

Annual Report 2022-23

Connecting | Developing
Advocating



Defence Teaming Centre
Connecting • Developing • Advocating

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Defence Teaming Centre is not an agent or part of, nor affiliated with, the Australian Government or the Department of Defence

Overview

The Defence Teaming Centre is a leading defence industry association that has been successful in effecting policy reforms aimed at facilitating a more streamlined engagement for its members and the broader defence community within Australia's defence sector.



With a mission to grow and scales Australia's defence industry sector our professional team has assisted members in many ways.

As we reflect on the past financial year the DTC has remained steadfast in connecting, developing and advocating on behalf of our members.

From finding innovative solutions to members problems and advocating to government and Defence officials on the things that matter most to you. This included more transparency between the Department of Defence and companies within their supply chain, government support to grow the medium sector, SMEs to have greater access and increased engagement with CIOG and greater representation of defence industry at schools and career fairs to promote defence industry as attractive employment choices.

We've introduced 30 plus members to procurement managers and key decision makers in the US and UK Defense supply chain, and made over 100 personalised introductions for members.

Ensuring businesses are 'Defence Ready' is at the core of what we do, and we were proud to be able to provide our members with several robust professional development opportunities to assist them in remaining at the forefront of the opportunities what will be made available following the AUUKS and Defence Strategic Review (DSR) announcements.

We extend our thanks to our members, sponsors, corporate partners and prime supporters who have made all our achievements possible. Your support has helped us advance the interest of defence industry and develop Australia's Defence sovereign capability.

Chair's Report



Lee Houlson

Chair of the Board

2023 has been a year of significant announcements for defence with the AUKUS announcement in March and the Defence Strategic Review (DSR) in April, each driving a fundamental shift in Australia's defence industry landscape for the medium-to-long term.

The priorities set out by Defence in the DSR were validated by the Federal Budget handed down by the Australian Government in May. Government has committed to spending 2% of GDP on Defence, including \$9B to be invested into the AUKUS SSN nuclear powered submarine pathway over the next four years. Whilst long term budget commitment has been made, there remains a question over funding in the short term, with a number of programs cancelled to fund DSR recommendations.

Defence is looking to industry to help accelerate the advancement of capabilities with a greater emphasis on proven platforms, while a long-range strike capability and the introduction of nuclear submarines are seen as critical to maintaining Australia's force posture in the region.

However, these opportunities also present

significant challenges for defence industry. Uncertainty resulting from cancelled and changing defence priorities, such as the cancellation of IFV programs in favour of long range missiles such as HIMARS, impacts industry investment decisions and willingness to participate in the defence sector.

Adding to that uncertainty, the DSR also deferred recommendations on the Navy's surface combatant fleet capability, with a short independent review which is expected to be published early next year, to ensure the fleet's size, structure and composition align with and complement the future AUKUS nuclear-powered submarines. This review will shape the future of the \$45B future frigate construction project at Osborne Naval Shipyard.

As recently as late September, significant changes were also announced for Army basing in South Australia and Northern Territory. In response to a growing focus on the Indo-Pacific, the Federal Government is re-prioritising defence spending on developing northern bases and ports to "harden the north". Hundreds of troops along with their families, will move out of Adelaide from 2025 and be sent north under a sweeping restructure, before those numbers are restored by around 2028 as army long-range missiles are consolidated at Edinburgh.

There is also the challenge of our ability to build and sustain the skilled sovereign workforce necessary to meet Defence's capability expectations with a highly contracted labour market and increasing cost pressures. Announcements such as AUKUS nuclear-powered submarine build, means the need for growth of the local workforce will increase to a whole new level, requiring a generational investment in attracting and training the future workforce to defence industry.

Last year, Adam Watson commented in his Chair's report that "... the two immediate challenges to our ability to deliver industrial capability are retention of companies within defence industry and ramping up a workforce to deliver." Those challenges haven't changed and have seemingly worsened in 2023. Companies are continuing to opt out of the defence sector due to program uncertainty and as the imperative for speed to capability drives acquisition of proven platforms from offshore, this raises the question of where opportunities exist to strengthen Australia's sovereign defence industrial base.



2023 has seen a significant shift in Defence policy in response to the global geo-political environment and our close Indo-Pacific threats, requiring agility and responsiveness from defence industry. Overlay this with the ongoing war in Ukraine and recent atrocities in Israel. Our challenge is our ability to respond and develop sovereign industrial capability and build a sustainable workforce, as our defensive posture continues to shift in response to this environment.

The DTC exists to support defence industry and will continue to provide advocacy, connection and development for our members. Through engagement with our members and stakeholders, the DTC will work to identify any issues that may arise from the decisions made throughout this year and liaise with State and Federal governments on how best to support the industry as a whole.

