

# Statement of Corporate Intent 2025-2029



# Acknowledgement of Country

CEA Technologies acknowledges the Traditional Owners of Country throughout Australia and their enduring connections to land, waterways, sea and community. We pay our respects to Elders past and present and recognise those who continue to protect and promote Aboriginal and Torres Strait Islander cultures.

CEA Technologies values Traditional Knowledge and the deep history of innovation it embodies.









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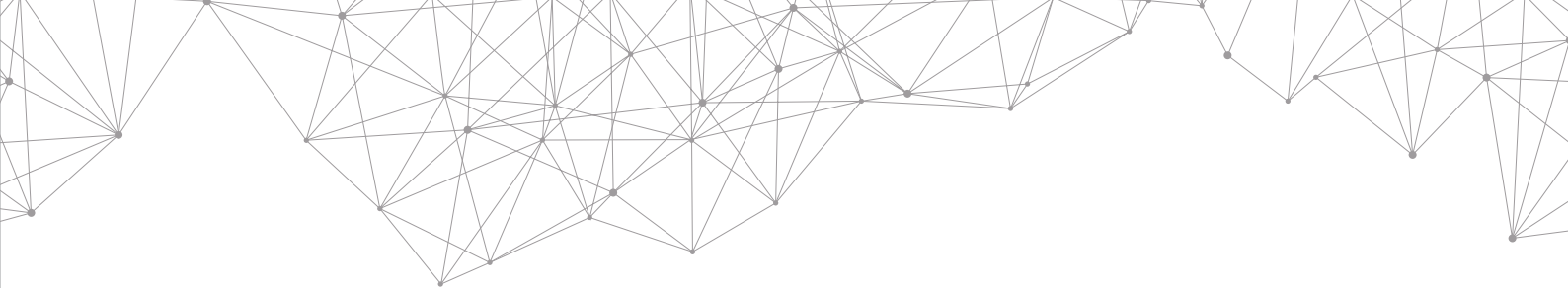


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## Foreword from the Chair



Ms Joycelyn Morton



I am pleased to present the CEA Technologies Pty Limited (CEA Technologies) 2025-2029 Statement of Corporate Intent, which outlines our strategic direction for the financial periods 2025-26 to 2028-29, in accordance with Section 95 of the *Public Governance, Performance and Accountability Act 2013*.

I take this opportunity to acknowledge and thank my predecessor, Mr Peter Robson AO, who steered the company for the past decade as Chair of the Board and shaped it into what it is today. As I commence my tenure, I am confident that the newly established Board and Executive will continue to steward the company's ongoing success, while preserving the culture of innovation and engineering excellence that has defined it for over four decades.

CEA Technologies' transition to a majority-owned Commonwealth company was completed on 28 January 2025, with the company formally prescribed as a Government Business Enterprise (GBE) on 15 March 2025. This transition underscores our responsibility to deliver sovereign capabilities that meet the evolving needs of the Australian Defence Force and close allies, while meeting national interest obligations with commercial discipline.

Looking ahead, CEA Technologies will continue to invest in advanced research and development, support Australia's sovereign industrial base, and showcase Australian innovation on the global stage. We remain committed to developing and delivering essential defence capabilities that meet the requirements of our customer, support allied interoperability, and drive local industry participation. We will also continue to mature as a GBE. We will ensure the right governance and processes are strengthened across the company and strive for a balance between delivering critical technology solutions, safeguarding our innovation and achieving value for the taxpayer.

The solutions that CEA Technologies produce and deliver support Australian businesses in the supply chain, and contributes to Australia's economy. It is incumbent on us to continue leading and developing innovative technology solutions through engineering excellence and manufacturing provenance. Delivering ground-breaking technology to international partners showcases Australia's innovation, engineering and manufacturing expertise.

Central to our future growth is a continued focus on people. Our workforce is the engine behind our success, and we will foster a culture that attracts, retains, and empowers high-performing professionals to meet the challenges of an increasingly complex strategic environment.

I look forward to working with the Board under the oversight of our shareholders, the Minister for Finance, the Minister for Defence and our Co-Founder and Executive Director, Mr Ian Croser AM. Together, we will guide CEA Technologies to deliver critical capability through sovereign innovation and world-class engineering.



**Ms Joycelyn Morton**  
Chair  
CEA Technologies Pty Limited





# About CEA Technologies







## Our story

CEA Technologies is a majority-owned Commonwealth company that has been at the forefront of defence innovation for over 40 years. From humble beginnings in 1983, CEA Technologies has evolved into a centre of technological excellence, delivering advanced capabilities across maritime, land and air domains in Australia and overseas. Today, more than 750 people make up the CEA Technologies workforce.

CEA Technologies is a trusted partner to the Australian Defence Force (ADF) and the United States Department of Defense. The company is internationally recognised for its leading edge phased array radar systems. This technology underscores Australia's sovereign defence strength.

At the heart of the company's success and international recognition is its unwavering commitment to research and development. Decades of sustained investment have produced a highly modular, scalable suite of radar solutions and associated systems. This suite is flexible and adaptable enough to create solutions for a variety of defence scenarios. These solutions operate in the harshest environments in maritime, land and air domains and deliver performance when it matters most.

CEA Technologies' growth is both strategic and self-sustaining. It is anchored in a philosophy of continuous innovation, investment in infrastructure, and the cultivation of human capital. This approach enables the company to not only evolve with the defence landscape but to shape it.

Central to CEA Technologies' mission is the protection of Australia's sovereign capability. By maintaining and supporting its technology domestically and internationally, the company ensures that its intellectual property remains Australian owned.

CEA Technologies fosters a culture where innovation thrives and the workforce can do its best. The company attracts and retains top talent across engineering, manufacturing, project management, and corporate functions. This strong internal capability empowers CEA Technologies to deliver on its strategic objectives and support major defence projects with confidence.



## Locations and staff

CEA Technologies has over 750 staff in locations across six states and territories. The company also has a wholly owned subsidiary in the United States: CEA Technologies Incorporated (CEATI).

CEA Technologies is headquartered in Canberra, where the main centre of engineering is also located. Other locations host the following functions:

- Melbourne houses precision machining.
- Adelaide houses mechanical design, and Army and range support.
- Perth provides maritime support.
- Williamstown conducts field service engineering for Air Force.
- Brisbane provides additional engineering and project management capability.



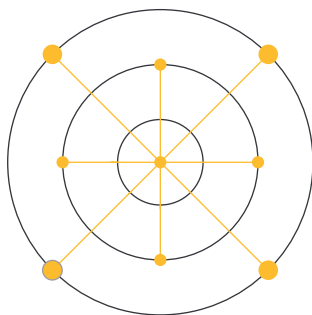
CEA Technologies’ workforce by location



## Our values

The CEA Way is the foundation of CEA Technologies' culture. It helps staff to create and connect with the company's culture. It helps them to navigate decisions and reminds everyone of what really matters. The CEA Way provides a moral compass and challenges staff to consider the right thing to do in any given situation.

### Collaborative



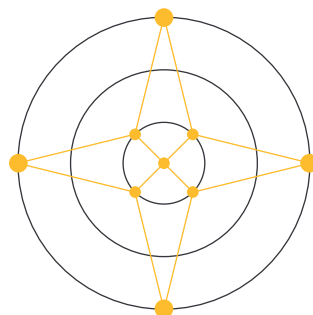
#### **We are one ship.**

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

This value underscores that success is a shared endeavour. It highlights that the achievements of CEA Technologies are the result of collective efforts rather than individual accomplishments.

By recognising the diverse and skilled workforce, CEA Technologies values diversity in its team. It acknowledges that varied perspectives, backgrounds and skills are critical to achieving success.

### Enterprising



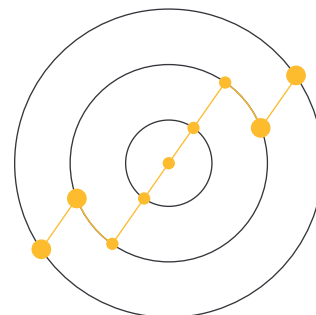
#### **Uncertainty drives innovation.**

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

CEA Technologies views uncertainty as a catalyst for creativity and new ideas and has a positive attitude towards ambiguous or unpredictable circumstances.

This value underscores the importance of being adaptable and resilient. It indicates that CEA Technologies is prepared to adjust its strategies and tactics in response to changing circumstances.

### Ambitious



#### **Never give up.**

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

This value articulates that we are continuously pushing the development of technology, despite impediments in doing so.

It suggests a readiness to step out of comfort zones to achieve significant advancements. It implies a proactive approach to pushing limits and exploring new possibilities. It indicates that CEA Technologies is committed to not just maintaining current capabilities, but constantly seeking ways to improve and advance.



