

**FOI2015-00256 LIST OF CDM MEETINGS WITH EXTERNAL ORGANISATIONS**

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
<b>2014</b>			
13 Jan	30 mins	Photo	<ul style="list-style-type: none"> <li>• Andrew Kerr, Chairman of the Small Companies Committee</li> </ul>
13 Jan	30 mins	Opening remarks – Materiel Strategy industrial suppliers	<ul style="list-style-type: none"> <li>• List of attendees not recorded in CDM's diary.</li> </ul>
15 Jan	2 hours	Wednesday Morning Colleagues (WMC) meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
15 Jan	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Laurent Collet-Billion, National Armaments Director, France</li> </ul>
20 Jan	10 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Miller, US Defense Consultant</li> </ul>
21 Jan	90 mins	Defence Suppliers Forum Executive Group	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
22 Jan	1 hour	Office call	<ul style="list-style-type: none"> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• ██████████, DES Mat Strat17 Dep Hd</li> <li>• Roland Sonnenberg, Partner PWC</li> <li>• Steven Kershaw, Partner PWC</li> </ul>
22 Jan	1 hour	Office call	<ul style="list-style-type: none"> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• ██████████, DES Mat Strat17 Dep Hd</li> <li>• Geoff Robins, MD Defence, Aerospace and Telecommunications, Atkins</li> </ul>
22 Jan	30 mins	Telecon Future Combat Air System	<ul style="list-style-type: none"> <li>• Laurent Collet-Billion, National Armaments Director, France</li> </ul>
22 Jan	2½ hours	Scout	<ul style="list-style-type: none"> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> <li>• General Dynamics attendees not recorded</li> </ul>
22 Jan	1 hour 45 mins	Permanent Secretaries Informal Development Session Discussions	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
23 Jan	1 hour	ESP meeting	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• McKinsey attendees not recorded</li> </ul>
23 Jan	1 hour	Office call	<ul style="list-style-type: none"> <li>• Stephen Ball, Chief Executive Lockheed Martin UK</li> <li>• Rick Ambrose, Executive Vice President Lockheed Martin</li> </ul>
23 Jan	1 hour	Zero Based Review	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• Deloitte attendees not recorded</li> </ul>
23 Jan	1 hour	ESP	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> <li>• Air Cdre Simon Moss, DE&amp;S Hels 3 Head</li> <li>• Brigadier Ivan Hooper, Bowman and Tactical Communication &amp; Information Systems Head</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
			<ul style="list-style-type: none"> <li>• John Dowdy, Director McKinsey</li> <li>• David Chinn, Director McKinsey</li> <li>• Emma Parry, Associate Principal McKinsey</li> <li>• Joseph Hubback, Assistant Principal McKinsey</li> </ul>
29 Jan	45 mins	Office call	<ul style="list-style-type: none"> <li>• Tory Bruno, President Lockheed Martin Space Systems</li> </ul>
30 Jan	90 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• Andrew Barrie, Senior Vice President KBR</li> </ul>
30 Jan	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Sir Peter Gershon</li> </ul>
31 Jan	6 hours	UK-France summit	<ul style="list-style-type: none"> <li>• Ministerial meeting. No list of attendees recorded.</li> </ul>
5 Feb	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
5 Feb	90 mins	ESP - Maritime	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• John Dowdy, Director McKinsey</li> <li>• Stuart Shilson, Director McKinsey</li> <li>• Julian Mills, Principal McKinsey</li> <li>• ██████████ McKinsey</li> </ul>
5 Feb	90 mins	ESP – Learning from experience	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• John Dowdy, Director McKinsey</li> <li>• David Chinn, Director McKinsey</li> </ul>
6 Feb	2 hours	Purpose not recorded	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
11 Feb	1 hour	Managed Service Providers (MSP) Company meeting	<ul style="list-style-type: none"> <li>• Tom Bishop, Chairman, URS London</li> <li>• Sir Kevin Tebbit, Senior Adviser, URS</li> </ul>
11 Feb	1 hour	MSP Company meeting	<ul style="list-style-type: none"> <li>• John Williams, Business Development, Bechtel</li> <li>• Craig Weaver, Head International Defence &amp; Security, Bechtel</li> </ul>