I would like to take this opportunity to acknowledge the work of our volunteer board throughout the year, particularly through some significant changes, including the transition of the DTC to a Company Limited by Guarantee and the recruitment and appointment of our new CEO, Libby Day.

I also wish to thank directors who have departed this year. Francesca Doyle who provided considerable input to market analysis supporting our strategy planning; Natalie Forde from Adelaide University who brought perspectives from her academic experience; and our long serving Board member Tim Dore who transitioned from Board member to DTC staff after more than 7 years of service on the DTC Board.

Another long service Board member Fred Hull, has retired from his Board role after many years of contribution as an advocate for the SME perspective. Adam Watson is also retiring from his Board role at this AGM, having served as Chair of the Board for several years until he pursued a great opportunity to India mid-year. Adam provided great leadership and guidance to myself and the DTC throughout his term. Thank you all for your contribution.

I expect the key challenges for defence industry will continue into 2024 but I remain optimistic of the opportunities that exist and the capability and commitment of the Australian defence industry to grow and develop, with the support of the DTC, to meet these challenges.

CEO's Report



Libby Day

CEO

This CEO report builds on some of the elements already mentioned by the Chair of the DTC and is designed to add some more detail and context to how we have responded to key issues in the defence industry.

The 2022-23 financial year started with a new Federal and South Australian government. Both were just outside of their first 100 days, the Covid shadow was lifting and a new normal was developing. The industry was nine months into the 18-month AUKUS review, and the ongoing uncertainty of the LAND400 program continued.

The new federal Labor government brought in a fresh approach and released Terms of Reference for the Defence Strategic Review (DSR) in August 2022. The industrial environment was changing, with the skills shortages biting all industries, geo-political tensions increasing, changes in our Defence posture, stationary Defence budgets and the DSR announcing we would change the way Australia protects our shores. In parallel, the DTC was also undergoing change. Our CEO of four years, Audra McCarthy, broke her leg over the Christmas'22 period, took leave to

recover. She then chose to resign, leaving the DTC on the 30 June 2023. In the four years Audra was at the helm, she navigated the DTC through the COVID pandemic in a constantly changing environment, requiring major changes in the way the DTC did business. We thank her for her leadership and wish her all the best in future endeavours.

The most significant change to the structure of the DTC from the 2022-23 fiscal year, was the transition from the SA Corporations to the Federal Corporations Act (2001) as a Company Limited by Guarantees (CLG). With operations and members around Australia, transferring to the national law was appropriate. The transition to a CLG has improved compliance of the organisation, provided a higher level of governance, improved the constitutional certainty and legal clarity for the DTC.

As indicated, this year was punctuated by the release of two of the most anticipated reviews we have seen since the 2016 Defence White Paper, AUKUS and the DSR. The AUKUS announcement, being the largest Australian Defence project in history, was made on the 14 March 2023 and provided an outline for Australia to become the world's eighth nuclear submarine operator. Although the Subs were the main act, the AUKUS agreement Pillar II is set to provide closer-term opportunities for Australian industry.

The timeframe for the Adelaide build of the SSN-AUKUS is a long way off, however, the program is multi-phased and the transition to nuclear power submarines is significant. The DTC acknowledges that the time for education on the regulatory environment for the support, maintenance, and manufacturing phases is now. The federal government has acknowledged that we are currently training operators, and the required changes in the US, UK and Australian legislations associated with Australia entering the nuclear age are underway. It will not be long before the all-up weight of the paperwork matches the all-up weight of the sub, and the defence industry will be called upon to step up. Throughout this year, the DTC has supported several information sessions on the requirements for industry in the nuclear sector and will continue to identify programs to increase the knowledge base and advocate for support for companies entering the program.

The DSR release in April this year did not provide the answers industry expected. Major changes were



announced that predominantly affected Army, with significant reductions in Infantry Fighting Vehicles, acceleration in the High Mobility Artillery Rocket System acquisition and the expansion of the littoral maneuver capability. On the plus side, the Government did reconfirm its commitment to a continuous naval shipbuilding program. However, announced a subsequent review of the Navy's surface combatant fleet that has put doubt on the number of vessels within the Hunter Class program.

The skills shortage in Australia is affecting all industries and the defence sector has certainly not been exempt. Throughout the year there has been no lack of job summits, with the DTC attending both Federal and State minister and departmental roundtables and discussions. In concert with the skills reviews the DTC participated in forums to discuss increased migration and presented the nuances of the defence industry and its requirement for specific citizenships. The DTC highlighted that our sector requires High-Performance migrants, and to attract them, we needed to have a strong state infrastructure to entice them to move here.

Throughout this year the DTC has continued to evolve the Defence Industry Leadership Program (DILP) to support the development of the emerging leader's sector and engaged UniSA to explore the potential path from DILP to a UniSA MBA program. We will continue to work with UniSA to increase the connectivity of our course.