## Our behaviours

CEA Technologies' behaviours set the expectations and ethical standards that guide its people in line with the CEA Way.

	<b>Treat each other with respect</b>	Across our team, we have vast expertise and our collective success reflects our ability to apply our skills in collaboration with our colleagues. Successful collaboration requires trust and respect.
	<b>Keep everyone safe and well</b>	All team members must perform their duties in a safe and competent manner in accordance with relevant Workplace, Health, Safety and Environment (WHSE) legislation, company policies and procedures.
	<b>Promote equal opportunity</b>	We offer our people opportunities for employment, professional development and promotion based on merit.
	<b>Maintain professional work practices</b>	To deliver solutions with commitment, we maintain the highest standards of professionalism and effective work practices.
	<b>Behave with honesty, integrity and impartiality</b>	All team members have a responsibility to behave impartially, with honesty in all our business dealings and avoid any perception that our business judgement may be impaired.
	<b>Meet high standards of governance and accountability</b>	All team members must conduct themselves with the highest level of accountability in their business dealings.
	<b>Keep our information safe</b>	We safeguard classified information and our intellectual property from misuse, misappropriation, destruction and loss.
	<b>Safeguard company assets</b>	All team members must treat company resources with respect and use them for their intended purpose.
	<b>Comply with applicable laws</b>	We are committed to conducting business with integrity and operating in a manner consistent with the laws of the jurisdictions in which we operate.
	<b>Communicate responsibly</b>	Every team member is an ambassador of CEA Technologies. We communicate respectfully, in a responsible manner and ensure that all information shared is accurate and reliable.

# Our governance

CEA Technologies operates as a GBE and Commonwealth company under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Corporations Act 2001*.

The Commonwealth’s 72% ownership interest is represented by two Shareholder Ministers:

- Minister for Finance
- Minister for Defence

CEA Technologies’ Co-Founder and Technical Director, Mr Ian Croser AM, is the other shareholder with the remaining 28% shares.

The shareholder ministers engage on strategic issues and set clear objectives for CEA Technologies in line with their accountability to the parliament and the public. Shareholders have expressed technology and innovation should stay at the forefront of CEA Technologies’ operations while balancing:

- national security priorities
- intellectual property protection
- program performance.

As a GBE, CEA Technologies will continue to deliver a suite of sovereign capabilities to support Australia’s national security. CEA Technologies will continue to operate as a profitable company, while establishing a robust system to meet new public governance requirements.

CEA Technologies is governed by a Board of Directors chaired by Ms Joycelyn Morton.

The Board of Directors is the accountable authority under the PGPA Act with ultimate responsibility for the governance and strategic oversight of the company.

The Board provides leadership and strategic direction for the company, and reports to the shareholders. The Board has two committees:

- Audit, Risk and Security (AR&S) Committee
- People and Culture (P&C) Committee.

The AR&S Committee is a shared Chair structure:

- Ms Fiona Hele is Co-Chair of the AR&S Committee, leading the audit and risk aspects.
- Mr Paul Symon is Co-Chair of the AR&S Committee, leading the security aspects.

Mr Merv Davis is Chair of the P&C Committee.

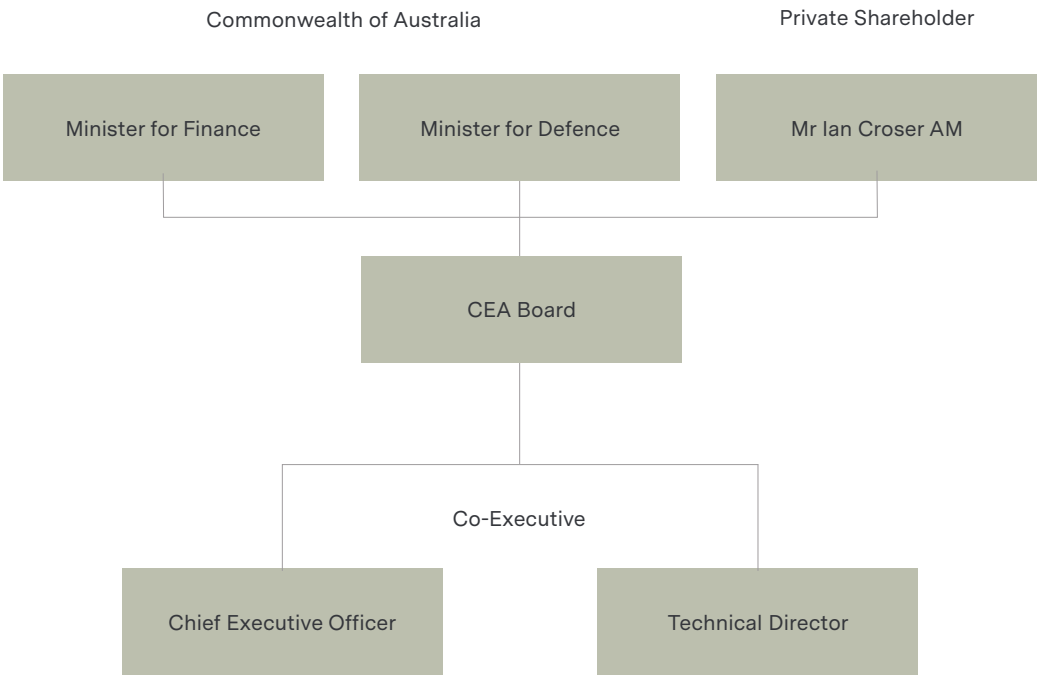


Figure 1.1 CEA Governance Structure

Name	Board Position	AR&S Committee	P&C Committee
Ms Joycelyn Morton	Chair	Observer	Observer
Mr Ian Croser AM	Executive Director		
Ms Fiona Hele	Non-Executive Director	Co-Chair	
Mr Merv Davis AM	Non-Executive Director	Member	Chair
Dr Bronwyn Evans AM	Non-Executive Director	Member	Member
Major General Paul Symon AO (Retd)	Non-Executive Director	Co-Chair	
Ms Amanda Holt	Non-Executive Director	Member	Member
Dr Rowan Gilmore	Non-Executive Director		Member

CEA Technologies operates under a Co-Executive leadership model comprising a Chief Executive Officer (CEO) and a Technical Director.

- The CEO is responsible for the management of the company and leads the corporate, financial, project management, IT and cyber, facilities, security, warehousing and quality functions.
- The Technical Director has executive responsibility for the technical direction of the business and oversight of the engineering department, including research and development, production and all engineering functions.



**Back Row, left to right** Ms Amanda Holt, Mr Merv Davis AM, Mr Mark Foster (CEO), Mr Ian Croser AM, Ms Fiona Hele  
**Front Row, left to right** Dr Bronwyn Evans AM, Dr Rowan Gilmore, Ms Joycelyn Morton, Major General Paul Symon AO (Retd)



## Our subsidiaries

CEA Technologies is the parent company of two subsidiaries:

- CEA Research & Development Pty Limited (CEA R&D)
- CEA Technologies Incorporated (CEATI)