12 Feb	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
12 Feb	2½ hours	House of Commons Defence Committee (HCDC) Evidence Hearing	<ul style="list-style-type: none"> <li>• HCDC members. Attendees not recorded.</li> </ul>
13 Feb	1 hour	Zero Based Review	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> <li>• Other Deloitte attendees not recorded</li> </ul>
13 Feb	2 hours	AWE follow up	<ul style="list-style-type: none"> <li>• Tory Bruno, President Lockheed Martin Space Systems</li> </ul>
13 Feb	1 hour	MSP Company meeting	<ul style="list-style-type: none"> <li>• Geoff Robins, Managing Director Defence, Aerospace and Telecommunications, Atkins</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
			<ul style="list-style-type: none"> <li>• Dave Clark, Operations Director Land and Marine, Atkins</li> </ul>
14 Feb	1 hour	MSP Company meeting	<ul style="list-style-type: none"> <li>• Andrew Barrie, Senior Vice President KBR</li> <li>• Jon Mitchell, Development Director KBR</li> </ul>
14 Feb	1 hour	MSP Company meeting	<ul style="list-style-type: none"> <li>• Amjad Hussain, Executive Director Jacobs</li> <li>• Lou Hickok, Vice President Business Development Jacobs</li> </ul>
14 Feb	1 hour	MSP Company meeting	<ul style="list-style-type: none"> <li>• Jon Baker, Managing Director International Nuclear Services CH2M Hill</li> <li>• ██████████ CH2M Hill</li> </ul>
18 Feb	7 hours	AWE Joint Quarterly Review	<ul style="list-style-type: none"> <li>• Attendees not recorded.</li> </ul>
19 Feb	30 mins	Office call	<ul style="list-style-type: none"> <li>• David Heebner, Exec Vice President Information Systems &amp; Technology, General Dynamics</li> <li>• Chris Marzilli, President General Dynamics C4S</li> <li>• Dave Ibbetson, Vice President General Dynamics C4S International</li> <li>• Steve Rowbotham, Chief Operating Officer General Dynamics UK</li> </ul>
19 Feb	1 hour	Office call	<ul style="list-style-type: none"> <li>• Richard Paniguan, Head UKTI</li> </ul>
24 Feb	90 mins	Public Accounts Committee Hearing on MOD Equipment Plan and Major Projects Report 2013	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
25 Feb	75 mins	Cabinet Stocktake	<ul style="list-style-type: none"> <li>• Jeremy Heywood, Cabinet Secretary</li> </ul>
26 Feb	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
3 March	2 hours	Purpose not recorded	<ul style="list-style-type: none"> <li>• Laurent Collet-Billion, National Armaments Director, France</li> </ul>
4 March	1 hour	MSDF meeting	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Tom O'Gorman, DE&amp;S Submarines Commercial Head</li> <li>• Cdre Tim Hodgson, DE&amp;S In-Service Submarines Head</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• John Dowdy, Director McKinsey</li> <li>• Stuart Shilson, Director McKinsey</li> <li>• ██████████ McKinsey</li> </ul>
5 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Sir Jeremy Heywood, Cabinet Secretary</li> </ul>
5 March	1 hour	ESP - Air	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• ██████████, DE&amp;S Fast-CapSust-DepHd</li> <li>• ██████████, DE&amp;S A400M Financial Controller</li> <li>• McKinsey attendees not recorded</li> </ul>
5 March	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
5 March	1 hour	ESP – Joint Enablers	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
			<ul style="list-style-type: none"> <li>• Gerry Cantwell, DE&amp;S Director Information Systems &amp; Services</li> <li>• McKinsey attendees not recorded</li> </ul>
5 March	3 hours	AWE follow up meeting	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
11 March	3 hours	Zero Based Review – Combat Air	<ul style="list-style-type: none"> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• David Ball, DE&amp;S HR Director</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• ██████████ DE&amp;S FAST Deputy Head</li> <li>• ██████████ DE&amp;S WSC ZBR Assistant Head</li> <li>• Keith Leslie, Partner Deloitte</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> <li>• ██████████ Deloitte</li> </ul>
11 March	3 hours	Zero Based Review – Inventory Management Operating Centre (IMOC)	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> <li>• Roger West, DE&amp;S IMOC Director</li> <li>• David Ball, DE&amp;S HR Director</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• ██████████ DE&amp;S WSC ZBR Assistant Head</li> <li>• Keith Leslie, Partner Deloitte</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> <li>• ██████████ Deloitte</li> </ul>