Throughout the financial year the DTC continued to work hard on connecting industries. This year the team conducted over

100 Business-to-business introductions and 45 site visits. These are in addition to the 400+ catchups with businesses. As our CRM has improved, we can understand the number of interactions we are having with our members and identify who we have not spoken to, so look forward to our team reaching out to arrange a meeting to better understand your requirements in the new defence landscape.

In the 2022-23 financial year we had 1895 people attend our events. The two major standouts were our annual Defence Industry Dinner & Awards Ceremony, with over 670 guests, and our Defence Leaders Breakfast with Marcus Hellyer, former senior analyst at ASPI, as the keynote speaker. We have categorised how our events aligned to the pillars of Connecting, Developing and Advocacy and categorised the events into the following:

- Social with 1049 attendees,
- Training with 441 members staff being upskilled
- Discussion Forums that provided opinions from 420 members to support the advocacy and inform our position

The 2023-24 FY has started under my stewardship. Since I commenced with the DTC on 24 July 2023 I have been conducting a substantial listening exercise within the defence industry ecosystem. These invaluable insights will assist the Board as it develops a new Strategic Plan, addressing the highest needs of members and other stakeholders focusing on opportunities including growth, upskilling and export all amongst the backdrop of waiting for the completion of the remaining Defence reviews.

2022-23 at a glance



40 +
new
members



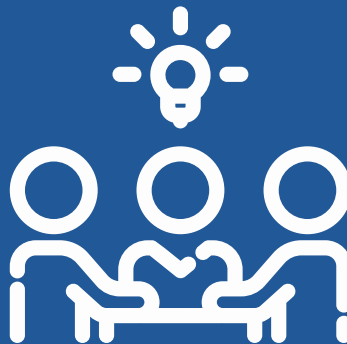
\$550k +
development programs
delivered



1,800 +
people in attendance
at DTC events



100 +
personalised
introductions made



160 +
member meetings



30 +
site visits



30 +
media interviews



15 +
advocating activities
undertaken



10 +
collaboration endeavours
undertaken with Defence
and Government officials

Connecting

DTC is working to create an ecosystem where members can thrive by connecting with like-minded professionals, industry professionals and key decision-makers.

Networking events

Our networking events are becoming more tailored and focused on assisting businesses to make new connections.

In this fiscal year the DTC introduced 'Speed Networking', a widely popular addition to our BD After Five's. DTC is exploring online networking opportunities to make it even easier for our members the increase their network across Australia and find new collaboration opportunities. This will ultimately save members money, and help the environment, as travel time and cost will no longer be a barrier.

Trade show support

Australian trade shows offer unique opportunities for businesses to meet face-to-face with companies based outside of Australia.

At Land Forces and Avalon the DTC pre-organised stand visits with 17 international trade delegations to provide members with the opportunity to deliver their elevator pitch to key-decision makers in Defence's global market. These meetings prove successfully with several companies organising follow up meetings for more in-depth discussion on future opportunities .

Site tours

Insight into how other businesses working in the defence sector is immensely beneficial. The DTC's curated site tours bring members together in a real-world setting where they can share their experience and expertise.

The site tours not only offer valuable

2022-23 Connecting Highlights:

79%

of members who participated in our 2023 Member Annual Survey found the BD After Five events valuable

20 +

tailored defence industry networking events held across Australia

65%

of members have had increased business / collaboration opportunities, or found employees to fill their Defence workforce shortage

firsthand knowledge, but serve as a platform for businesses to explore collaboration and partnership opportunities to help develop Australia's sovereign capabilities.

Partnerships and collaborations

Over the past year we have continued to prioritise and expand our partnerships, both within and beyond our network. These strategic alliances have allowed us to host a number of events we would not have been able to host otherwise.

This includes our ASDEFCON Workshops and Nuclear Stewardship briefing. More details on these events can be found on page 9.



2022 DEFENCE INDUSTRY DINNER & AWARDS CEREMONY

DTC recognises that celebrating the wins and shinning a spotlight on industry achievements is a vital pillar of our community. That is why we are delighted to host the DTC Defence Industry Dinner & Awards Ceremony each year. Last year was the 16th anniversary of our awards night and we are looking forward to another celebratory evening in 2023.

686

PEOPLE IN ATTENDANCE

Our 2022 awards night marked a major milestone with record breaking attendance.

The evening was made even more special with a performance by the Royal Australian Navy Band South Australia, as requested by members.

3 Award Categories

TO RECOGNISE MEMBER ACHIEVEMENTS

Innovation Award
Winner: CBG Systems

Resilient Award
Winner: Elexon Electronics

Teaming Award
Winners: Nova Systems,
NORSTA Maritime, Tropical Reef
Shipyard, SECORA & Norship

\$40K

RAISED FOR THE OPK9 PROGRAM

This achievement reflects the commitment of our members, partners, sponsors and wider defence community to Australia's Defence Force and defence industry.

