

# Statement of Corporate Intent 2024–2028



## Acknowledgement of Country

CEA Technologies Pty. Limited acknowledges and pays respect to all past and present Traditional Custodians and Elders of this nation and continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples .

This Statement of Corporate Intent covers the financial periods 2024–25 to 2027–28 and has been prepared by CEA Technologies Pty. Limited in accordance with subsection 95(1) of the *Public Governance, Performance and Accountability Act 2013* (Cth). Content in this Plan is accurate as at April 2024.

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**Peter Robson**  
Chair  
CEA Technologies Pty. Limited



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# Foreword from the Chair

As the Chair of the Board, I am pleased to present the CEA Technologies Pty. Limited (CEA Technologies) Statement of Corporate Intent for the financial periods 2024–25 to 2027–28, in accordance with subsection 95 (1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

For over 4 decades, CEA Technologies has operated as a private entity, specialising in the design and manufacturing of world-leading active electronically scanned array (AESA) radar systems, enabling critical defence capabilities in Australia and overseas.

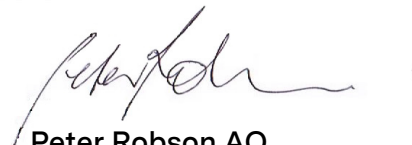
Recognising our longstanding partnership with the Commonwealth, the Australian Government acquired an ownership stake in the company in July 2023. At that point, CEA Technologies embarked on a journey to becoming a Government Business Enterprise (GBE) and Commonwealth company by January 2025. This arrangement secures the long-term sovereign ownership of the company, allowing CEA Technologies to continue to deliver in-demand technology solutions for the Australian Defence Force (ADF) and its close Allies.

During the period of 2024–25 to 2028–29 Statement of Corporate Intent, CEA Technologies will continue to mature our operations to align with the new operating landscape, fostering an environment that empowers staff to perform at their highest potential. This Statement of Corporate Intent unveils our new company purpose, values and code of conduct, reflecting the best of who we are and setting the foundation for our long-term success.

Over the period, we will continue to bolster our practices to maintain a robust and responsive supply chain to achieve future demands. This is supported by our continued focus on strengthening the skilled workforce to enable technological leadership, delivering superior capability, and staunchly maintaining our significant physical and cyber security posture.

CEA Technologies will also continue to invest in critical technological capabilities, essential to the Australian Defence Force (ADF) in an increasingly complex strategic environment. We will leverage our unique position as a sovereign provider to have a positive influence on the advancement of Australia's engineering and manufacturing sectors, focusing on building domestic resilience and export growth potential.

It has been an honour to lead the CEA Technologies Board for the last decade as its Chair, after 15 years as a Non-Executive Director. As I hand over the reins to the incoming Commonwealth-appointed Chair in February 2025, I am confident that the company is well positioned to continue its journey to a Commonwealth company, serving the interests of the ADF and the Australian people.



**Peter Robson AO**

Chair  
CEA Technologies Pty. Limited



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# Company overview

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# About CEA Technologies

CEA Technologies provides AESA radar systems to protect the defence of Australia and its Allies in the demanding environments of sea, land and air.

Established in 1983 CEA Technologies has grown to be a successful and internationally recognised provider of advanced phased array radar. CEA Technologies' design principles and investment in research and development ensures innovative thinking, technological skill, and quality fabrication. The company's technology is used by the ADF and the United States Department of Defense.





## Solutions with commitment

Through decades of research and development, CEA Technologies has created a highly modular and scalable product suite that is flexible and adaptable enough to allow the engineers to curate solutions to solve a variety of defence scenarios. CEA Technologies has mobilised its systems with ruggedised trailers, chiller units and flexible power management to support its expansive active array faces, extending their function to operate in extreme conditions.

## Sovereign capability

CEA Technologies' fundamental principle is to build national industrial resilience that can withstand and adapt to the complex and evolving environments that the ADF and close Allies operate within. Currently CEA Technologies' products have over 75% Australian industry content. As a company CEA Technologies is committed to growing a strong sovereign defence industry capability.