11 March	45 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Bjorn Conway, Head of Aerospace &amp; Defence Ernst &amp; Young</li> </ul>
12 March	90 mins	Office call	<ul style="list-style-type: none"> <li>• Dennis Richardson, Australian Secretary of Defence</li> </ul>
13 March	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Sen Johnson, Australian Minister for Defence</li> </ul>
14 March	3 hours	Zero Based Review - Submarines	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Rear Admiral Mike Wareham, DE&amp;S Director Submarines</li> <li>• David Ball, DE&amp;S HR Director</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• ██████████ DE&amp;S WSC ZBR Assistant Head</li> <li>• Keith Leslie, Partner Deloitte</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> <li>• ██████████ Deloitte</li> </ul>
17 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• General (Retd) Macklin, Business Development Director UK Government – Acquisition &amp; Programme Support, CH2M Hill</li> <li>• John Baker, Managing Director, International Nuclear Services, CH2M Hill</li> </ul>

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
18 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Sir Robert Walmsley, Senior Adviser, Fluor</li> <li>• Ian Thomas, Senior Vice President, Fluor</li> </ul>
18 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Amjad Hussain, Executive Director Jacobs</li> <li>• Lou Hickok, Vice President Business Development Jacobs</li> </ul>
19 March	2 hours	Defence Suppliers Executive Forum	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
19 March	1 hour	Managed Service Provider	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• Andrew Barrie, Senior Vice President KBR</li> <li>• Andy Summers, Group President, Infrastructure, Government and Power, KBR</li> <li>• Andrew Pringle, President, Infrastructure, Government and Power, KBR</li> <li>• Jon Mitchell, Development Director KBR</li> </ul>
19 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Alan Buckland, Managing Director, Atkins</li> <li>• Geoff Robins, Managing Director, Defence Aerospace and Telecommunications, Atkins</li> </ul>
24 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• John Williams, Business Development, Bechtel</li> <li>• Craig Weaver, Head International Defence &amp; Security, Bechtel</li> </ul>
24 March	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• Joe Gallagher, Business Development Director, URS</li> <li>• Tom Bishop, Executive Chairman International Business, URS</li> </ul>
24 March	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Craig Martin, President and CEO Jacobs</li> </ul>
25 March	30 mins	Chinook and Land Equipment savings	<ul style="list-style-type: none"> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Gerry Cantwell, DE&amp;S Director Information Systems &amp; Services</li> <li>• Brigadier Ivan Hooper, Bowman and Tactical Communication &amp; Information Systems Head</li> <li>• Adrian Baguley, DE&amp;S Director Helicopters</li> <li>• Air Cdre Simon Moss, DE&amp;S Helo 3 Head</li> <li>• John Dowdy, Director McKinsey</li> <li>• ██████████ McKinsey</li> <li>• ██████████ McKinsey</li> </ul>
25 March	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• ██████████ MOD Strategic Financial Analysis Team Deputy Head</li> <li>• Tim Shacklock, Chief Executive, Gleacher Shacklock</li> <li>• Daniel Moreland, Partner Gleacher Shacklock</li> </ul>

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
2 April	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
2 April	90 mins	Zero Based Review	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• Barry Burton, DE&amp;S Director Materiel Strategy</li> <li>• David Ball, DE&amp;S HR Director</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• Keith Leslie, Partner Deloitte</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> </ul>
3 April	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
8 April	All day	AWE Quarterly Review	<ul style="list-style-type: none"> <li>• MOD and AWE attendees not recorded.</li> </ul>