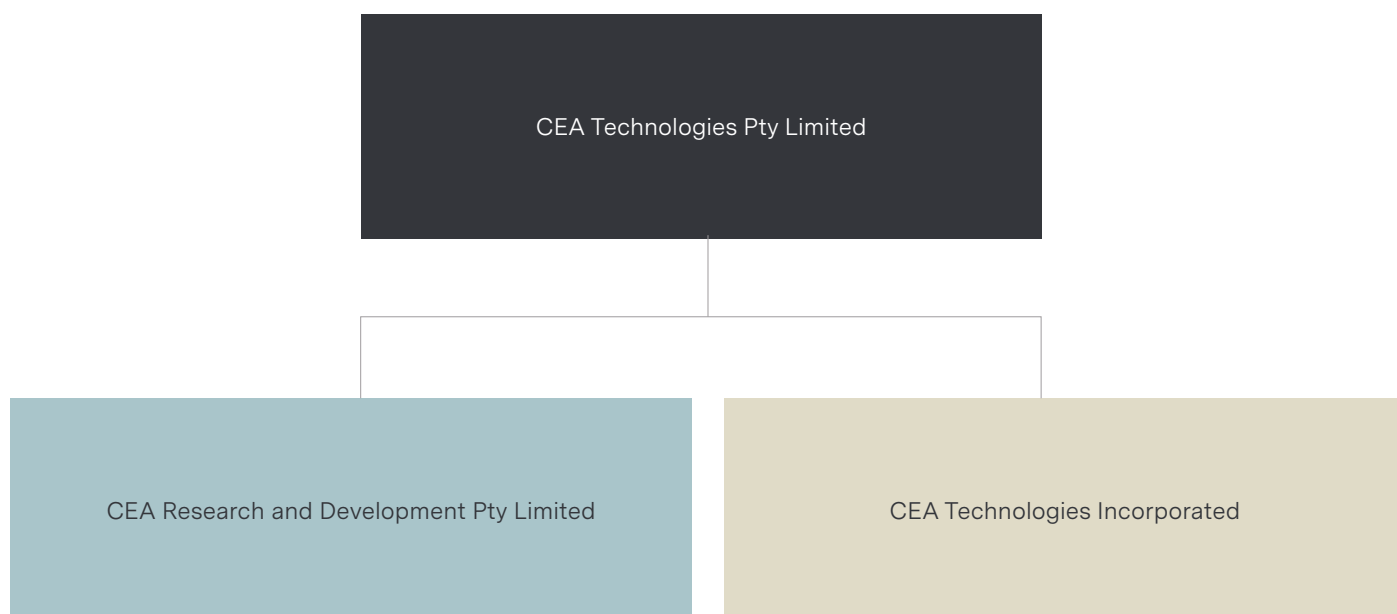


Figure 1.2 CEA Technologies subsidiary structure



CEA Technologies HQ — Canberra Australia

## CEA Research and Development

CEA R&D is a wholly owned subsidiary, incorporated in 1985 to conduct research and development. All staff at CEA Technologies are employed through CEA R&D. CEA Technologies is responsible for commercialising the outputs of CEA R&D's research and development activities (intellectual property).

## CEATI

CEATI is a wholly owned subsidiary headquartered in Maryland in the United States that supports the increasing demand and supply of CEA Technologies' systems for the United States Department of Defense. CEATI provides a comprehensive, long-term solution for on-site sustainment and maintenance support. This ensures critical capability is maintained, while Australian sovereign intellectual property is protected.

CEATI employs 44 staff whose responsibilities include:

- program management
- in-service maintenance of mission systems and test equipment
- personnel management
- financial management
- configuration audits
- customer engagements.

### CEA R&D Board Directors

Chair and Non-Executive Director	Ms Joycelyn Morton
Executive Director	Mr Ian Croser AM
Executive Director	Mr Mark Foster

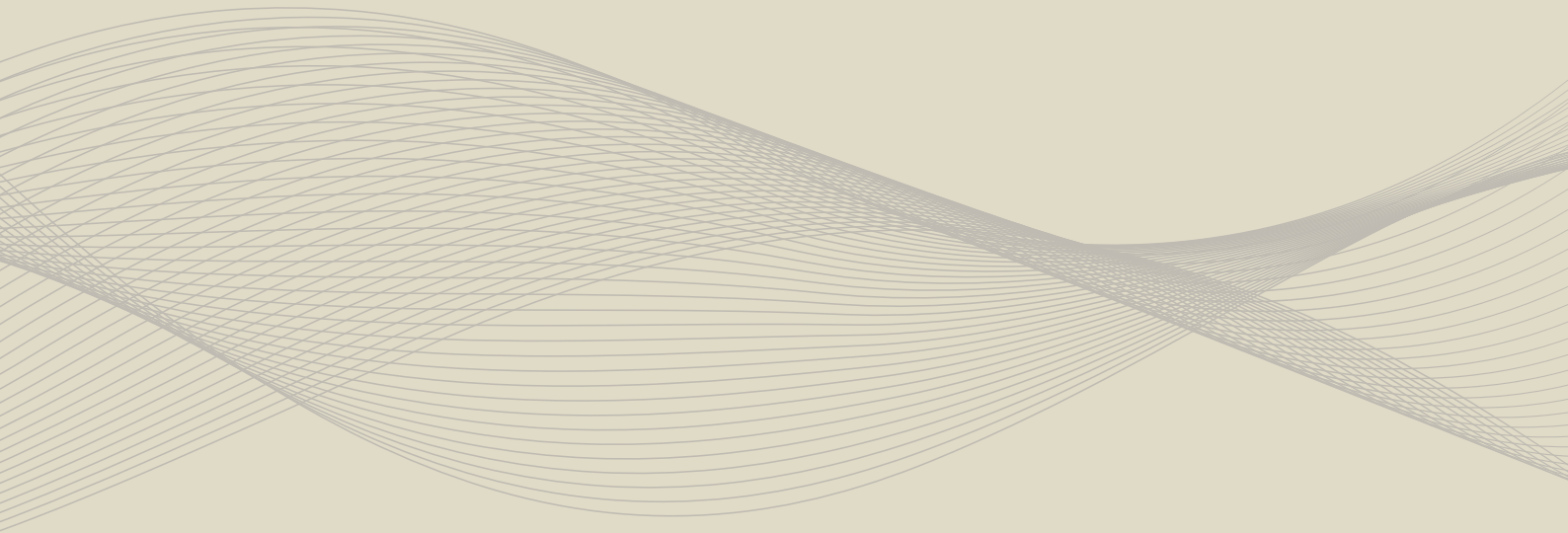
### CEATI Board Directors (as at 30 June 2025)

Chair and Officer Director	Mr Tim Winter
Director	Mr Jeff Steiner
Director	Mr Frank Stewart





# Strategy







## Our Purpose

**CEA Technologies provides innovative technology solutions with commitment to strengthen Australia's sovereign defence capability.**

### Strategic intent

CEA Technologies' intent is to develop technology that provides a wide-ranging, reusable, modular and scalable technology base. This is achieved with the continuous evolution of leading-edge capabilities and system solutions. The intent provides capabilities to strengthen Australia's national security and support national defence objectives.

Over the period of this Statement of Corporate Intent, CEA Technologies is committed to:

- maintaining its innovation and evolution of advanced technologies
- delivering its contracted programs on time.

CEA Technologies will continue to operate as a commercially sustainable enterprise, investing in research and development, infrastructure and people.

## Strategic objectives

CEA Technologies delivers its strategic intent by focusing on four strategic objectives, underpinned by a commitment to research and development throughout the lifecycle of CEA Technologies' products.



### We innovate to enable greater leaps in capability outcomes

We convert a diverse range of complex needs to create scalable and modular technology solutions for our customers.

We actively scan the strategic environment and ensure the company is positioned well for the future.



### We develop world-leading technology

We apply appropriately managed technical risk to develop, test and refine our technology to ensure we deliver superior capability.

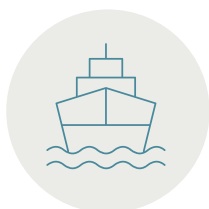
This is enabled by strong leadership, engineering expertise, and world-class facilities and tools.



### We manufacture resilient, superior technology

We manufacture solutions that are designed around modular and scalable technologies and are rigorously tested to meet the specific demands of the environment it will be operating in.

Our advanced manufacturing capability produces efficient and effective capability that is fit-for-purpose and will grow to meet future needs.



### We sustain our technology for enduring use

We ensure our products are fit-for-purpose and provide the basis for growth and future evolution.

Providing through-life support, we continue to innovate and evolve our approach to become a world-class sustainment organisation.

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



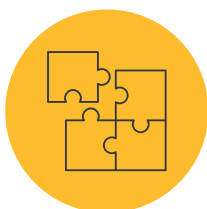
## Summary of key activities

To deliver its strategic intent and meet its strategic objectives, CEA Technologies will focus its key activities around five pillars.



### Prioritise our people

We will 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.



### Maintain technical advantage

We will invest in sovereign research, innovation and experimentation to sustain Australia's technological advantage in technical capabilities.



### Deliver superior capability

We will deliver advanced capability of the highest quality and within budget.