The principles are embodied in the company's DNA:

- Creating a culture and workplace where the best and brightest find value and purpose and are supported to create and make the most sought-after phased array technology in the world.
- Continuing to develop advanced phased array technology that is of national strategic significance to Australia.
- Pursuing a growth strategy through improved efficiency, productivity, supply chain resilience and competitiveness.
- Encouraging the highest standards in advanced manufacturing, technical operation, and workplace safety to expand Australia's sovereign capability.
- Operating the business on commercially-sound principles.

The intellectual property behind the technology is Australian owned and controlled with a strong Australian-based supply chain.



## Locations

CEA Technologies has over 700 staff in locations across 6 states and territories and a growing subsidiary in the United States. CEA Technologies is headquartered in Canberra, where the main centre of engineering is also located. Melbourne houses the precision machining, Adelaide's focus is mechanical design and land based support, Perth provides maritime support, Williamstown conducts field service engineering, and engineering is located in Brisbane.

CEA Technologies' wholly-owned subsidiary in the United States, CEA Technologies Incorporated (CEATI), provides sustainment services to CEA Technologies systems operating in the United States.

Exports to the United States and the expanding domestic and international supply chain are examples of how CEA Technologies continues to support and bolster the national economy.

## Governance

In recognition of the important and longstanding partnership with the Commonwealth, CEA Technologies will transition into becoming a GBE during the period of the Statement of Corporate Intent.

The transition will secure CEA Technologies' long-term ownership arrangements, allowing the company to deliver a suite of sovereign products and services with a strong focus on national security. GBE status will enable CEA Technologies to operate as an independent for-profit company at arms-length from the Government. This fosters a distinction between our corporate objectives and public governance.

CEA Technologies will become a Commonwealth company on 28 January 2025, be accountable under the PGPA Act. At this time the Commonwealth will become the majority owner, with shareholder ministers represented by the Minister for Finance and the Minister for Defence. Mr Ian Croser AM, Technical Director and Founder, is the other shareholder. CEA Technologies is governed by a Board of Directors appointed by the shareholders. No ministerial direction has been provided for this period.

Supported by its strategic framework and organisational strength, CEA Technologies is well placed to transition into a GBE and support the Commonwealth and the ADF in keeping Australia safe.

# USA

CEATI  
HANNOVER  
MARYLAND

43

# AUS

673



08

CEA  
TECHNOLOGIES  
PERTH

30

CEA  
TECHNOLOGIES  
ADELAIDE

36

CEA  
TECHNOLOGIES  
MELBOURNE

05

CEA  
TECHNOLOGIES  
BRISBANE

05

CEA  
TECHNOLOGIES  
WILLIAMTOWN

589

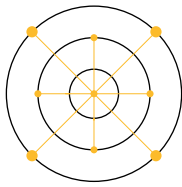
CEA  
TECHNOLOGIES  
CANNBERRA

## Our purpose

Provide innovative technology solutions with commitment to strengthen Australia's sovereign defence capability.

## Our values – The CEA way

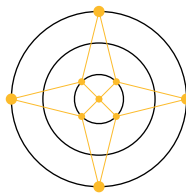
### 01 Collaborative



#### We are one ship.

Through the collective success of our diverse and skilled workforce we deliver excellence.

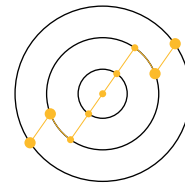
### 02 Enterprising



#### Uncertainty drives innovation.

We thrive by taking calculated risks and turning uncertain situations into opportunities for growth.

### 03 Ambitious



#### Never give up.

With courage and discipline, we relentlessly push the boundaries of defence capability.

## Our Code of Conduct principles

01



Treat each other with respect.

06



Meet high standards of governance and accountability.

02



Keep everyone safe and well.

07



Keep our information safe.

03



Promote equal opportunity.

08



Safeguard company assets.

04



Maintain professional work practices.

09



Comply with applicable laws.

05



Behave with honesty, integrity and impartiality.

10



Communicate responsibly.