9 April	90 mins	VTC. Purpose not recorded.	<ul style="list-style-type: none"> <li>• Laurent Collet-Billion, National Armaments Director, France</li> </ul>
23 April	30 mins	Purpose not recorded.	<ul style="list-style-type: none"> <li>• Sir Peter Gershon</li> </ul>
28 April	90 mins	ESP Air Review	<ul style="list-style-type: none"> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• Air Vice-Marshal Pete Ewen, Director Air Support</li> <li>• Air Cdre Keith Bethell, DE&amp;S Fast Air Support Team Head</li> <li>• Air Cdre Stephen Wilcock, Head A400M Team</li> <li>• John Dowdy, Director McKinsey</li> <li>• Harry Bowcott, Partner McKinsey</li> </ul>
30 April	2 hours	Defence Suppliers Forum	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
30 April	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> <li>• Stephen Morgan, Director DE&amp;S Commercial Operations</li> <li>• Gen (Retd US) John Jumper, Group President LEIDOS &amp; Chairman of SAIC</li> </ul>
1 May	90 mins	ESP Maritime Review	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Tom O'Gorman, DE&amp;S Submarines Commercial Head</li> <li>• Cdre Tim Hodgson, DE&amp;S In-Service Submarines Head</li> <li>• John Dowdy, Director McKinsey</li> <li>• Stuart Shilson, Director McKinsey</li> <li>• ██████████ McKinsey</li> </ul>
7 May	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
7 May	1 hour	DHL and Babcock bid – Logistics	<ul style="list-style-type: none"> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> </ul>

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
		Commodities & Services (Transformation) (LCS(T))	<ul style="list-style-type: none"> <li>• Stephen Morgan, Director DE&amp;S Commercial Operations</li> <li>• Colin Deuchars, Bid Director DiSCS</li> <li>• Paul Glanville, Solution lead DiSCS</li> <li>• John Davies, CEO Babcock Defence and Security Division</li> <li>• Perry Watts, CEO DHL Supply Chain.</li> </ul>
12 May	20 mins	Introductory call	<ul style="list-style-type: none"> <li>• Gen Al-Aseerie, Comd Saudi AF Log &amp; Supply</li> </ul>
13 May	75 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Laurent Collet-Billion, National Armaments Director, France</li> </ul>
14 May	3 hours	UK-France High Level Working Group	<ul style="list-style-type: none"> <li>• UK-France High Level Working Group. Ministerial meeting. No list of attendees recorded.</li> </ul>
15 May	3 hours	Interviews	<ul style="list-style-type: none"> <li>• John McLoughlin, Director Lockheed Martin</li> </ul>
15 May	75 mins	Horizon scanning	<ul style="list-style-type: none"> <li>• Melanie Dawes, Director General Economic &amp; Domestic Affairs Secretariat, Cabinet Office</li> <li>• Jon Day, Chair Joint Intelligence Committee</li> <li>• Robert Devereux, Permanent Secretary, Department for Work &amp; Pensions</li> <li>• Martin Donnelly, Permanent Secretary, BIS</li> <li>• Tamara Finkelstein, Director of Public Services, HM Treasury</li> <li>• Sir Bob Kerslake, Head of the Civil Service</li> <li>• Stephen Lovegrove, Permanent Secretary, Department of Energy and Climate Change</li> <li>• Mark Lowcock, Permanent Secretary, Department for International Development</li> <li>• Una O'Brien, Permanent Secretary, Department of Health</li> <li>• Sir Mark Walport, Government Chief Scientific Adviser</li> <li>• Chris Wormald, Permanent Secretary, Department for Education</li> </ul>
15 May	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Major General Paul Jacques, DE&amp;S Director Land Equipment</li> <li>• ██████████ DE&amp;S Land Equipment Specialist Vehicles Team Leader</li> <li>• Gary Whitehead, General Dynamics</li> <li>• Kevin Connell, Programme Director General Dynamics</li> <li>• George John. Gonias, Vice President Contracts General Dynamics</li> </ul>
19 May	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Lt Gen Frank Klotz, US Under Secretary for Nuclear Security</li> </ul>
19 May	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
20 May	1 hour	Work Package 1 MSP	<ul style="list-style-type: none"> <li>• Les Mosco, MOD Commercial Director</li> <li>• Richard Smart, DE&amp;S Materiel Strategy Organisation Design Head</li> <li>• Roland Sonnenberg, Partner PWC</li> </ul>
22 May	2 hours	Submarine Enterprise Sponsor Board	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