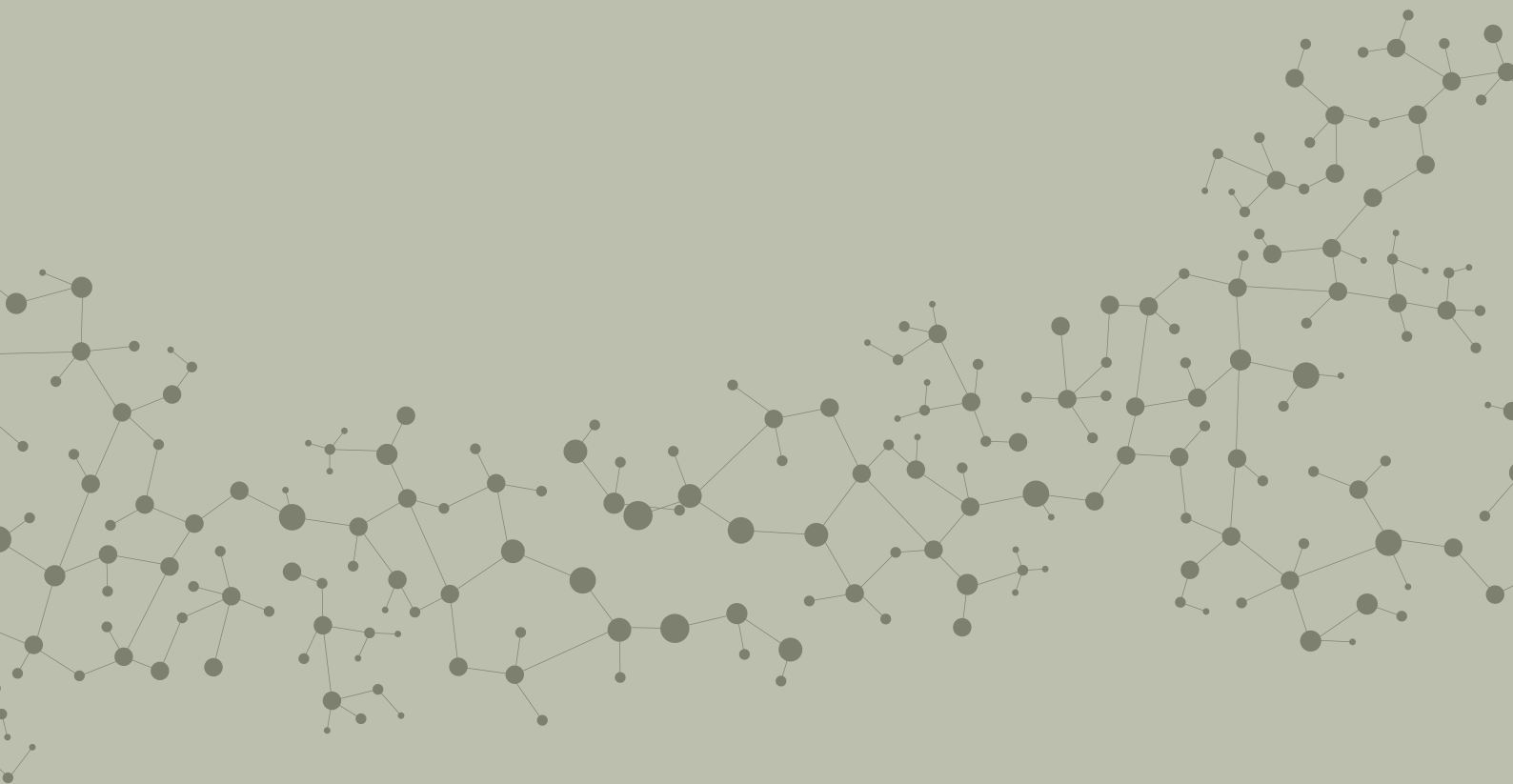
### Prepare for the future

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

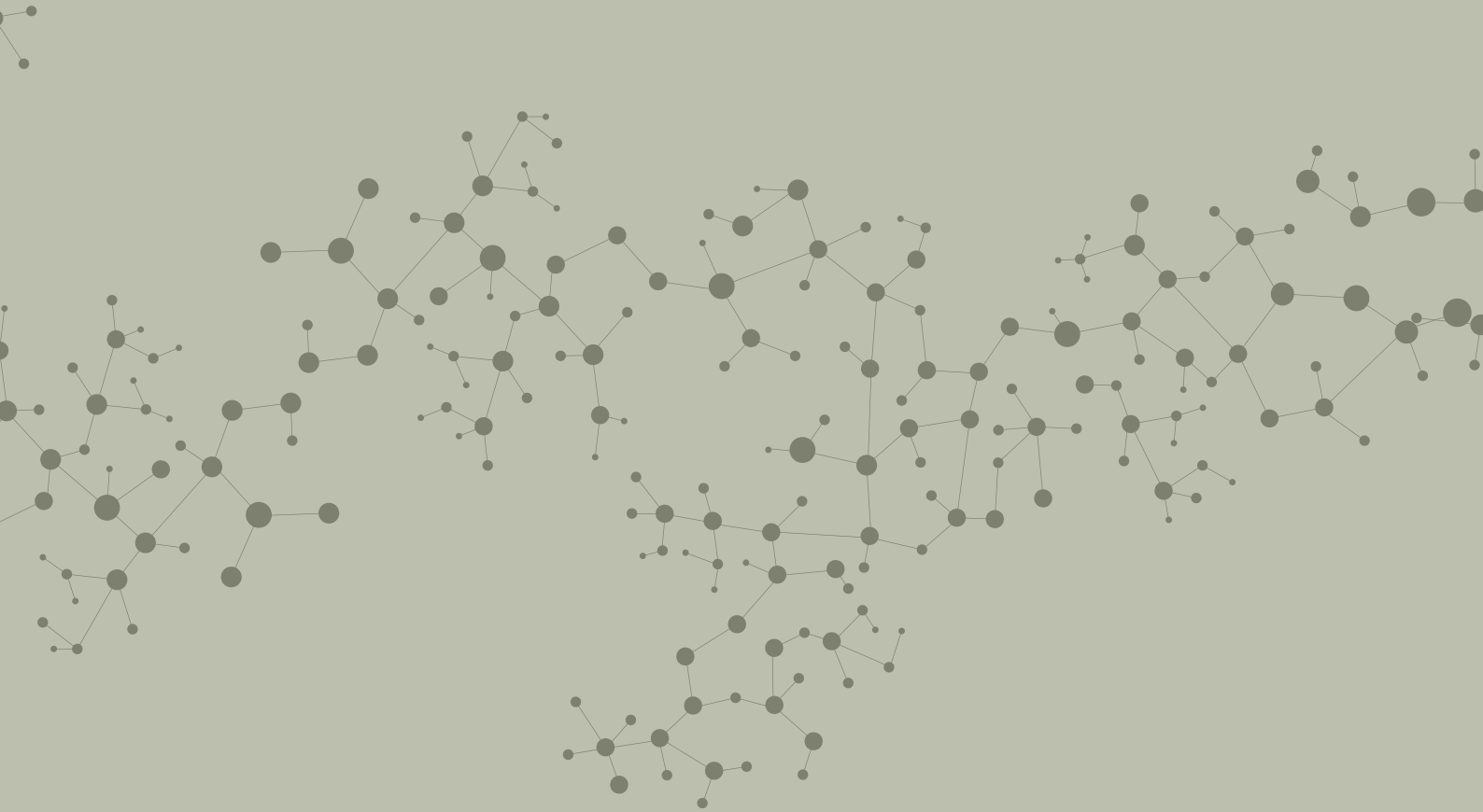


### Optimise security

We will maintain an elevated and significant protective and cyber security posture to protect employees, intellectual property and technological advantage in the defence of Australia and close allies.



# Operating context









# Operating Context

**CEA Technologies delivers Active Electronically Scanned Array (AESA) capability, which is a highly valued sovereign capability, enabling an integrated ADF to operate in a rapidly evolving and complex operating environment.**

In 2023 the Department of Defence undertook a strategic review to inform how the ADF structures itself to respond to new and emerging threats. The strategic framework and tools were set out in:

- the 2024 National Defence Strategy (NDS)
- the Defence Industry Development Strategy (DIDS)

CEA Technologies' strategy for balancing growth and sovereign intellectual property is closely aligned to the strategic intent of the NDS and capability priorities outlined in the DIDS.

CEA Technologies' capability, a sovereign asset, is delivered:

- domestically via sole-sourced contracts to the ADF
- internationally on a government-to-government basis to close allies.

In total, CEA Technologies' systems support Navy, Army and Air Forces both in Australia and the United States with 52 fielded systems and a further 49 systems currently in various stages of production.

## Strategic operating environment

**Innovating, developing, manufacturing, sustaining and protecting CEA Technologies' unique technology requires a dynamic and agile approach with a significant security overhead.**

The Department of Defence highlighted in the NDS the significant changes in the global strategic operating environment. With increasing competitive tensions, and armed volatility in Europe and the Middle East, the strategic environment is becoming more complex and challenging.

The global strategic operating environment is dynamic. This leads to the need for stronger cooperation with Australia's key international partners. CEA Technologies' capabilities and AESA technology provide a critical capability for:


- enabling the NDS
- providing ongoing opportunity for closer ties with key international partners through export and supply chain initiatives.

Closer to home, the DIDS highlights that defence industry is essential to delivering an integrated and focused ADF that can respond to rapid military modernisation across the region. A fundamental priority is for Australia to develop its sovereign defence industrial base. CEA Technologies has and will continue to deliver its capability against this priority.