# Strategy

Through the controlled growth of the business, via managed investment in people, facilities, systems and tools, CEA Technologies will meet the demanding needs of the ADF and its close Allies.

## Our strategic pillars



### Prioritise our people

Attract and retain the best of the best. This is done by supporting all staff and giving them the opportunity to contribute to CEA Technologies' success in a safe and innovative environment.



### Deliver superior capability

Deliver advanced capability of the highest quality, on time and within budget.



### Embody technical leadership

Invest in sovereign research, innovation and experimentation to sustain Australia's technical advantage in AESA technology.



### Respond to the future

To continuously improve, invest in new capabilities and work with the Commonwealth Government to deliver leading solutions now and into the future.



### Security

Maintain an elevated and significant physical and cyber security posture to protect employees, intellectual property and technological advantage in the defence of Australia and its Allies.

## 2024–25 financial year highlights (Forecasted by 30 June 2025)



**Revenue**  
**\$306.6M**



**Anticipated Headcount**  
**740** (Australian based)



**Order book**  
**\$1.5B**



**Order intake**  
**\$992.7M**



**Total equity**  
**\$192.5M**



**Fielded radar systems**  
**55**

# Operations

AESA technology is a significant enabler for the defence of Australia. It is equally sought after and highly valued by Australia's allies.

CEA Technology's capability is delivered both domestically as Government Furnished Equipment, and internationally on a government-to-government basis.

The wholly-owned subsidiary CEATI is a United States entity that provides sustainment services to CEA Technologies systems operating in the United States.

In total, the capability supports Navy, Army and Air Forces both in Australia and the United States with over 45 fielded systems and a further 22 systems currently in various stages of production. The 2024–25 financial year budgeted awards (Hunter Class Frigate Batch 1, Mobile AESA Radar System 6 (MARS) and Weapons Locating Radar (WLR) will add approximately 20 more systems.

## Operating environment

Developing, manufacturing, sustaining and protecting CEA Technologies' unique AESA capability requires a dynamic and agile approach, underpinned by a significant security overhead.

The COVID-19 pandemic and resulting impacts on domestic and global trade were significant. While these are dissipating, many supply chain challenges associated with advanced manufacturing remain. CEA Technologies has always prioritised the domestic supply chain. Where domestic capability does not exist, CEA Technologies works to develop it. There is however an ongoing need to source components internationally.

Continued disruptions to global supply chains as a result of international conflict is forecast to continue. Developing domestic capability will provide some mitigation, however this will remain a challenge as CEA Technologies seeks to procure the necessary elements to support the manufacturing process.

Overall demand for CEA Technologies capability continues to increase year on year at unprecedented levels in the company's history both domestically and internationally. This, coupled with the need for the capability to be fielded quickly, has resulted in a significant order book out to 2029.

## Capacity

Over the last 5 years, CEA Technologies has made the strategic decision to grow through significant investments in facilities, systems and people in order to absorb the increasing demand for more and larger, systems domestically and internationally.

Staffing levels have increased by over 60% with a particular emphasis on growing engineering and production. Warehousing has doubled, and there has been in excess of \$10 million invested in automation within those facilities to manage increased inventory loads.

Over \$150 million has been invested in the new CEA Technologies Canberra headquarters and the Melbourne manufacturing capability to ensure the company can absorb the increased production, test and trial demand. The net effect of this investment is that, although modest growth in people and warehousing will continue to be required, CEA Technologies is now poised to manage the scale of the demand that will characterise the operating environment in the coming years.

## Security

Security of CEA Technologies' intellectual property and physical and digital infrastructure is of paramount importance given the sovereign and highly classified nature of the capability. CEA Technologies has invested in specialist skills and systems to ensure it can identify and respond to the threat. CEA Technologies will continue to invest in its security operations given the criticality of the fielded systems to the defence of Australia and its Allies.