These funds are instrumental in training assistance dogs for our veterans.

Developing

The DTC is committed to growing and scaling Australia's defence industry sector through the curation of workshops, seminars, training programs and briefings.

ASDEFCON Workshops

Members attending the highly valued ASDEFCON workshops facilitated by CORAS in August 2022 and May 2023 received a legal and commercial overview of contracting with Defence and gained an insight into the risk and tender evaluation process.

Members took away first-hand knowledge and advice on how to succeed and how to correctly submit project variations, one of the key areas of tendering failure. The ASDEFCON workshops will be delivered again in 2023/24 financial year.

ITAR Export Control Training

A series of short courses providing entry level training on International Traffic in Arms Regulations (ITAR), The Export Administration Regulations (EAR), United States Munitions List (USML) and the AU-US Defence Trade Treaty were attended by 62 participants during the second half of 2022.

The DTC in partnership with the Department for Trade and Investment is planning to run an advanced program in early 2024.

Defence Industry 101

The bi-monthly Defence Industry 101 course remains popular with new DTC members, providing a good overview of the sector and doing business with Defence.

This year we changed the delivery format from in person to online increasing accessibility for members. This has benefited both our interstate and local members, and has provided greater opportunity for companies to utilise the course as an 'on boarding' resource for new staff.

2022-23 Developing Highlights:

72%

of members who participated in our 2023 Member Annual Survey said the DTC has contributed to the 'Defence Readiness' of their business

15 +

new workshops / training events delivered

77%

of members who participated in our 2023 Member Annual Survey said they attend 5 + events / development activities in 2022/23

AUKUS Certification and Nuclear Stewardship

An industry briefing on US nuclear powered shipbuilding supply chains was delivered by RAND and supported by the City of Port Adelaide and Enfield Council in May 2023.

The US based RAND team provided industry with practical information focused on both the attributes and challenges of engaging in the nuclear submarine program, and reinforced the criticality in ensuring industry preparation gets underway now.

The briefing was well attended by politicians, councillors, DTC members and non-members.

Defence Industry Leadership Program

The DTC remains committed to growing leadership capability in the defence sector.

The Defence Industry Leadership Program (DILP) has been developing leadership capability within the defence sector since 2010, producing an alumni of over 300 graduates in that time.

Thanks to the collaboration between DTC and Skills Lab, graduates of the program achieved a nationally recognised diploma of leadership and management as we moved towards a more industry focused program ensuring the training remains relevant.

The 2022 cohort of 27 graduates representing SME's, Primes, Defence and Government delivered research papers on the following topics:

- Role of technology in accelerating onboarding and integration of sovereign SME's into the supply chain.
- Emerging use of 'horizontal primes' across the Defence enterprise
- Creating an optimal innovation ecosystem to for rapid delivery of capabilities to the front line
- Veteran employment engagement strategy and framework
- Financing SME's involved in the nuclear supply chain

DILP 2023

DILP 2023 was officially launched at Ayres House in March by The Hon Blair Boyer MP, Minister for Education, Training and Skills. DILP Program Ambassador, the Hon. Pat Conroy MP, Minister for Defence Industry also delivered a recorded address in recognition of the program's importance to the sector.

The event was a great opportunity for the 2023 participants to meet each other and network with industry colleagues invested in developing the leadership capabilities of our defence sector.



Advocating

Over the past year we have tirelessly championed industry causes, engaged with policymakers and worked to shape favourable conditions for our members.

AUKUS

Following the AUKUS announcement in March this year the DTC successfully campaigned government to negotiate for Australia's defence industry to be part of the international AUKUS supply chain.

Part of this campaign included a reform to the International Traffic in Arms Regulations (ITAR). As of the 30 June'23 the bill to amend ITAR was waiting to be introduced to the Senate and House of Representatives of the United States of America.

Defence Strategic Review

Prior to the Defence Strategic Review (DSR) being released the DTC made a submission to government in October 2022 and made five recommendations, which can be summarised as:

1. Grow sovereign industrial capability;
2. Increase Australia's skilled workforce;
3. Improve the efficiency of Defence's contracting and procurement processes;
4. Improve the reliability and integration of ICT; and
5. Law reform that prioritises industry's support to Defence during war.

The DTC was pleased to see these recommendations included in the DSR and will continue to work with government on implementing these recommendations over the coming years.

DTC sees the need for a bipartisan approach to how government approaches defending Australia's shores and in late April 2023 began liaising with the Office of Defence Industry to find the best approach in achieving this. Quarterly

2022-23 Advocacy Highlights:

40 +

meetings held with government officials and academia

30 +

media appearances with TV, Radio, Print and Online media outlets from all around Australia

50 +

members engaged in focus groups to gain in-depth understanding on issues and concerns facing industry

meetings with the Office of Defence Industry have been organised to continue working on this approach.