The AESA systems that CEA Technologies produces are an Australian sovereign industry capability. The intellectual property is held in Australia and CEA Technologies is committed to ensuring it remains that way.

Specifically, CEA Technologies contributes to 5 of the 7 Sovereign Defence Industrial Priorities (SDIP) identified as core capability requirements in the DIDS:

- **SDIP 2:** Continuous naval shipbuilding and sustainment
- **SDIP 3:** Sustainment and enhancement of the combined-arms land system
- **SDIP 5:** Development and integration of autonomous systems
- **SDIP 6:** Integration and enhancement of battlespace awareness and management systems
- **SDIP 7:** Test and evaluation, certification and systems assurance



CEA Technologies delivers its capability to meet the immediate and future needs of the ADF. Through ongoing innovation, the company's technology evolves to provide solutions as the needs and requirements of the ADF change.

As a newly prescribed GBE, CEA Technologies is secure in its ability to:

- maintain sovereign intellectual property of its technology
- provide economic value to Australia and trusted partners.

As volatility and uncertainty in the strategic geopolitical domain increase, so does the need for precision situational awareness of threats to Australia's national defence. Demand for CEA Technologies' capability is set to grow. With that, the company is poised and ready to respond to its customer's needs.

## The market

### Our customer

CEA Technologies has one primary customer: the Department of Defence and the ADF. Our first and foremost priority is to equip the ADF with the most advanced technology that enables the situational awareness needed to rapidly respond to threats to Australia's national interests.

CEA Technologies, with the through-life support of its technology, sustains its capability through incorporating innovative improvements. The ethos is to not just maintain, but continuously improve and pass those improvements onto in-service capability for the customer.

### Domestic

The Australian Government remains our primary market. As a member of Australia's defence industry, CEA Technologies is not immune to challenges facing Defence in balancing the Integrated Investment Program (IIP), and achieving the requirements highlighted in the Defence Strategic Review.

CEA Technologies achieved a domestic order intake of \$1.2 billion in 2024–25.

## International

CEA Technologies currently exports to Five Eyes markets through government-to-government partnerships. The United States is the major market over the period of this Statement of Corporate Intent.

CEA Technologies has demonstrated its AESA technology to United Kingdom partners during Exercise Formidable Shield 2025, highlighting the integration opportunities of the system.

The company will continue to engage with the Commonwealth to seek appropriate markets and initiatives to broaden the use of its technologies. The company is well attuned to the opportunity for enhanced alliance and interoperability with Australia's chosen strategic partners.

## The supply chain

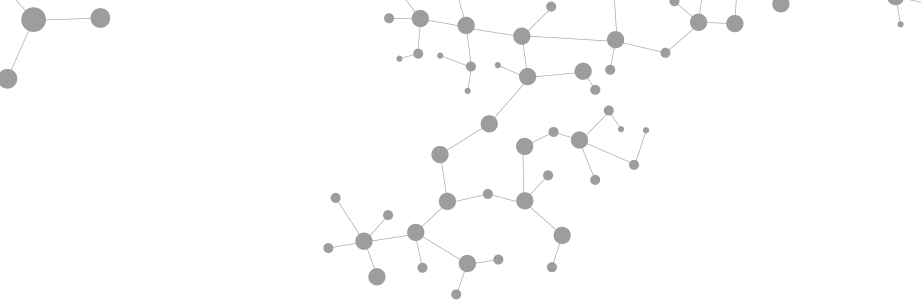
CEA Technologies does not operate in isolation. It relies on a robust supply chain to provide the many components needed to build its products. Where possible, CEA Technologies aims for a large proportion of Australian Industry Content for each project. Most mechanical requirements are met by CEA Technologies' Melbourne facility and a few domestic suppliers. The supply of electronic components is limited in scope in Australia with most of these items sourced from large manufacturers in the United States.

CEA Technologies closely manages the risk of single source. CEA Technologies is mitigating this risk by:

- implementing supplier agreements
- conducting regular supplier validation audits
- monitoring the market to identify alternate suppliers where possible.

Supplier validation audits include checking a supplier's:

- quality
- capacity constraints
- financial stability
- other policy compliance requirements such as modern slavery.



Increasing geopolitical pressures are impacting the consumption of components used in defence systems and supply chain priorities. CEA Technologies will continue to mitigate impacts on supplier priorities, export/import timeframes and requirements through:

- strong relationship management
- supplier agreements
- instruments such as Defense Priorities and Allocations System Ratings.

## Regulatory landscape

As a GBE and a member of the defence industry, CEA Technologies operates in a complex and evolving regulatory landscape. To ensure CEA Technologies meets its compliance obligations, it has an established compliance framework that is regularly reviewed and updated.

### Domestic

CEA Technologies is a company incorporated under the *Corporations Act 2001*. It is controlled by the Commonwealth and must adhere to the PGPA Act. As a newly prescribed GBE, the company is undertaking a full review of all rules, regulations and policies that apply to it under the PGPA Act. In addition to the rules, regulations and policies, the Commonwealth has introduced new climate disclosure reporting requirements under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

As a member of the Defence Industry Security Program (DISP), CEA Technologies must meet strict standards across its governance, physical and personnel security, and cyber domains. CEA Technologies is audited against its obligations under the DISP. Under the *Corporations Act 2001*, CEA Technologies has extra sustainability reporting obligations from 1 July 2026. This is in addition to existing obligations under the EPBC Act.

### Export/import

As an entity that imports materials and exports technology, CEA Technologies is subject to domestic and international regulations relating to the export and import of defence-related material. In 2024, there were significant reforms to the *Defence Trade Controls Act 2012* and the *Australian Customs Act 1901*. As a result of these reforms, CEA Technologies undertook a thorough review of its export practices to ensure it continued to meet its obligations.

CEA Technologies requires access to United States origin material subject to contractual and legal obligations, including compliance with:

- the United States’ International Traffic in Arms Regulations (ITAR)
- the Export Administration Regulations (EAR).

To meet its obligations under the ITAR, CEA Technologies is exempt from parts of the *Discriminations Act 1991* (ACT). CEA Technologies is required to submit a bi-annual report to the Australian Capital Territory Human Rights Commission regarding its compliance with the exemption.

Where Australia deals with other countries to import defence-related materials, CEA Technologies abides by those countries’ respective laws and regulations.





## Cooperation and partnerships

### Shareholder departments

As a majority owned Commonwealth company and prescribed GBE, CEA Technologies has established collegiate relationships with representatives of its shareholder departments:

- the Department of Finance
- the Department of Defence.

These relationships are built on mutual respect and trust to ensure CEA Technologies understands and meets its reporting obligations under the PGPA Act, while complying with the *Corporations Act 2001*.

### Customers

CEA Technologies engages in collaborative relationships with the ADF and key international stakeholders to better understand their needs now and into the future. This engagement starts at the innovation stage and continues long after system delivery through sustainment and upgrades to existing systems. Sustaining CEA Technologies' capability requires the company to evolve, diversify and grow in line with the development and production of new systems.

### Supply chain

As a producer of highly sophisticated systems, CEA Technologies has developed an effective procurement process and strong supplier relationships. Both are critical to producing and delivering high-quality and advanced products to the customer.

CEA Technologies is mindful of nurturing relationships with key businesses that form part of its supply chain. A key principle is maintaining and supporting sovereign capability, including:

- sourcing the majority of materials and components from Australian suppliers
- maximising the use of Australian manufacturers when outsourcing.

CEA Technologies is a member of Supply Nation to increase its scope of sourcing from diverse supply chains. CEA Technologies currently uses 29 key suppliers with just under 70% of these being Australian companies.

### Defence industry

Through its reputation for delivering unique and sophisticated products, CEA Technologies maintains respectful relationships with like-minded organisations in the defence industry. This is enabled through close working relationships as delivery partners in projects.

CEA Technologies seeks and participates in industry engagement forums to contribute to broader dialogue involving the Commonwealth's stated aim to grow advanced manufacturing capability within Australia. For example:

- the AI Group Defence Council and Defence Export Forum
- the Defence Industry CISO Advisory Group
- Defence Export Controls Working Group.

### Education institutions

CEA Technologies partners with Australian organisations so it maintains an appropriately skilled workforce to deliver sovereign capabilities, including:

- an apprenticeship program with the Canberra Institute of Technology
- work experience for engineering students studying at universities across Australia.









# Capability





# Innovation, research and development

Innovation at CEA Technologies happens by breaking down the strategic and tactical needs into a set of fundamental capabilities and is a unique value offered to the ADF. This enables the company to create more advanced technology than can be developed elsewhere. Through innovation, CEA Technologies develops new capabilities that support upgrading existing systems and introducing new products, techniques and technologies.

