

DEFENCE TRANSFORMATION



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DAY ONE: WEDNESDAY 3 DECEMBER 2025

On day one, we will delve into the past to extract valuable lessons learned, with insights from senior leaders. Our discussions will focus on how these lessons shape our path forward, ensuring we remain at the forefront of global defence capabilities. Discussions will draw upon historical successes and challenges and outline the innovative approaches and technologies that will define the future of defence. This day promises to be an inspiring start, filled with opportunities to learn, collaborate, and envision a stronger, more resilient force.

0755	REGISTRATION & REFRESHMENTS
0855	DEFENCE IQ WELCOME Anisa Cousin , Divisional Director, Defence IQ
0900	CHAIRMAN'S OPENING REMARKS Lieutenant General (Ret'd) Clint Hinote , Former Deputy Chief of Staff and Air Force Futures, US Air Force
INSIGHTS AND STRATEGIES FROM TRANSFORMATIVE LEADERS	
This session will explore the latest initiatives and strategies that are transforming defence. While highlighting collaborative efforts, technological advancements, and best practices. Attendees will gain a comprehensive understanding of the current landscape and future direction for UK defence, with a focus on being a leading tech-enabled defence power, with an Integrated Force that deters, fights and wins through constant innovation, at wartime pace.	
0910	KEYNOTE OPENING ADDRESS: STRATEGIC CONTEXT AND UPDATE ON HOW THE NAD GROUP IS SUPPORTING DEFENCE INNOVATION AND THE WIDER TECH ECOSYSTEM Andy Start , Deputy National Armaments Director, UK Ministry of Defence
0945	DIGITISED BATTLEFIELD INTELLIGENCE: UNLOCKING DEVICE DATA FOR OPERATIONAL DECISION ADVANTAGE <ul style="list-style-type: none"> • Exploring how real-time access to digital intelligence enhances situational awareness and mission effectiveness • Demonstrating the integration of device data into command-and-control systems to accelerate informed decision-making • Showcasing practical use cases where digital exploitation delivers tactical and strategic advantage across the modern battlespace Thomas Harris , Solutions Expert, Cellebrite
1015	MORNING COFFEE & NETWORKING BREAK

DEFENCE INNOVATION

Explore the forefront of defence innovation in this compelling session, where experts will delve into the latest cutting-edge technologies transforming the defence landscape. This session will provide a deep dive into how innovative solutions are being developed and implemented to address contemporary security challenges. Attendees will gain insights into the future of defence technology and the collaborative efforts driving these revolutionary changes.

1045	UNLEASHING THE POWER OF DATA FOR THE WARFIGHTER: THE DIGITAL AND DATA STRATEGY FOR DEFENCE <ul style="list-style-type: none"> • Empowering the warfighter through data-driven decision-making to enhance operational effectiveness with timely insights • Strategic update on the next edition of the Digital and Data Strategy for Defence • Key focus areas explained: Integrated Force, Digital Targeting Web, and the Digital Warfighter Group Brigadier Jamie Balfour , Head of Digital Strategy, Defence Digital, NAD Group, UK Ministry of Defence
1115	INVESTING IN CUTTING-EDGE TECHNOLOGIES <ul style="list-style-type: none"> • Update on NATO Innovation Fund's latest investments in novel materials, AI, robotics, and space technologies to enhance defence capabilities and resilience • Supporting deep tech startups, to accelerate the adoption of groundbreaking solutions that address critical defence and security challenges