22 May	30 mins	Missile tube	<ul style="list-style-type: none"> <li>• Archie Bethel, Babcock Divisional Chief Executive, Marine &amp; Technology Division</li> <li>• Dennis Gilbert, Babcock MD Strategic Development</li> </ul>
28 May	3 ½ hours	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
4 Jun	1 hour	Zero Based Review (ZBR) report meeting	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• ██████████ CDM PS</li> <li>• Barry Burton, DE&amp;S Director Materiel Strategy</li> <li>• Dawn Cunningham-Martin, DE&amp;S Materiel Strategy Head</li> <li>• Paul Blakiston, DE&amp;S Materiel Strategy Value for Money Baseline Director</li> <li>• Mark Large, DE&amp;S WSC Recruit Head</li> <li>• ██████████ DE&amp;S WSC ZBR Assistant Head</li> <li>• Keith Leslie, Partner Deloitte</li> <li>• Duncan Farrow-Smith, Partner Deloitte</li> <li>• ██████████ Deloitte</li> </ul>
5 Jun	5 hours (split in two sessions)	Materiel Strategy workshop	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Barry Burton, DE&amp;S Director Materiel Strategy</li> <li>• Dawn Cunningham-Martin, DE&amp;S Materiel Strategy Head</li> <li>• Paul Blakiston, DE&amp;S Materiel Strategy Value for Money Baseline Director</li> <li>• Shirley Spencer, DE&amp;S People Strategy Head</li> <li>• David Ball, DE&amp;S HR Director</li> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> <li>• Lt Gen Chris Deverell, DE&amp;S Chief of Materiel (Land)</li> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Keith Leslie, Partner Deloitte</li> </ul>
9 June	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Jacqueline Hinman, CEO CH2MHill</li> </ul>
11 June	1 hour	Acquisition, Technology & Logistics/Partner meeting re US/Intl state of play	<ul style="list-style-type: none"> <li>• Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics</li> <li>• Other attendees not recorded</li> </ul>
17 June	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Steve Wadey, MBDA MD UK</li> </ul>
17 June	90 mins	Defence Suppliers Forum Executive Group	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
19 June	30 mins	Communications Capability Review	<ul style="list-style-type: none"> <li>• Ian Wright, Corporate Relations Director Diageo</li> <li>• Keith Coni, Review Lead, Cabinet Office</li> </ul>
19 June	1 hour	Maritime support	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Cdre Tim Hodgson, DE&amp;S In-Service Submarines Head</li> <li>• John Dowdy, Director McKinsey</li> </ul>



Date	Duration	Purpose of meeting	Attendees / representing
			<ul style="list-style-type: none"> <li>• Stuart Shilson, Director McKinsey</li> <li>• ██████████ McKinsey</li> </ul>
2 July	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
2 July	1 hour	Briefing	<ul style="list-style-type: none"> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Air Cdre Keith Bethell, DE&amp;S FAST Hd</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Harry Bowcott, Partner McKinsey</li> </ul>
7 July	5 ½ hours	MSP Work Package 1 – Bidders presentation	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
8 July	8 hours	MSP Work Package 1 – Bidders presentationa	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
9 July	7 ½ hours	AWE Quarterly Review	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
25 July	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Paul Skinner, DE&amp;S Non-Executive Chairman</li> <li>• Sir Roger Skinner, Chairman, BAE Systems</li> <li>• Ian King, Chief Executive BAE Systems</li> </ul>
28 July	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
30 July	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
30 July	2 hours	Treasury meeting	<ul style="list-style-type: none"> <li>• Attendees not recorded.</li> </ul>
31 July	3 hours	T26 – planning meeting	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Tony Graham, DE&amp;S Director Ships</li> <li>• Rear Admiral Henry Parker, DE&amp;S Director Ships Acquisition</li> <li>• Commodore Paul Methven, DE&amp;S Ships Acquisition Type 26 / OPV Head</li> <li>• Phil Tozer, DE&amp;S Ships Commercial Head</li> <li>• ██████████, DE&amp;S Cost Assurance &amp; Analysis Service Ships Dep Head</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• John Hudson, BAE Systems MD Maritime</li> <li>• Geoff Searle, BAE Systems Type 26 Programme Director</li> <li>• Nigel Stewart, Commercial Director Maritime BAE Systems</li> <li>• Brian Ierland, Finance Director, BAE Systems</li> <li>• ██████████ BAE Systems</li> <li>• ██████████ BAE Systems</li> <li>• ██████████ BAE Systems</li> <li>• ██████████ BAE Systems</li> <li>• ██████████ McKinsey</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