Procurement Policy

Our advocacy included faster procurement decisions and a more streamlined procurement process to make it easier for SMEs to effectively and efficiently become part of the supply chain.

In June 2023 Chris Deeble AO, Deputy Secretary of the Capability and Sustainment Group (CASG) announced there would be reforms at CASG, which are aligned with what the DTC has been advocating for members.

CASG and the DTC will continue to meet on a quarterly basis to see how the new reforms are aligning with industry's needs, with CASG 2.0 expected to be revealed in 2026.

Serving our members

Throughout the past financial year the DTC focused on delivering even greater value to our members. We extended our array of services and expanded our network of stakeholders .

Online Resources

We began the development of a member-exclusive portal, where members can access resources, discount codes to services and products, industry links and more.

A section of the portal will be dedicated to a variety of online courses and training programs to ensure members can continually up skill themselves, and their staff, and remain 'Defence Ready'.

We anticipate the launch of the DTC Member Portal in Q1 of 2023/24, with the development section of the portal going live in Q4 of 2023/24.

Data Audit

In response to the evolving needs of our members, a comprehensive analysis and audit of our data was conducted. The objective was clear: to align our information resources with the changing demands of our valued members.

This examination of our data assets has yielded significant outcomes, enabling us to deliver higher-quality information to those who need it most. The result is a more targeted and meaningful dissemination of information, ensuring that the right insights reach the right individuals.

Improved Onboarding Process

In the past year we have implemented a refined onboarding processes aimed at providing an informative welcome to new members joining our association.

2022-23 Membership Highlights:

90%

of members are likely to renew their membership in 2023/24

4

member meetings / visits were held each week

72%

of members have indicated that the DTC has assisted them in preparing their business to be 'Defence Ready'

This initiative has increased the number of people we have attending our Defence Industry 101, increasing the percentage of members who are knowledgeable about working in defence industry.

Member Meetings

In 2022/23, as COVID-19 restrictions eased, we seized the opportunity to visit more of our members at their facilities.

These visits allowed us to better comprehend their operations and gather the insights necessary for exploring potential business opportunities. This information serves as a foundation for discussions among members, procurement officers, and trade delegations.