CEA Technologies' innovation, research and development primary objectives are:

1. Continue the evolution of the existing technology.
2. Branch into new technologies as driven by innovative outcomes.
3. Manage and mitigate obsolescence in existing technologies.
4. Evolve or modify technology as required for new systems and capabilities.



## Expertise

Only through the intersection of diverse technical skillsets and application of in-depth engineering knowledge can CEA Technologies innovate at the leading edge of technology.



## Modularity and scalability

The segmentation of function and form into scalable and modular implementation blocks is the key concept that allows CEA Technologies to field a diverse range of systems and capabilities.



## Capability-based development outcomes

Research and development outcomes are not derived from specific system requirements. They come from a fundamental understanding of the diverse capabilities required to address the strategic, tactical and operational problems of defence.



## Conceptual space

Creation of a conceptual space that facilitates the mixing of high-level strategic, tactical and operational needs across all of Defence with the possibilities of the state-of-the-art component manufacturing technology.



## Acceptance of risk

Effective acceptance and management of risk is fundamental to innovation, evolution and realising opportunities to remain relevant and to build the future.



Innovation will be achieved through CEA Technologies' self-sustaining operating model based on 4 key objectives.

1. Income from the sale of products domestically and to our close allies sustains the company's controlled profitability, growth and ability to innovate, develop and deliver new and evolving capabilities.
2. These new capabilities support the upgrade of existing systems and the introduction of evolved and new products, techniques and technologies.
3. The continuous but controlled expansion and sustainment of a highly skilled and experienced workforce is fundamental to building a stable depth of knowledge and experience.
4. Continuous development and obsolescence mitigation is established to be able to deliver capabilities at relatively short notice and is enabled by the depth of experience and knowledge of the engineering workforce.

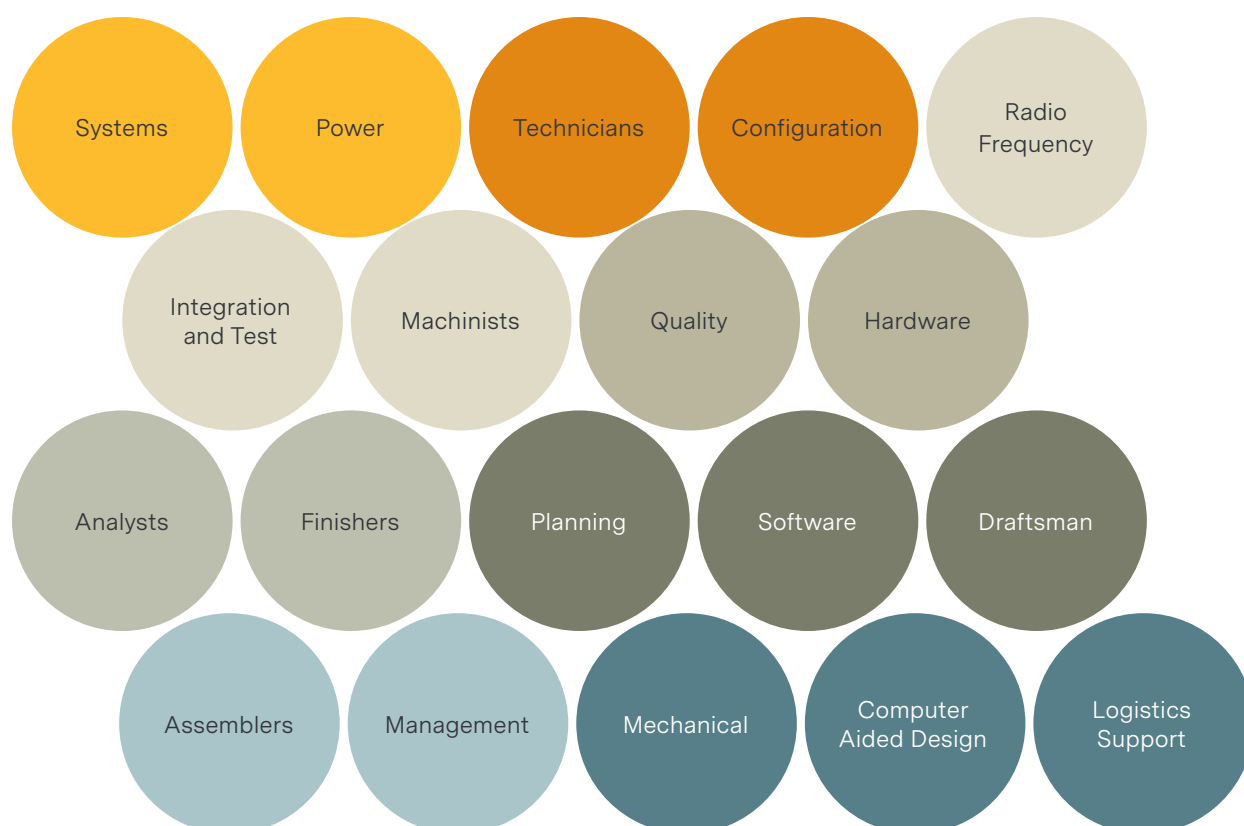
The workforce and infrastructure strategies will enable the manufacturing and capability delivery functions to keep pace with the growth in contracted projects. Specifically, it will enable locally based Australian printed circuit board manufacturing:

- technical capability growth
- production and investment.

With ADF and allies' fielded capabilities using more CEAFAR<sup>1</sup> architecture, CEA Technologies is increasing its skilled resources in designing secure systems.

CEA Technologies will maintain a technology edge through innovation and a highly skilled, diverse technical workforce. This will retain the advantage for Australia's national security and close allies. For this reason, the company will continue to prioritise its ability to innovate.

**CEA Technologies' diverse technical skillsets include:**



1. CEAFAR is a family of active, scalable, multi-function phased array radar technology.

# Workforce

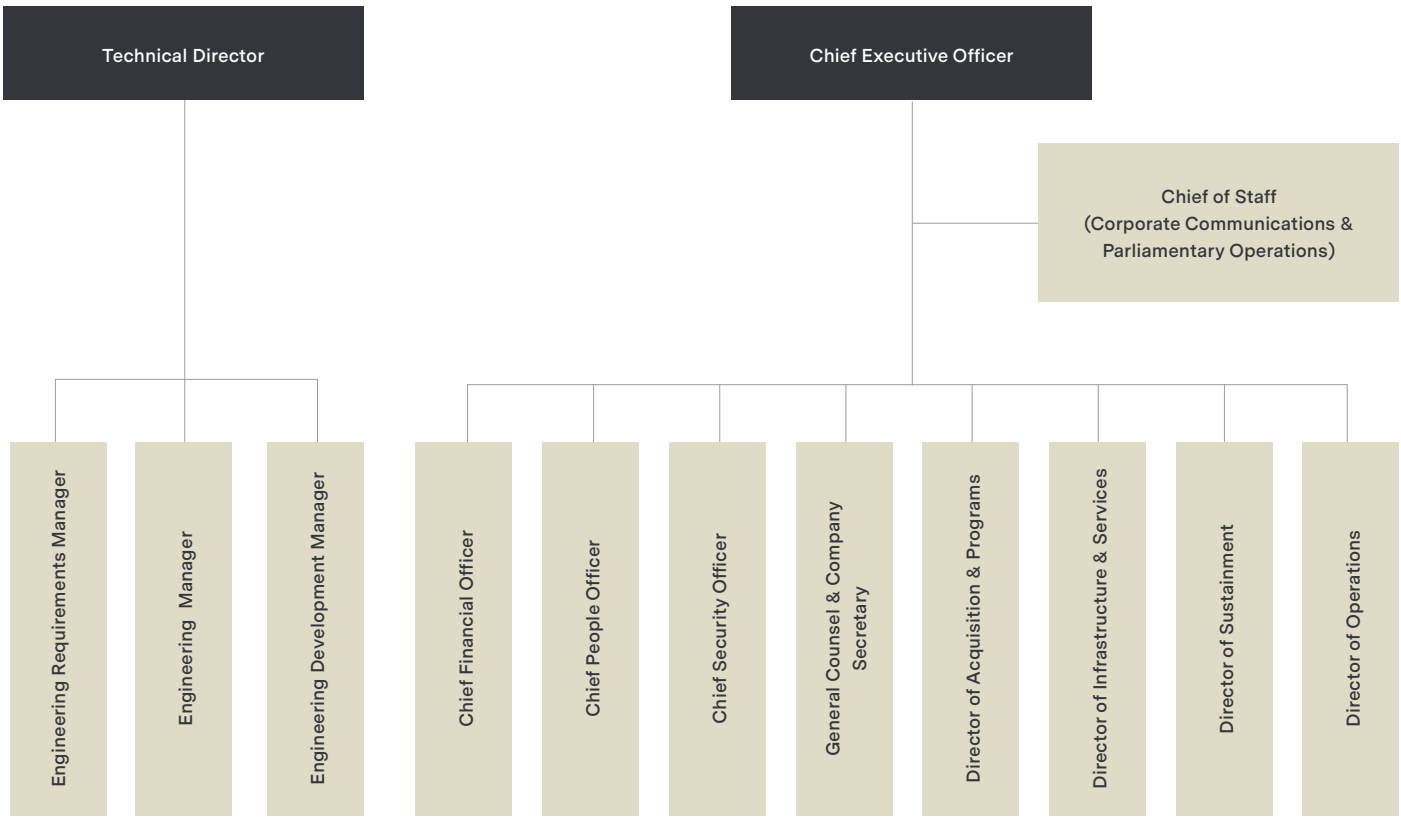
## Organisation structure

CEA Technologies maintains a diverse workforce across Australia with over 750 staff employed in a range of engineering, manufacturing and corporate roles.