## One customer: many users

Customer and end user confidence in CEA Technologies and its capability is the highest priority. CEA Technologies offers capable and cost effective AESA systems, but recognises that these systems have to deliver the capability required in the most demanding situations. These expectations will continue to be heightened as a result of increased global uncertainty and the accelerated rate of technological advances from both competitors and those that would do harm to Australia and its Allies.

CEA Technologies constantly engages with end users to build strong and collaborative relationships to better understand their requirements now and into the future. This engagement commences at the design phase and continues long after system delivery in the context of sustainment and upgrades to existing systems. This level of collaboration will need to continue as the end users increase in numbers and diversify geographically.

The sustainment of CEA Technologies' capability, which includes CEATI in the United States, will continue to evolve, diversify its services and grow in a proportionate way to keep pace with the production of new systems and sustainment of systems in the field over longer periods.

## Inflation and wage increases

CEA Technologies expects that inflationary and wage increase pressures will continue to be pronounced in the short to medium-term. This is particularly true within the ACT where remuneration expectations tend to be high.

## Regulation and governance

The transition of CEA Technologies, a company that has successfully operated as a private entity for 41 years, to a Commonwealth GBE will result in increased regulation and governance needs. CEA Technologies will continue to carefully work through the challenges and opportunities the new context presents, ensuring the needs of the shareholders are addressed and that the company continues to grow and remains highly successful in achieving its purpose.

## Culture and workforce

A workforce that is safe, delivery focused and inclusive is critical to delivering the promise that is held within the improved infrastructure and significant capital program investment that CEA Technologies has undertaken.

CEA Technologies commits to advancing as a diverse and inclusive business that provides a competitive value proposition to retain and develop current employees and to attract new people to the organisation. CEA Technologies will remain committed to improving its employee footprint in terms of gender balance, Australia's First Nations people and veterans.

CEA Technologies maintains a diverse workforce across Australia, with over 670 employees engaged as at April 2024. CEA Technologies' capacity to deliver its strategy and major projects relies on attracting and retaining a skilled, professional workforce. To this end, CEA Technologies looks to navigate anticipated trends impacting the workforce over the next 5 years, including:

- **Defence industry investment:** A record \$330 billion investment pipeline within the Australian Government's 2024 Integrated Investment Program over the coming 10 years will raise demand for skilled workers.
- **CEA Technologies demographics:** CEA Technologies has maintained true to its stated goal of a diversified workforce, with two-thirds weighted toward engineering and production. There is an ongoing focus to bring younger people into the company and address the gender gap. It is worth noting that 30% of the current workforce is over 50. Women represent 40% of the corporate footprint and 14% of CEA Technologies' engineering and production footprint. Efforts to increase engineering opportunities for women are critical in a national environment where only 17.7% of graduate engineers are women, of which 76% are born overseas.



- **Technological innovation:** Increasing reliance on automation and digital communications will change the way of working for many employees. However, this must be carefully balanced against the security framework that characterises CEA Technologies' business.
- **Legislation:** New legislation is impacting the way CEA Technologies engages, leads and supports its workforce.
- **Security:** The demanding security environment that CEA Technologies operates within, coupled with the overheads of security clearances at all levels, will continue to be impactful.
- **Apprenticeship and training:** The need for CEA Technologies to grow its own workforce organically, due to the advanced nature of many of the roles, will remain. CEA Technologies has developed strategic relationships with key educational institutions to ensure the pipeline is trained to the standards CEA Technologies requires.
- **Scholarships and work experience:** CEA Technologies is working closely with numerous universities around Australia, awarding scholarships and providing work experience opportunities.
- **Remote locations:** Staff operating CEA Technologies technology are increasingly required to operate for extended periods, sometimes in arduous conditions. This trend will continue.

## Summary

Over the Statement of Corporate Intent period, CEA Technologies will be defining its vision of the future of work and identifying where there is a need to acquire or develop capabilities to manage the impacts on its workforce. CEA Technologies is exploring strategies related to:

- strategic workforce planning
- ways and means of working
- succession planning
- digital skills and business resilience
- leadership capability.

CEA Technologies will embrace these strategies while staying true to its core purpose that has served the company well for 41 years.