	<ul style="list-style-type: none"> How the Fund is promoting international cooperation and ensures that NATO allies remain at the forefront of technological advancements <p>Brigadier (Ret'd) John Ridge, Chief Adoption Officer, NATO Innovation Fund</p>
1145	<p>PANEL: BUILDING INNOVATION IN DEFENCE</p> <ul style="list-style-type: none"> How is the UK accelerating the transition of cutting-edge technologies from concept to battlefield, ensuring our forces have the latest tools at their disposal? Can championing unconventional and groundbreaking ideas that challenge the status quo be enough to redefine defence strategies? What are the types of partnerships between innovators, military units, and industry leaders available to swiftly address emerging threats and create new opportunities? Why Ukraine is the blueprint for battle-proven technology and the backbone of defence innovation through startup-prime collaboration How Ukraine and its dual-use tech have redefined the battlefield, but why this hasn't translated abroad <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> Lieutenant General (Ret'd) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <p><i>Panellists include:</i></p> <ul style="list-style-type: none"> James Gavin, Deputy Director, UK Defence Innovation Paul Keating-Brown, Business Development Director & NATO DIANA Mentor, Force Development Services Colonel Charles Seaberry, Director - Atlantic, US Army Futures Command
1230	NETWORKING LUNCH

EVOLVING DEFENCE PROCUREMENT	
<p>Experts will explore agile procurement and how traditional frameworks are being adapted to keep pace with rapid technological change and evolving threats. A panel of industry leaders will share cutting-edge strategies and technologies driving efficiency and innovation, while highlighting how defence can meet both military and civilian needs through collaboration and best practices. Attendees will gain key insights into the future of defence procurement and industry's role in supporting diverse requirements.</p>	
1330	<p>ENABLING TOMORROW'S DEFENCE</p> <ul style="list-style-type: none"> How NSPA is driving cutting-edge solutions in logistics, procurement, and sustainment to meet evolving mission demands Leveraging innovation to streamline acquisition, enhance interoperability, and deliver value across the Alliance Showcasing how joint innovation efforts are strengthening NATO's collective defence capabilities <p>Ricardo Lopez, Acting Chief of Acquisition Planning and Development Office (APDO), NATO Support and Procurement Agency (NSPA)</p>
1400	<p>THE FUTURE OF TESTING AND EVALUATION</p> <ul style="list-style-type: none"> Adopting digital and mobile tools to enhance the efficiency and accuracy of testing and evaluation FATE programme update: using T&E to unlock the full potential of military systems Engaging with defence suppliers and partners to develop a blueprint for future T&E services <p>Freddie Martin, Programme Director, Testing and Evaluation Transformation, UK Ministry of Defence</p>

1430	<p>SME PANEL: GEARING INDUSTRY TO SUPPORT THE MILITARY/CIVILIAN REQUIREMENT</p> <ul style="list-style-type: none"> • Setting the requirement: Understanding the requirements for emerging technology entering service • Accelerating technology from prototype to validated military capabilities with experimentation and exercises • Evaluating developing solutions that meet the needs of tomorrow’s operational environments <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> • Lieutenant General (Ret’d) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <p><i>Panellists include:</i></p> <ul style="list-style-type: none"> • Major General (Ret’d) Veiko-Vello Palm, COO, Frankenburg Technologies • Gordon Meadow CMarTech FIMarEST, CEO, SeaBot Maritime • Brigadier (Ret’d) Sara Sharkey, Strategy Director, Prolinx • Peter Spayne, Founder, R2AI
1515	AFTERNOON TEA & NETWORKING BREAK

<p align="center">INVESTING IN A SECURE FUTURE</p> <p>This session will focus on accelerating defence technology solutions through strategic investment and industry collaboration. Experts will explore how rapid innovation and specialised expertise are driving advancements in tech and workforce development. Key initiatives aimed at strengthening long-term security and resilience will be outlined, showcasing integrated approaches that are shaping the future of defence.</p>	
1545	<p>HARNESSING INNOVATION: THE FUTURE OF DEFENCE WITH NATO DIANA</p> <ul style="list-style-type: none"> • How AI and autonomous systems are transforming military operations, from predictive maintenance to real-time data analysis, enhancing decision-making and operational efficiency • Applying quantum computing and advanced cybersecurity measures, critical for protecting sensitive information and maintaining secure communications in an increasingly digital battlefield • How additive manufacturing and next-generation communication networks are enabling rapid prototyping, efficient logistics, and seamless connectivity across the Alliance <p>James Appathurai, Managing Director, NATO DIANA</p>
1615	<p>PANEL: LEADING THE CHANGE: WHY VENTURE CAPITAL MUST CHAMPION THE FUTURE OF DEFENCE</p> <ul style="list-style-type: none"> • Why venture capital can no longer afford to sit on the sidelines in national security and defence innovation • Reframing defence not just as a sector, but as a critical enabler of technological and societal resilience • How early-stage capital can unlock breakthroughs with both military and civilian impact—from AI to advanced manufacturing <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> • Lieutenant General (Ret’d) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <p><i>Panellists include:</i></p> <ul style="list-style-type: none"> • Nicolas Nelson, General Partner, Archangel • James Appathurai, Managing Director, NATO DIANA • Patrick Schneider-Sikorsky, Partner, NATO Innovation Fund
1700	<p>CHAIRMAN’S CLOSING REMARKS</p> <p>Lieutenant General (Ret’d) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force</p>
1705	END OF DAY ONE