DTC Board of Directors



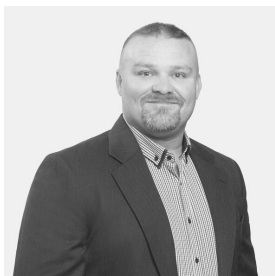
Adam Watson
Chair



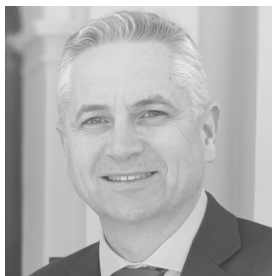
Lee Houlson
Vice Chair



Duncan Milne
Treasurer



Adam Levi
Board Director



Andrew McCauley
Board Director



Francesca Doyle
Board Director



Fred Hull
Board Director



Kevin Beaulne
Board Director

Retired
Nov. 2021 to Nov. 2022



Michael Hartas
Board Director



Natalie Ford
Board Director



Rebecca Humble
Board Director



Sean Flaherty
Board Director



Tim Dore
Company Secretary

Retired
Nov. 2022 to June 2023

Retired
Nov. 2021 to Sept. 2022

Retired
Nov. 2014 to June 2023



Tony Kyriacou
Board Director

Retired
Nov. 2020 to June. 2022



Travis Shueard
Board Director



Wendy Smith
Board Director

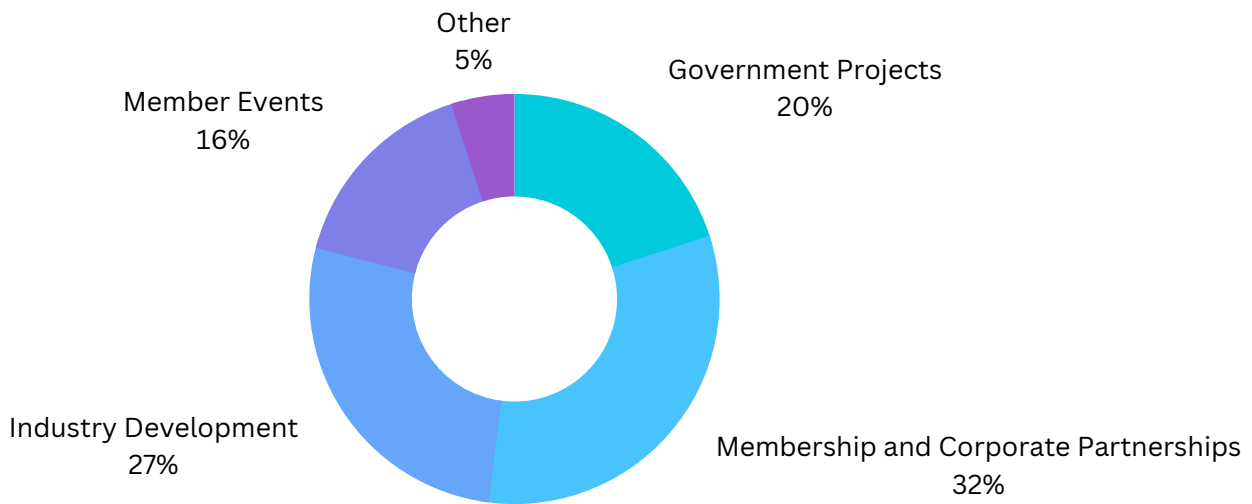
Financials

A good set of results for FY23 with DTC exceeding expectations in sales and profit.

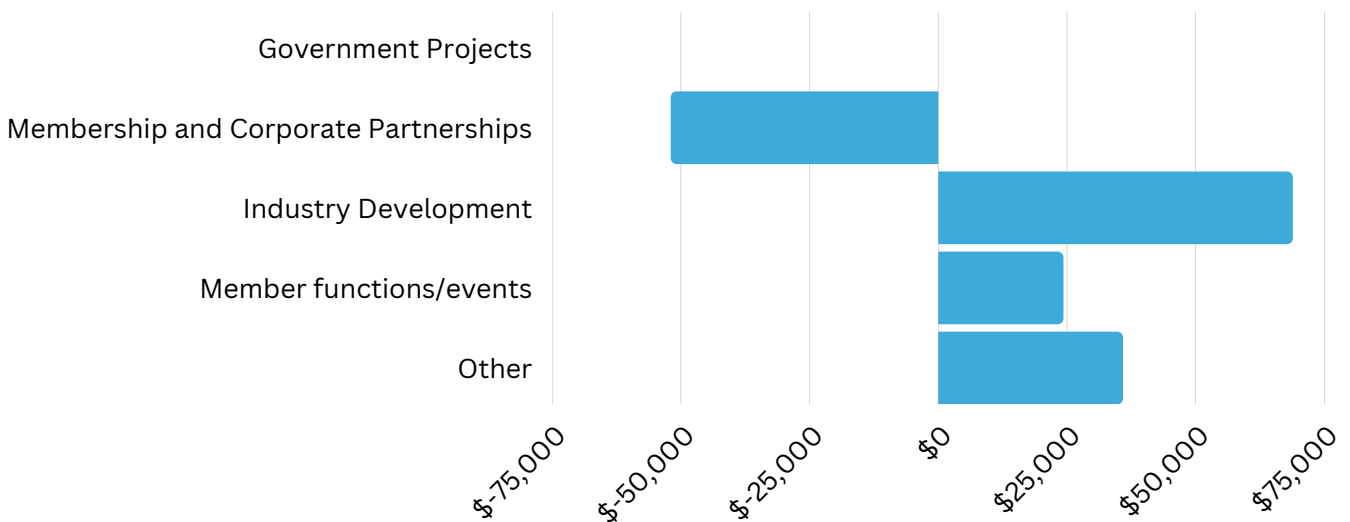
Sales were up over 14% on prior year reflecting growth from all sources and a pleasing gain in event's revenue as industry got more engaged post-COVID.

Higher interest rates are also providing a benefit, with DTC remaining in a strong cash position. Cost management remained a focus for FY23 and will remain so in to the next year as the DTC looks to find the right balance of cost effectiveness and customer service to maximise membership value.

Income



Net Surplus/(Deficit)



DTC Member Anniversary's

The DTC takes great pride in honouring the unwavering commitment and dedication of our members who have embarked on a remarkable journey with us. It is a momentous occasion as we highlight those members who have reached significant anniversary milestones - a decade, fifteen years, and an incredible two decades of membership.

The 2022/23 fiscal year saw Heatlie BBQs, MG Engineering and Morgan Advanced Materials celebrate their 10-year anniversary with the DTC.

All three of these companies have made invaluable contributions to the Australian Defence Force.

- Heatlie BBQs has an ongoing contract with the Australian Army and Navy and MG Engineering works with ASC, BAE Systems, Lurssen and the Australian Navy.
- MG Engineering's ten-year anniversary with DTC coincides with MG Engineering's Mast Block Contract, which was executed for the Air warfare Destroyers, contracted via ShipBuilder ASC.
- Morgan Advanced Materials has worked on a number of major Defence projects, including the Arafura Class Offshore Patrol Vessels, Hunter Class Frigates and Collins Class Submarines.



Tim Dore, Direct Member Services at the DTC with Andrea Mead, Managing Director from Heatlie BBQ.



Tim Dore, Direct Member Services at the DTC with Anthony Brdar, Managing Director at MG Engineering.