CEA Technologies’ workforce is expected to maintain a steady growth rate to keep developing and executing new projects and sustainment contracts. CEA Technologies continues to navigate a competitive market to recruit and retain engineering and manufacturing expertise. This is being addressed in the Strategic Workforce Plan.

CEA Technologies’ organisational structure and workforce statistics are below.

CEA Technologies — Senior leadership chart as at 30 June 2025



CEA Technologies’ gender and age demographics

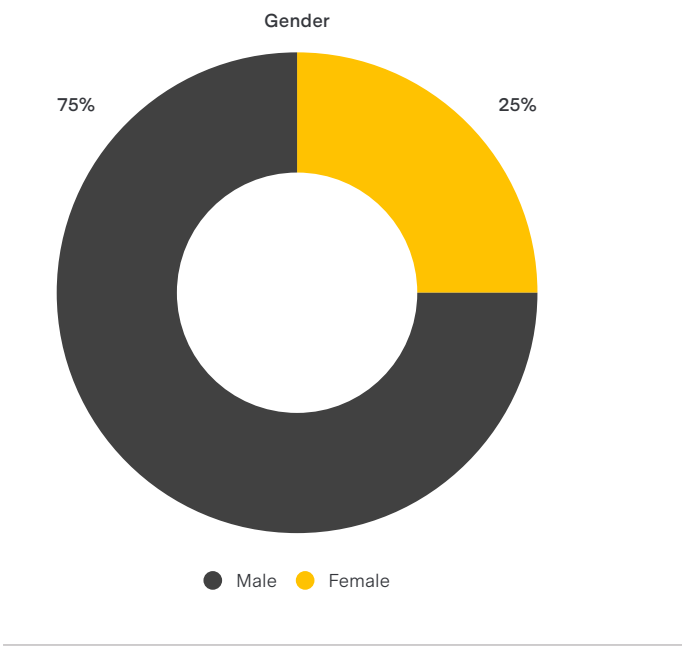
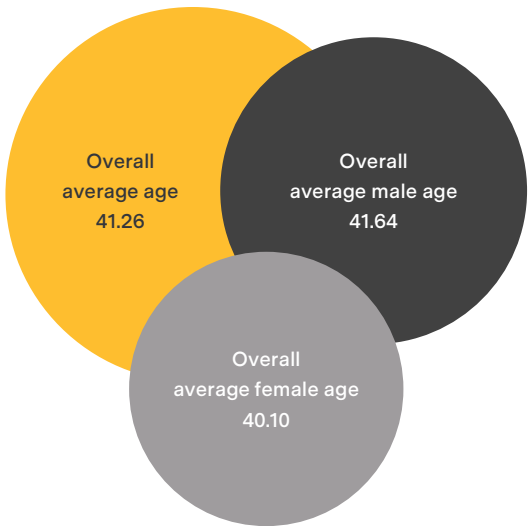


Chart 4.1 CEA Technologies workforce gender distribution



Apprenticeships and work experience

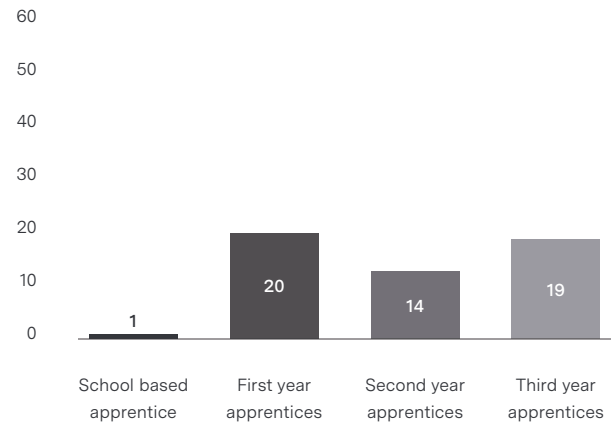


Figure 4.2 CEA Technologies apprenticeship workforce

54

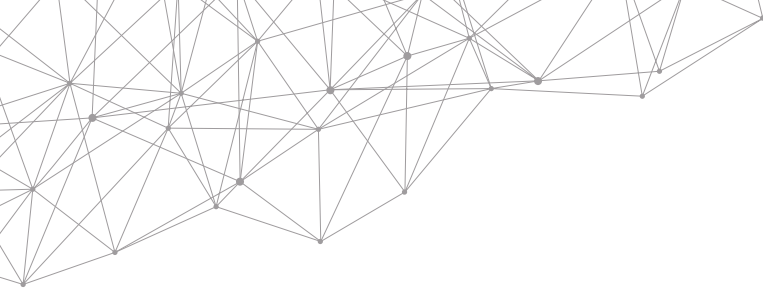
Total apprentices

19

Engineering work experience students (2024–25)

Figure 4.3 CEA Technologies engineering work experience





Over the past 12 months, CEA Technologies has significantly transformed its people and culture function, with the goal of enabling a high-performing, future-ready workforce. Important reforms include:

- implementing a job levelling framework
- commencing implementation of an enterprise-wide human resources information system
- enhancing employee benefits.

These reforms provide a strong foundation for sustainable growth and workforce resilience. Over the past 3 years, the company has maintained a staff retention rate that exceeds industry standards.

## Workforce growth

CEA Technologies expects to continue a pattern of moderate and sustainable headcount growth across all major capability areas over the life of this Statement of Corporate Intent. This growth reflects the organisation's:

- increasing delivery responsibilities
- ongoing investment in sovereign capability
- evolving governance and operational maturity.

Growth will be strategically managed to:

- align with project delivery requirements, system sustainment needs and corporate enablers
- maintain a strong culture, technical excellence, and commitment to quality.

The projected growth trajectory reflects:

- ongoing expansion in core engineering and manufacturing roles to meet current and future program demands and infrastructure expansion
- targeted increases in project and program delivery roles to support platform maturity and customer engagement
- growth in enabling and governance functions, including security, ICT, commercial, and finance, consistent with the transition to GBE status
- continued investment in early-career pathways to build a strong internal pipeline of talent.

CEA Technologies' Strategic Workforce Plan will provide the framework to ensure capability development, succession planning, and workforce composition keep pace with organisational needs. It will ensure the company grows not just in size, but in capability, resilience, and impact.

The company will continue to prioritise initiatives that enable the company to attract and retain talented individuals who are ambitious, collaborative, and committed to CEA Technologies' mission.



## CEA Technologies' strategic workforce agenda for the period of the Statement of Corporate Intent focuses on the following priorities:

By embedding these priorities into the corporate strategy, people practices can meet current operational needs while positioning the company for future capability, growth, and industry leadership.



### Workforce planning and organisational design

Continue the enterprise-wide Strategic Workforce Plan and finalise executive structure design, ensuring alignment between capability, accountability, and future growth. This includes job level standardisation, role clarity, and labour budgeting.



### Performance and capability development

Finalise and implement an evolved performance development system underpinned by growth-oriented conversations and goal setting. The evolved system will integrate the CEA Way behaviours and technical capability with career development, succession planning, and recognition mechanisms.



### Leadership and culture

Deepen the integration of the CEA Way through the Culture Champions network and leadership capability building. The Conversations that Count program will continue to build the coaching skills of 80+ people leaders.



### Technology and analytics

Fully implement the human resources information system core modules and begin performance module rollout to improve workforce insights, reporting accuracy, and strategic decision-making. Develop reporting that meets both internal management and Board oversight needs.



### Compensation and benefits

Continue refining salary benchmarking and implement a formal remuneration framework.