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# Risk management

CEA Technologies is committed to robust risk management to keep its people and assets safe and to meet customer needs, commercial performance objectives and shareholders' expectations. Effective risk management is critical to delivering CEA's strategic goals and in anticipating and responding to a dynamic operating environment.

CEA Technologies has a well-established and mature risk framework. The Board establishes the organisation's risk appetite while responsibility for managing emerging and changing risk, and the required policies is delegated to the Board's Audit and Risk Committee.

The Board is further supported through the various committees that consider specific risks in the context of their work plans including safety, environment, people and performance, operations, program delivery, financial assurance/audit, and reputation.

CEA Technologies has appropriate risk management policies, practices, systems, and the expertise to provide assurance in the delivery of a fit-for-purpose risk management framework and assurance in its operation.

Day-to-day management of risk has been delegated to the Executive, supported by the Senior Leadership team. Compliance with the risk framework continues to remain a focus.

In addition to the key risks, and as part of the Risk Management Framework, CEA Technologies continues to monitor emerging risks that may impact its business. Inflationary pressures, the affordability of increased long-term liabilities with facilities, and the rapidly evolving cyber risk environment have been identified as emerging risks to be monitored.

Recognising the scale and complexity of delivering the objectives of CEA Technologies' portfolio of projects, the company continues to review and manage program risks. These risks will continue to evolve and mature as the programs transition through design finalisation, manufacture, testing, delivery and sustainment.

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# Key activities

## Creating safer workplaces

CEA Technologies places safety at the heart of everything it does. The approach to safety has evolved as the company investigates tools and systems that enhance a safety-conscious culture. CEA Technologies understands that excellence in safety goes beyond the number of incidents that occur and is striving toward embedding a culture in which all staff embrace caring for one another and themselves. The company will continue to monitor performance while embedding this culture through engagement with employees.

## Enabled and accountable leaders

CEA Technologies' commitment to evolving leadership capabilities continues as a key focus.

In 2023, an independent People and Culture Review was conducted with findings leading to optimising the corporate structure and refining CEA Technologies' purpose, mission and values.

A fourth cohort started Leadership and Management Training in May 2024, and professional development offerings have expanded to include Building a Respectful Workplace, Influencing Skills and Emotional Intelligence training, which are open to all staff.

## Resilience capability

Given the critical role CEA Technologies plays in the defence of Australia, and the advanced manufacturing supply chain network, the company is focused on continual improvement in its business resilience. The approach to business resilience is guided by international standards related to business continuity systems.

CEA Technologies' objective is to build and maintain an organisation with systems and technology that is able to absorb, respond and adapt to both unforeseen and expected challenges, while maintaining the ability to deliver key services and maximise any opportunities that arise.

This includes a technology environment that is resistant and adapts to cyber security threats. Efforts to target CEA Technologies are expected to evolve, leveraging both known security issues and more complex vulnerabilities.

CEA Technologies will continue to deliver on its Security and Cyber Strategic Roadmap (SaCSR) through a series of funded activities consistent with the Corporate Resilience Framework. This framework focuses on CEA Technologies' actions by applying guiding principles that underpin the SaCSR to assure the company's continued Defence Industry Security Program (DISP) accreditation and cyber resilience.

## Corporate resilience framework

Guiding principle	Future application
Continuous improvement and innovation	Opportunities to improve CEA Technologies' plans and capabilities are actively identified, including the use of innovative solutions when appropriate.
Knowledge sharing and collaboration	Lessons and better practices are shared as widely as possible, with opportunities to work collaboratively with others constantly sought.
Risk-based decision making	CEA Technologies is applying a risk based approach to prioritise deliverables to focus on critical areas, before moving on to more value-enhancing improvement.

## Supply chain resilience

The capability outcomes that CEA Technologies aims to deliver in this Statement of Corporate Intent require initiatives for continual improvement in supply chain performance.