DAY TWO: THURSDAY 4 DECEMBER 2025

On day two, we will be focusing on shaping the future of defence through collaboration and modernisation. We will explore how integrating cutting-edge technologies can transform defence strategies, ensuring our personnel are equipped with the latest advancements. Join us as we delve into innovative strategies and collaborative efforts that drive forward-thinking solutions. This day promises to be an engaging journey into the future of defence, ensuring our armed forces are prepared for tomorrow's challenges.

0745	REGISTRATION & REFRESHMENTS
0845	CHAIRMAN'S OPENING REMARKS Lieutenant General (Ret'd) Clint Hinote , Former Deputy Chief of Staff and Air Force Futures, US Air Force
FRONT-LINE TECH FOR THE FIGHTER Discovering cutting-edge innovations that enhance combat effectiveness, situational awareness, and operational capabilities to support fighters on the front lines. This session will provide a comprehensive overview of the transformative impact of front-line tech on the fighter's role and performance.	
0900	VIRTUAL: KEYNOTE OPENING ADDRESS: LESSONS LEARNED FROM THE DIGITALISATION OF WARFARE IN UKRAINE Oksana Ferchuk , Deputy Minister of Defence for Digital Transformation, Government of Ukraine
0915	NAVIGATING THE DIGITAL FRONTIER: MODERNISING DEFENCE TECH <ul style="list-style-type: none">• Exploring how digital transformation is reshaping defence strategies• Discussing the importance of integrating advanced technologies seamlessly• Highlighting the evolving requirements for defence technology in the digital age, focusing on agility, cybersecurity, and innovation Lieutenant General David Harris , Deputy Chief of Staff, Air Force Futures, United States Air Force
0945	PANEL: SMEs LEADING THE CHARGE <ul style="list-style-type: none">• Showcasing breakthrough solutions for the front-line• Celebrating the contributions of SMEs in advancing defence capabilities and fostering a culture of innovation within the sector• Exploring the challenges for SMEs in sharing their solutions with industry and end-users <i>Moderated by:</i> <ul style="list-style-type: none">• Lieutenant General (Ret'd) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <i>Panellists include:</i> <ul style="list-style-type: none">• Anis Mourad, Business Growth & Finance Partner, UKDI-DASA• Yaroslav Filimonov, CEO, Kvertus• Robert Bush, CEO & Founder, Rivelin Robotics• James Thomas, CEO, JET Connectivity• Vadym Burukin, Director and Co-Founder, Huless
1030	MORNING COFFEE & NETWORKING BREAK

AI IN DEFENCE

This session will provide an overview of how AI technologies are being integrated into defence, enhancing security measures, and driving innovation. Additionally, attendees will explore the ethical considerations and safety protocols essential for responsible AI deployment.