### Workplace safety and wellbeing

Continue to implement robust physical and psychosocial safety measures across the business, including the respectful behaviours program and on-site counselling.



## Employee value proposition

CEA Technologies' ability to attract and retain top talent in a highly specialised and competitive market depends on more than remuneration alone. Over the past year, the company has redefined its employee value proposition (EVP) so it reflects:

- the unique contributions its people make to Australia's sovereign defence capability
- the expectations of a workforce seeking clarity, recognition, and support.

CEA Technologies' EVP transformation was driven by:

- employee feedback
- new governance requirements
- a commitment to positioning the company as an employer of choice for high-performing, purpose-driven professionals.

### Key initiatives:

CEA Technologies introduced a job levelling framework. This transparent and organisation-wide framework now underpins position descriptions and career progression processes. It provides employees with greater visibility of:

- role expectations
- internal mobility opportunities
- pathways for development.

The performance-based increment system is a structured, merit-based increment framework that rewards sustained performance and capability development. It is aligned with company values and strategic objectives. This system replaces a legacy bonus model and supports a culture of fairness, accountability and recognition.

CEA Technologies modernised its benefits offering. It conducted a full review of employee benefits to ensure alignment with government expectations and market standards. Enhancements include:

- more annual leave provisions for better work-life balance
- higher employer superannuation contributions, supporting long-term financial wellbeing.

CEA Technologies has introduced an **on-site counsellor** to provide accessible, confidential support. This service recognises the operational nature of the business and the limited flexibility available to many employees. It addresses a key gap for staff who are unable to access external services during regular work hours and shows a commitment to psychosocial safety and wellbeing.

Collectively, these initiatives elevate CEA Technologies' EVP by ensuring it is clear, competitive, and tailored to the company's workforce profile. They also serve to strengthen employee engagement, reduce attrition risk, and enhance the company's reputation as a progressive and responsible employer in the defence sector.



## Infrastructure

Over the last five years, CEA Technologies has made the strategic decision to grow through significant investments in facilities, systems and people. This increases the company's capacity to meet the increasing demand for more and larger systems, both domestically and internationally. Growth has required essential extra infrastructure to enable operations.

So the company can absorb increased production and growth in the highly skilled workforce, over \$150 million has been invested in:

- expanding the CEA Technologies Canberra headquarters and the Melbourne manufacturing capability
- commissioning a storage and test platform, significantly expanding our integration and test capabilities.

Warehousing capacity has doubled. In excess of \$10 million has been invested in automation within those facilities to manage increased inventory loads.

Modest growth in people and facilities will continue to be required. However, the net effect of this investment in infrastructure is that CEA Technologies is now better positioned to manage the scale of the demand that will characterise the operating environment in the coming years.

## Information and Communications Technology (ICT)

### ICT platforms

To enable critical enterprise systems, CEA Technologies' ICT infrastructure platforms are procured to meet security, resilience and scalability requirements. Platforms are operated on enterprise grade hardware/services, with a focus on security risk management and disaster recovery.

### Application environment

CEA Technologies operates various enterprise software platforms that provide essential data-centric capabilities and information governance outcomes. Where justified, internally developed software applications provide bespoke solutions to meet CEA Technologies' unique requirements.

## Company security

Security of CEA Technologies' intellectual property and physical and digital infrastructure is vital. CEA Technologies invests in specialist skills and systems to ensure rapid identification and response to threats to its capability. Investment in security operations will continue unabated given the criticality of the fielded systems to the defence of Australia and close allies. Security operations span across the personnel, physical, cyber and governance domains to:

- achieve compliance with Defence requirements
- provide a suitable level of protection for the company's critical assets including people, information and property.

All aspects of security are overseen by the AR&S Committee.

## 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, including:

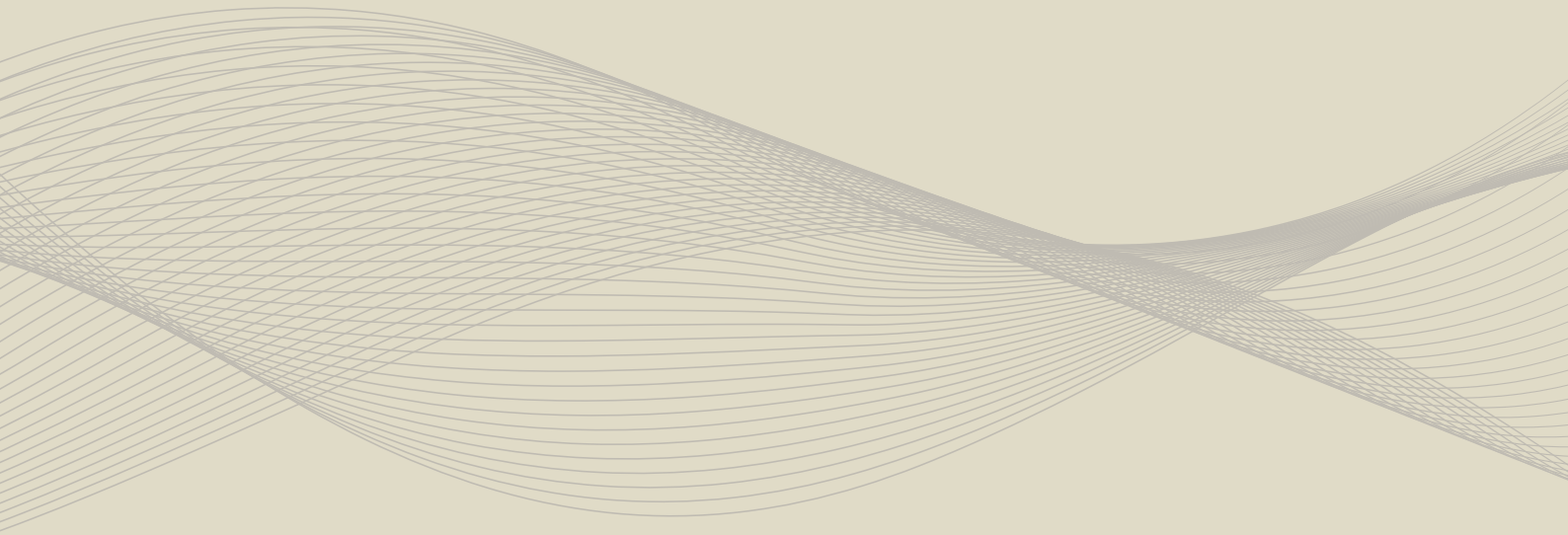
- determining risks to the resilience of critical suppliers
- identifying short/medium/long-term key risks to the procurement cycle
- improving supply chain data to inform best practice and improve resilience
- developing pragmatic options to mitigate risks to critical supply chains
- assessing current operational 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.







# Risk management



# Risk management

**Effective risk management is critical to delivering CEA Technologies' strategic goals. The company is committed to building, promoting and enhancing a culture of proactive risk management across the organisation to:**

- **keep its people and assets safe**
- **meet customer needs, commercial performance objectives and shareholders' expectations.**

CEA Technologies' well-established Enterprise Risk Management Framework is based on the International Standard on Risk Management (ISO 31000:2018). It is consistent with the Commonwealth Risk Management Policy.

The framework integrates risk management practices into:

- governance practices
- informal and formal decision making
- business-as-usual
- audit activities.

It also places risk management practices within CEA Technologies' strategic business planning, operational execution and project management. The framework includes CEA Technologies':

- Enterprise Risk Management Framework Policy, which establishes a comprehensive and proactive risk governance framework that embeds risk management practices, accountabilities and responsibilities through all levels of the organisation.
- Risk Appetite and Tolerance Statement, which outlines the level of risk the organisation is willing to accept.
- Enterprise Risk Register, which captures, manages and treats enterprise and operational risks.

CEA Technologies' Board has overall responsibility for:

- establishing and maintaining the Enterprise Risk Management Framework
- defining the organisation's risk appetite and tolerance statements.

The Board's AR&S Committee is responsible for managing emerging and changing risks, supported by the framework.

An internal Audit, Risk and Security committee supports the Board's AR&S Committee and the company's Executive in their risk management roles and responsibilities. The internal committee considers specific risks in the context of:

- safety
- environment
- people and performance
- operations
- program delivery
- financial assurance/audit
- protective and cyber security
- reputation.

Enterprise risks are continually monitored by the Executive and the internal Audit, Risk and Security committee. Operational and project level risks are actively monitored by the relevant risk leader and risk owner. Day-to-day management of risk is delegated to the company's Executive, supported by the Senior Leadership team. This ensures CEA Technologies has the appropriate risk management policies, practices, systems, and expertise to provide assurance and a fit-for-purpose risk management framework.



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