Leigh Andrews, General Manager - Australia at Morgan Advanced Materials with Tim Dore, Direct Member Services at the DTC

Pictured below is the Heatlie BBQ team.



Congratulations to our 10+, 15+ and 20+ membership cohort

10+ year members

- Pirtek (Adelaide) Pty Ltd
- Logi-tech Pty Ltd
- Ultra Maritime Australia
- Lockheed Martin Australia
- Frazer-Nash Consultancy
- Sage Automation - Sage Group
- CEA Technologies Pty Ltd
- Aluminium Dynamics
- Vocus
- GBT Industries
- Technoweld Pty Ltd
- Finlaysons
- MacTaggart Scott Australia
- Rowlands Metalworks
- MG Engineering
- Heatlie BBQs
- ASG Group
- Toolcraft Australia

15+ year members

- BAE Systems Australia
- ASC
- Nova Systems
- PMB Defence
- Raytheon Australia Pty Ltd
- Customs Agency Services
- Mine Tech Operations Pty Ltd trading as Plasteel SA
- Inventure Partners
- BL Shipway
- Century Engineering
- Leidos Australia Pty Ltd - Surveillance Australia
- Daronmont Technologies
- Lencom Antennas
- Levett Engineering Pty Ltd
- Avinet
- Airspeed Pty Ltd
- Migration Solutions
- Prism Defence
- Axiom Precision Manufacturing
- APC Technology
- Acacia Research
- Dedicated Systems Australia
- Codan Ltd
- United Fasteners SA Pty Ltd
- Vipac Engineers & Scientists Ltd

20+ year members

- Defence Coating Systems
- Mincham Aviation
- Saab Australia Pty Ltd

Thank you to our financial members for their continued support



- 3D Metal Forge
- 3NA
- Acacia Systems
- Adecco
- Adelaide Relocations
- Adept Technology Pty Ltd
- Adlingtons Australia Pty Ltd
- Advanced Robotics for Manufacturing (ARM) Hub
- Aerobond
- Aerotech Helicopters
- Ai Group Apprentice & Trainee Centre
- Airbus Australia Pacific
- Airspeed Pty Ltd
- AISA SA
- AJ Distributors
- Akera
- Allied Cleared Pty Ltd
- Altair
- Aluminium Dynamics
- AMC Search
- AMI Group
- AML Technologies (AMLT)/ AML3D
- AMW Professional Services
- APC Technology
- Aptus Business Solutions
- archTIS Ltd
- Arentz and KKG Engineering Pty Ltd
- Arican Pty Ltd
- Arkidelo Defence Pty Ltd
- ASC
- Ascent Professional Services Pty Ltd
- ASG Group
- Asset Reliability Inspections Pty Ltd
- ATEC
- Aurizn (elmTEK)
- Austbrokers Terrace
- Austest Laboratories
- Australian Metrology and Calibration Pty Ltd
- Australian Public Affairs Limited Partnership
- Automated Solutions Australia Pty Ltd
- AV Integration
- Avinet
- Axant Corporate Advisory
- Axiom Precision Manufacturing
- Babcock Pty Ltd
- BAE Systems Australia

Thank you to our financial members for their continued support



- Bastion Defence Consulting Pty Ltd
- BECA Pty Ltd
- BL Shipway
- Boeing Defence Australia
- Boileau Business Technology
- Broadway Property
- Bureau Veritas Marine and Offshore Australia
- Business Education Institute Pty Ltd
- Cambrian Executive Pty Ltd
- Capral Aluminium
- Castech
- CBG Systems Pty Ltd
- CEA Technologies Pty Ltd
- Century Engineering
- CGI Holdings (Aust) Pty Ltd
- CK Property Group
- Clear Life Vetting Agency Pty Ltd
- Codan Ltd
- Coherics
- Commonwealth Bank of Australia
- Consunet Pty Ltd
- Contrak Container Company
- Coras
- Customs Agency Services
- CYLAD
- Daronmont Technologies
- Dassault Systemes Australia Pty Ltd
- De Stefano & Co
- Dedicated Systems Australia
- Defence Coating Systems
- Defence Seals Pty Ltd
- Dematec Automation Pty Ltd
- Derby Rubber Products Pty Ltd
- DEWC Services
- DG Air Trading Pty Ltd
- DHL Global Forwarding
- Digitize Pty Ltd
- DW Fox Tucker Lawyers
- DXC Technology
- Easy Skill Australia
- Ebor Systems Pty Ltd
- Electromek
- Elexon Electronics
- EM Solutions
- Enerven
- Engie Electrical & Communications

