.

4

**Saab leverages government grants and local SME partnerships** to enhance industry participation, ensuring long-term success through collaboration and technology transfer.





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