5 August	90 mins	Equipment Support Programme (ESP) Maritime Review	<ul style="list-style-type: none"> <li>• [REDACTED] McKinsey</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Tom O'Gorman, DE&amp;S Submarines Commercial Head</li> <li>• Commodore Paul Methven, DE&amp;S Ships Acquisition Type 26 / OPV Head</li> <li>• John Dowdy, Director McKinsey</li> <li>• Stuart Shilson, Director McKinsey</li> <li>• Joseph Hubback, Assistant Principal McKinsey</li> <li>• [REDACTED] McKinsey</li> <li>• [REDACTED] McKinsey</li> </ul>
5 August	90 mins	ESP review (re Defence Core Network Services)	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Mike Stone, MOD Chief Information Officer</li> <li>• John Dowdy, Director McKinsey</li> <li>• David Chinn, Director McKinsey</li> <li>• [REDACTED], McKinsey</li> </ul>
5 August	90 mins	ESP Air Review	<ul style="list-style-type: none"> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Air Vice-Marshal Susan Gray, DE&amp;S Director Combat Air</li> <li>• Air Vice-Marshal Pete Ewen, Director Air Support</li> <li>• Air Cdre Keith Bethell, DE&amp;S Fast Air Support Team Head</li> <li>• [REDACTED] DE&amp;S Hercules Tristar Project Team (HTPT) Leader</li> <li>• [REDACTED], DE&amp;S HTPT Deputy Leader</li> <li>• John Dowdy, Director McKinsey</li> <li>• Harry Bowcott, Partner McKinsey</li> </ul>
4 Sept	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Frank Miller, US Defense Consultant</li> <li>• Admiral Butler, Bechtel</li> </ul>
8 Sept	1 hour	Project Vector pre-brief	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Commodore Paul Methven, DE&amp;S Ships Acquisition Type 26 / OPV Head</li> <li>• [REDACTED] DE&amp;S Chief Finance Officer Resources Plans Asst Head</li> <li>• [REDACTED] McKinsey</li> </ul>
9 Sept	90 mins	National Audit Office (NAO) / CDM Reforming Defence Acquisition interview	<ul style="list-style-type: none"> <li>• Martin Sinclair, Assistant Auditor General, NAO</li> <li>• Lee Summerfield, Director NAO</li> <li>• [REDACTED], NAO</li> <li>• [REDACTED], NAO</li> <li>• [REDACTED], NAO</li> </ul>
10 Sept	7 hours	Type 26 – Project Vector Board	<ul style="list-style-type: none"> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
		meeting	<ul style="list-style-type: none"> <li>• John Hudson, BAE Systems MD Maritime</li> <li>• Brian Ierland, Finance Director, BAE Systems</li> <li>• Other attendees not recorded</li> </ul>
11 Sept	1 hour	Intro call	<ul style="list-style-type: none"> <li>• Jeremy Newman, Chairman Single Source Regulations Office</li> </ul>
11 Sept	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Jacqueline Hinman, CEO CH2M Hill</li> </ul>
15 Sept	1 hour	Maritime Programme shaping	<ul style="list-style-type: none"> <li>• Rear Admiral Mike Wareham, DE&amp;S Director Submarines</li> <li>• Rear Admiral Mark Beverstock, DE&amp;S Director Chief Strategic Systems Executive</li> <li>• Andrew Mackinder, DE&amp;S Strategic Weapons Head</li> <li>• Joseph Hubback, Assistant Principal McKinsey</li> </ul>
17 Sept	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Conrad Bailey, Senior Policy Advisor, No. 10</li> </ul>
18 Sept	45 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Steve Trautman, Deputy Director US Naval Reactors</li> </ul>
22 Sept	1 hour	Defense News interview	<ul style="list-style-type: none"> <li>• Andrew Chuter, defence journalist</li> <li>• ██████████ DE&amp;S Public Relations</li> </ul>
25 Sept	2 hours	Defence Suppliers Group Executive Forum	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
29 Sept	1 hour	Telecon	<ul style="list-style-type: none"> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>
2 Oct	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Sir Robert Walmsley, Senior Adviser, Fluor</li> <li>• ██████████ consultant</li> <li>• ██████████ UK industrialist</li> </ul>