Thank you to our financial members for their continued support



- Eptec Group
- Evolution CNC Pty Ltd
- Ezy-Fit Engineering Group
- Finlaysons
- Fluxlogic Pty Ltd
- Form Cut Australia
- Fortinet International
- Frazer-Nash Consultancy
- Fremantle Hydraulics Pty Ltd
- Fyfe
- Gama Consulting Pty Ltd
- GBT Industries
- General Dynamics Land Systems - Australia (GDLS)
- GPA Engineering
- Grove Scaff
- Hastwell
- Heatlie BBQs
- Hendon Semiconductors
- Hewlett Packard Enterprise
- HTR Engineering Solutions
- Humanihut Pty Ltd
- ICF Insurance Brokers Pty Ltd
- Indigenous Training and Recruitment Pty Ltd
- Insight Via Artificial Intelligence (IVAI)
- Intract
- Inventure Partners
- locane
- Ionize
- ISC Consulting Group Pty Ltd
- ISD Cyber
- Isoton
- Johnson Winter Slattery
- KAEFER Integrated Services
- Kennewell
- Key Tubing & Electrical Pty Ltd
- KHA Defence Solutions
- Kinexus
- KPMG
- K-TIG
- Laserbond
- LCC Asia Pacific
- Lecon
- Leedall
- Leidos Australia Pty Ltd "Surveillance Australia (Formerly Cobham Special Mission)
- Lencom Antennas

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- Level 5 Solutions Pty Ltd
- Levett Engineering Pty Ltd
- Lockheed Martin Australia
- Logic Figures
- Logi-tech Pty Ltd
- Lubrication Engineering Pty Ltd
- Luerssen Australia Pty Ltd
- Lumination Pty Ltd
- MacTaggart Scott Australia
- ManpowerGroup
- Marenav Pty Ltd
- MathWorks Australia Pty Ltd
- Maxima Training Group (Aust)
- Maxiport Engineering Pty Ltd
- MCT Brattberg Australia Pty Ltd
- MECHVAC Engineering
- MG Engineering
- Migration Solutions
- Mine Tech Operations Pty Ltd - T/A Mine Tech Engineering
- Minor Hotels
- Mitsubishi Electric Australia Pty Ltd
- Monkeystack
- Mossop Group Pty Ltd
- Mott MacDonald
- MRS Property
- My New Australian Life Recruitment
- Navantia Australia Pty Ltd
- NeoTech Coatings Australia
- Neumann Space Pty Ltd
- New Era Technology - SE Pty Ltd
- NineZero DC Sub TC II Pty Ltd T/A DCI Data Centers
- Norseld Pty Ltd
- Northline
- Nova Systems
- Nuago
- Nylastex Engineering Solutions
- Odense Maritime Technology
- Oilpath Hydraulics Pty Ltd
- Oliver Technologies Pty Ltd
- Omni Executive
- Oomiak Pty Ltd
- Pirtek (Adelaide) Pty Ltd
- PMB Defence
- Praxis Aerospace Pty Ltd
- Predict Australia
- PrioriAnalytica Pty Ltd

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- Prism Defence
- Protube Engineering Pty Ltd
- Providence Consulting Group
- PRP Manufacturing
- QinetiQ Pty Ltd
- QMS Non-destructive Testing & Asset Integrity
- Quisk Design Pty Ltd
- R & R Murphy Pty Ltd
- RADventures
- Rainy Day Recruitment
- Randstad Pty Ltd
- Raytheon Australia Pty Ltd
- REDARC Defence and Space PTY LTD
- Rheinmetall Defence Australia
- Rosebank Engineering
- Rowlands Metalworks
- SA Simulations
- Saab Australia Pty Ltd
- Safran Electronic & Defense Australasia Pty Ltd
- SAGE Group
- Sarah Constructions
- School of Information Operations
- Screening On Site
- Secure State Consultants
- Security One 2 One
- Sevaan Group Pty Ltd
- Shipley Asia Pacific
- Shoal Group
- Silver Raven Pty Ltd
- Smart Fabrication
- Softwire Systems
- Sonnex Pty Ltd
- Sphere Advisory
- Spry Squared Pty Ltd
- St Patrick's Technical College Northern Adelaide
- Starke-AMG Pty Ltd (inc Precise Machining and Manufacturing Pty Ltd)
- Stramech Engineering
- Sydney City Marine
- Technoweld Pty Ltd
- Tekuma
- Thales Australia
- Thane Commercial Pty Ltd
- The Australian Driving Institute Pty Ltd
- The Centre for People Development
- Thinklogical

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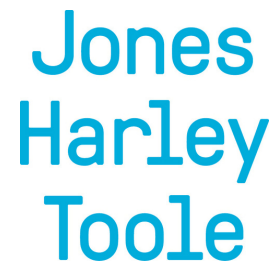
- Toolcraft Australia
- TQCSI-Yaran
- Trident Cyber
- Trymoss Engineering
- Two Swords Pty Ltd
- UCI
- Ultimate Engineering and Maintenance Services
- Ultra Maritime Australia
- United Fasteners SA Pty Ltd
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Annual Report

2022-23



Defence Teaming Centre
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