- Determining risks to the resilience of critical suppliers.
- Identifying short/medium/long term key risks to the procurement cycle.
- Improving supply chain data to inform best practice and improve resilience.
- Developing pragmatic options to mitigate risks to critical supply chains.
- Assessing current operation efficiency constraints of critical suppliers.
- Assessing infrastructure requirements to enhance internal flow.
- Highlighting interoperability challenges that most negatively impact efficiency.

- Highlighting specific infrastructure investment priorities to support growth and efficiency.

CEA Technologies fully supports the Commonwealth's recognition of the important role the company plays in future advanced manufacturing supply chain networks and will continue to participate in the formation of policy and investment recommendations.

The company will continue to allocate funding to key marketing activities such as Indo Pacific, Land Forces, Avalon Air Show and key industry publications. This will ensure CEA Technologies continues to publicly demonstrate its commitment to the ADF and the investment that it has made in developing key sovereign capability. These are also excellent avenues through which to demonstrate CEA Technologies' capabilities within the community and to future prospective staff, the Commonwealth leadership and the supply chain, in support of shareholders' policy requirements.

## Data intelligence

CEA Technologies is focusing on data analysis and intelligence to bring new insights into how the company functions corporately. This is being done through continued investment in improving CEA Technologies' systems, including warehouse automation and key information system upgrades that support track and trace as well as enterprise level reporting.

CEA Technologies has 2 current investments underway to support data intelligence. The first investment is the modernisation of the company enterprise resource planning software to support better financial, and inventory analysis. The second investment is the expansion of the human resources information system to improve the company's people recruitment, management and planning capabilities.

## Working better together

Consistent with the outcomes of the recent people and culture review, CEA Technologies is embedding a culture that values diverse perspectives and celebrates differences. Experience shows that where CEA Technologies' teams embrace diversity and inclusion, the staff feel empowered and produce outstanding results.

As a complex business with a national and international presence, CEA Technologies continuously improves how it engages across functions and skills. This Statement of Corporate Intent recognises the need to generate a robust strategic workforce plan to better inform growth projections.

## Operating model delivery

CEA recognises that a workforce of over 700 people needs to be supported by an operating model that fosters consistency, collaboration and efficient ways of working. While the business units have unique contextual factors that govern their operating environments, the company will continue to focus on organisation wide improvements across its safety and environment and people and culture functions. These changes support leaders to drive company-wide outcomes as well as business unit specific initiatives.

Over the next 2 years, CEA Technologies will continue to design and embed a framework that:

- improves employee engagement
- improves productivity
- improves compliance and governance
- increases focus on strategic imperatives through internal and external communication
- centralises and reduces transactional work by standardising processes and improving analytics.

## Attracting and retaining a talented workforce

CEA Technologies' business succeeds when it can attract, develop, promote and retain a workforce that is passionate about the vision and aligned to the company's goals. A tightening of the labour market and the specialised nature of CEA Technologies oriented roles reinforces the need to offer a compelling employee value proposition (EVP) to ensure CEA Technologies remains competitive.

Recognising this challenge, the company will implement an iterative EVP Roadmap over the period of the Statement of Corporate Intent to progressively review and enhance the employment offering, and improve employee engagement, productivity, and capability matching and the awareness of CEA Technologies in the labour market.

Ensuring that CEA Technologies is at the forefront of prospective employees' minds is a critical enabler. CEA Technologies will continue to ensure this is the case through continued presence at key domestic and international trade and career forums. The fostering of recruitment paths through universities, CIT (Canberra Institute of Technology) and schools will also continue.

## Workforce diversity and inclusivity

CEA Technologies acknowledges that strong teams are characterised by a diversity of opinions and backgrounds, and will continue to work toward fostering this desired culture. CEA Technologies has implemented specific targets for increased gender and cultural participation, and understands that inclusivity goes beyond representation and relies on organisational culture.

There is a focus to embed change and promote opportunities for diversity through the company's:

- Diversity and Inclusion Strategy
- Reconciliation Action Plan
- Veteran Employment Program.

Together these strategies will deliver greater female and First Nations participation, a greater internal promotion focus, a reduction in turnover and a crucial maturation in CEA Technologies' leadership capability.



**Technologies**