2 Oct	1 hour	Recruiting meeting	<ul style="list-style-type: none"> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> <li>• External recruiters, names not recorded</li> </ul>
7 Oct	6 hours	AWE Quarterly Review	<ul style="list-style-type: none"> <li>• MOD and AWE attendees not recorded.</li> </ul>
8 Oct	15 mins	Telecon	<ul style="list-style-type: none"> <li>• Jacqueline Hinman, CEO CH2MHill</li> </ul>
9 Oct	All day	Shrivenham 8 MOD/Industry Workshop	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
10 Oct	5½ hours	Offshore Patrol Vessel steel cut ceremony	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
14 Oct	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
15 Oct	30 mins	One-to-one	<ul style="list-style-type: none"> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>
15 Oct	2 hours	Defence Suppliers Forum Executive Group	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
16 Oct	45 mins	Introductory call	<ul style="list-style-type: none"> <li>• Philip Dunne MP, Minister for Defence Equipment Support &amp; Technology</li> <li>• Rupert Soames, Chief Executive Serco</li> <li>• Kevin Craven, Chief Executive UK Central Government Serco</li> </ul>

<b>Date</b>	<b>Duration</b>	<b>Purpose of meeting</b>	<b>Attendees / representing</b>
17 Oct	8 hours	Type 26 – Project Vector Board Meeting	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• Other attendees not recorded</li> </ul>
20 Oct	15 mins	Telecon	<ul style="list-style-type: none"> <li>• Rupert Soames, Chief Executive Serco</li> </ul>
21 Oct	90 mins	BAE breakfast meeting	<ul style="list-style-type: none"> <li>• Paul Skinner, DE&amp;S Chairman</li> <li>• Sir Roger Carr, Chairman BAE Systems</li> <li>• Ian King, Chief Executive BAE Systems</li> </ul>
22 Oct	All day	5 Power Plenary Meeting	<ul style="list-style-type: none"> <li>• Pete Worrall, DE&amp;S Chief of Materiel (Joint Enablers)</li> <li>• Other attendees not recorded</li> </ul>
23 Oct	2 hours	Defence Suppliers Forum	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
28 Oct	3½ hours	BAE/MOD joint task force	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Ian King, Chief Executive BAE Systems</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• John Hudson, BAE Systems MD Maritime</li> </ul>
29 Oct	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Tariq Hussain, Head European Mergers &amp; Acquisition, Jefferies</li> </ul>
30 Oct	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Conrad Bailey, Senior Policy Advisor, No. 10</li> </ul>
4 Nov	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Domingo Urena CEO Airbus Defence &amp; Space</li> <li>• Paul Kahn, President Airbus Gp UK.</li> <li>• Richard Thompson CEO Airbus Military Aircraft UK</li> </ul>
6 Nov	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>
6 Nov	45 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Rick Ambrose, Executive Vice President Lockheed Martin Space Systems Company</li> <li>• Kevin Bilger, Managing Director, AWE</li> </ul>
6 Nov	1 hour	AWE/McKinsey meeting	<ul style="list-style-type: none"> <li>• Michael Bradley, DE&amp;S DG Resources</li> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Andrew Mackinder, DE&amp;S Strategic Weapons Head</li> <li>• Tom O’Gorman, DE&amp;S Submarines Commercial Head</li> <li>• Susanna Mason, DE&amp;S DG Commercial</li> <li>• John Dowdy, Director McKinsey</li> <li>• Joseph Hubback, Assistant Principal McKinsey</li> </ul>
12 Nov	1 hour	WMC meeting	<ul style="list-style-type: none"> <li>• Cross government meeting of Permanent Secretaries. Attendees not recorded.</li> </ul>
12 Nov	1 hour	Australia First Principals Rev Team	<ul style="list-style-type: none"> <li>• Jim McDowell, Deputy Chair of Australian Nuclear Science &amp; Technology Organisation</li> <li>• Jarrod Howard, Director First Principals Review</li> <li>• Brian Hickey, Counsellor Defence Materiel, London</li> </ul>
13 Nov	5½ hours	Type 26 Project Vector Board meeting	<ul style="list-style-type: none"> <li>• Vice Admiral Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
19 Nov	30 mins	Teleconference	<ul style="list-style-type: none"> <li>• Jeremy Heywood, Cabinet Secretary</li> <li>• Civil Service Senior Leadership (participants not recorded)</li> </ul>
19 Nov	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Conrad Bailey, Senior Policy Advisor, No. 10</li> </ul>