1100	<p>PANEL: AI SECURITY IN MILITARY SYSTEMS</p> <ul style="list-style-type: none"> • Implementing advanced measures to safeguard systems from attacks • Establishing ethical guidelines and responsible AI practices to prevent misuse and bias • Leveraging AI to improve decision-making, enhance situational awareness, and streamline military operations <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> • Lieutenant General (Ret'd) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <p><i>Panellists include:</i></p> <ul style="list-style-type: none"> • Dr Simona Soare, Professor of Strategy & Technology, Lancaster University & Co-Chair of NATO AI Working Group, NATO STO • Commodore Rachel Singleton, Commander Defence AI Centre (DAIC), UK Ministry of Defence • Dilan Koc, CTO Task Force Maven, NATO SHAPE • Yori Kamphuis, Lead Counter AI, Resilience & Security, TNO • Mr Simon Whittenbury, Senior Principal Product Manager, PentenAmio
1200	NETWORKING LUNCH
<p align="center">STRENGTHENING CYBER CAPABILITY</p> <p>By tackling the crucial aspects of resilience and electronic warfare, we will learn about advanced cyber technologies and strategies that are fortifying defence systems against cyber threats and enhancing operational robustness. Attendees will leave with a deeper understanding of the dynamic landscape of cyber defence and the collaborative efforts driving its evolution.</p>	
1300	<p>STRENGTHENING NATIONAL DEFENCE THROUGH CYBER RESILIENCE</p> <ul style="list-style-type: none"> • Understanding the evolving landscape of cyber threats and their implications for national security • Highlighting the importance of public-private partnerships in enhancing cyber defence capabilities • Discussing innovative approaches and technologies to safeguard critical infrastructure against cyber attacks <p>[Name redacted], Deputy Director for Government, National Cyber Security Centre</p>

1330	<p>PANEL: CYBER FRONTLINES: ADVANCING TECHNOLOGIES AND STRATEGIES FOR MODERN THREATS</p> <ul style="list-style-type: none"> • Implementing advanced offensive cyber and AI operations to achieve strategic advantage against adversaries • Understanding how to deploy, achieve and consistently measure technical, cognitive and AI effects in offensive operations for strategic advantage • The latest innovations in cyber defence technologies • Electronic warfare in modern defence, focusing on strategies to counteract and neutralise cyberattacks • Deepening coordination with close Five Eyes and NATO allies in achieving cyber effects • Industry collaboration in developing robust cyber defence systems <p><i>Moderated by:</i></p> <ul style="list-style-type: none"> • Lieutenant General (Ret'd) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force <p><i>Panellists include:</i></p> <ul style="list-style-type: none"> • Joe Burton, Professor of International Security, Lancaster University • Rob Black, Professor of Systems and Software Security, Manchester University • Furlan FunkeKaiser, Staff Officer, Netherlands Cyber Command • Senior Representative, UK Government
1415	<p>AFTERNOON TEA & NETWORKING BREAK</p>
<p>DIGITALISATION STRATEGIES FOR DEFENCE</p> <p>Dive into the future of defence modernisation in this dynamic session, where experts explore how cutting-edge technologies are reshaping defence strategies, enhancing operational efficiency, and driving innovation across the sector is benefiting the defence industry. Attendees will gain insights into the latest advancements and collaborative efforts that are propelling defence into the digital age, ensuring readiness and resilience in an ever-evolving security landscape.</p>	
1445	<p>COMMERCIAL X: GETTING GROUNDBREAKING INNOVATION INTO DEFENCE'S HANDS FASTER</p> <ul style="list-style-type: none"> • Leading the way in digital transformation, leveraging advanced technologies to maintain an efficient force • Building a resilient digital platform • Global influence and collaboration <p>Dina Kakaras, Director - Defence Digital Commercial, Head of Software, Data AI & Cloud Services & Head of Commercial X, UK Ministry of Defence</p>
1515	<p>SECURING THE HOME FRONT: INTEGRATING DEFENCE AND GOVERNMENT FOR A RESILIENT CANADA</p> <ul style="list-style-type: none"> • Bridging the civil-military divide • From fusion to integration • Innovation for security with investment and transformation through emerging technologies, agile procurement and refreshed governmental approaches <p>Dale Turetski, All-Domain Defence Plan Integration, Canadian Joint Operations Command</p>
1545	<p>Chairman's closing remarks</p> <p>Lieutenant General (Ret'd) Clint Hinote, Former Deputy Chief of Staff and Air Force Futures, US Air Force</p>
1550	<p>END OF CONFERENCE</p>