



Ministry  
of Defence

Defence  
Suppliers Forum

## Defence Suppliers Forum

### 2025 - Defence Industry Vision

#### Vision

Maximising the strategic relationship between industry and the MOD to deliver world class capability and support to the Armed Forces and UK prosperity.

#### Strategy

The Defence Suppliers Forum (DSF) is the primary MOD-industry engagement mechanism for discussion on strategic topics. It is a key enabler for industry and Government, working together, to achieve the Government's defence industrial strategic aims and for developing collaborative responses to new and emergent issues and challenges. The DSF is vital to further develop the Government's relationship with the defence industry, identifying improvements in Governmental and industrial policies and processes, and developing a sustainable future for Defence and the defence industry's contributions to broader national economic success.

The DSF helps to deliver a competitive, innovative, sustainable, world-class defence sector in the UK as envisaged in the Defence and Security Industrial Strategy (DSIS). The strategy highlights the need to treat the defence and security sectors as a strategic capabilities in their own right and for Government and industry to build closer strategic partnerships to meet the evolving threats we face. The DSF, through a strengthening of its existing processes, is central to those strategic partnerships.

The DSF enables mutual understanding of the critical capabilities that the UK needs, reflecting new developments such as the increasing importance of data and digital technology in delivering defence effects. It also focuses on jointly developing and adopting more agile and responsive approaches to acquisition and on how we sustain and upgrade capability, encouraging flexibility and agility throughout the defence enterprise to deliver better military capability that is both timely and Value For Money.

The priorities below are aligned with the key DSIS themes, with a focus on finding cooperative ways for MOD and industry to respond to the changing threat environment and deliver more within the resources available to both MOD and the private sector, including through international sales and collaboration.

## **Acquisition and Procurement**

The DSF will work to develop the acquisition system, providing greater flexibility in designing Through Life Capability Management strategies to deliver and grow sustainable skills, technology, and capabilities.

Government and industry will work together to deliver continuous improvement in acquisition and delivery performance, adopting best practice to deliver sustained improvements in productivity and efficiency and greater value for their customers, best value for the taxpayer, and a globally competitive industry.

The joint approach will reflect Government's key priorities, ensuring that future capabilities will be sustainable and will take into account the full economic and social impact of defence in the UK.

## **Productivity and Resilience**

The DSF will contribute to a more **agile, secure, sustainable, and resilient supply chain** by improving visibility of deeper supply chain fragility and maximising opportunities for SMEs and non-traditional defence suppliers. We need to ensure that the defence enterprise, including industry and MOD, has the right **skills and talent** for the future. Through establishing a body of evidence of the skills shortages within the enterprise and creating the opportunity to reduce them through academic relationships and partnerships as well as apprenticeships and other means, we will seek ways of attracting the best people and tackle barriers to diversity and inclusion in the workforce.

## **Technology and 'pull through'**

The DSF will **drive innovation and exploitation of technology**. MOD will offer greater transparency of long-term requirements and capability challenges. Industry will invest in R&D, infrastructure, and the key skills (including in high value design and manufacture) in both their organisations and throughout the supply-chain.

DSF will support tackling **climate change** by identifying and actioning areas of collaboration between MOD and industry for mutual benefit that will enable MOD to deliver both military capability and support the Government's targets for Net Carbon Zero.

## **International cooperation, exports, and foreign investments**

The DSF will seek to bring coherence across existing forums where international considerations are discussed and create a better platform for the UK to collaborate internationally.

Government and industry will work together effectively to promote interoperability with allies; establish secure supply chains; co-develop new technologies and capabilities; share the costs and resources associated with capability development; and, achieve export success.

## **Behaviours**

To deliver our shared goals the DSF will ensure a **diverse, productive, and strategic relationship between Government and the defence and security industries** through:

- Openness and transparency, with Government and industry members providing a clear and coherent view of future strategies, requirements, and plans.
- A willingness to challenge each other and ourselves, and to be challenged, and share thoughts on how to deliver value.
- Embracing the role that MOD and industry have together in ensuring a successful and competitive defence industry.
- Driving early market engagement, allowing MOD and potential suppliers to share views on capability challenges, inform MOD requirements, and give the market time to respond to MOD needs.
- Enhancing competitive leverage and use it to ensure Value For Money through more flexible, nuanced approaches to competitive procurement where appropriate.
- Identifying when different approaches will unlock long-term value and taking decisive action together to implement them.
- Communicating with a coherent voice. The relationship between industry and MOD is multi-layered and will remain so. In all engagements we need clear, shared goals that can be understood and acted on to deliver the outcomes required.
- Working together we will support defence exports, recognising the value to defence and the wider economy.
- Adopting an open and constructive dialogue on process improvement and commit to apply agreed approaches consistently.

This Vision will be supported by a workplan of initiatives developed and delivered by DSF and its working groups whose progress will be measured and reviewed on a regular basis. In addition, we will move beyond monitoring this activity to establish broader metrics, qualitative and quantitative, to assess progress towards the Vision itself, celebrating successes and positive momentum, while focusing attention on areas which are showing similar results.

**Rt Hon Ben Wallace MP**

Secretary of State for Defence

**Charles Woodburn**

BAE Systems