20 Nov	90 mins	Defence Suppliers Forum Executive Group	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
24 Nov	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> </ul>
26 Nov	1 hour	Quarterly meeting	<ul style="list-style-type: none"> <li>• Sir Roger Carr, Chairman BAE Systems</li> <li>• Ian King, Chief Executive BAE Systems</li> <li>• Paul Skinner, DE&amp;S Chairman</li> </ul>
26 Nov	30 mins	Telecon	<ul style="list-style-type: none"> <li>• Frank Kendall, US Under Secretary of Defense for Acquisition, Technology and Logistics</li> <li>• Lt Gen Christopher Bogdan, Head F-35 Joint Program Office</li> <li>• Air Marshal Simon Bollom, DE&amp;S Chief of Materiel (Air)</li> </ul>
1 Dec	All day	Type 25 Vector Board meeting	<ul style="list-style-type: none"> <li>• VAdm Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Michael Bradley, DE&amp;S Director General Resources</li> <li>• Susanna Mason, DE&amp;S Director General Commercial</li> <li>• Tony Graham, DE&amp;S Director Ships</li> <li>• Rear Admiral Henry Parker, DE&amp;S Ships Acquisition Director</li> <li>• Neil Thompson, DE&amp;S Ships Commercial Head</li> <li>• Tim Sheldon, DE&amp;S Cost Assurance &amp; Analysis Service (CAAS) Head</li> <li>• Commodore Paul Methven, DE&amp;S Ships Acquisition Type26/Offshore Patrol Vessel Head</li> <li>• ██████████ DE&amp;S Ships Acquisition Type26/Offshore Patrol Vessel Dep Head</li> <li>• ██████████, DE&amp;S Ships Vector Dep Head</li> <li>• ██████████ DE&amp;S Ships Acquisition Type 26 Vector</li> <li>• ██████████, DE&amp;S Ships Acquisition Type 26 Dep Head</li> <li>• ██████████ Navy SSM Type 26 Programme Director</li> <li>• ██████████, DE&amp;S CDM PSO</li> <li>• ██████████, McKinsey</li> <li>• ██████████, McKinsey</li> <li>• ██████████, McKinsey</li> <li>• ██████████, Deloitte</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> </ul>

Date	Duration	Purpose of meeting	Attendees / representing
			<ul style="list-style-type: none"> <li>• Brian Ierland, Finance Director, BAE Systems</li> <li>• Mick Ord, BAE Systems MD Naval Ships</li> <li>• Nigel Stewart, BAE Systems Commercial Director Maritime</li> <li>• Geoff Searle, BAE Systems Type 26 Global Combat Ship Programme Director</li> <li>• Tony Williams, BAE Systems Operations Director Maritime Naval Ships</li> <li>• [REDACTED], BAE Systems</li> <li>• [REDACTED], BAE Systems</li> <li>• [REDACTED], BAE Systems</li> <li>• [REDACTED], BAE Systems</li> <li>• [REDACTED], BAE Systems</li> </ul>
4 Dec	1 hour	Purpose not recorded	<ul style="list-style-type: none"> <li>• Craig Weaver, Principal Vice President Bechtel</li> <li>• Craig Albert, President Bechtel Systems &amp; Infrastructure</li> </ul>
8 Dec	3 hours	High Level Working Group	<ul style="list-style-type: none"> <li>• Attendees not recorded</li> </ul>
10 Dec	2 hours	Uninhabited Combat Air Vehicle discussion	<ul style="list-style-type: none"> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• Bob Keen, BAE Systems Head of Government Relations</li> </ul>
10 Dec	4 hours	MOD/BAE Joint Task Force (Astute)	<ul style="list-style-type: none"> <li>• VAdm Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Ian King, Chief Executive BAE Systems</li> <li>• John Hudson, BAE Systems MD Maritime</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• Bob Keen, BAE Systems Head of Government Relations</li> </ul>
17 Dec	30 mins	Purpose not recorded	<ul style="list-style-type: none"> <li>• Conrad Bailey, Senior Policy Advisor, No. 10</li> </ul>
17 Dec	15 mins	Telecon	<ul style="list-style-type: none"> <li>• Alberto de Benedictis, CE Finmecannica</li> </ul>
18 Dec	1 hour	Type 26 meeting	<ul style="list-style-type: none"> <li>• VAdm Simon Lister, DE&amp;S Chief of Materiel (Fleet)</li> <li>• Michael Bradley, DE&amp;S Director General Resources</li> <li>• Susanna Mason, DE&amp;S Director General Commercial</li> <li>• Nigel Whitehead, BAE Systems Group MD – Programmes and Support</li> <li>• Brian Ierland, Finance Director, BAE Systems</li> <li>• Mick Ord, BAE Systems MD Naval Ships</li> <li>• Nigel Stewart, BAE Systems Commercial Director Maritime</li> <li>• Geoff Searle, BAE Systems Type 26 Global Combat Ship Programme Director</li> <li>• John Hudson, BAE Systems MD Maritime</li> </ul>