

Complex requirements. One accountable partner.

Integrated capability for Defence, Government,
major contractors and industry.

100% INDIGENOUS-OWNED AUSTRALIAN CAPABILITY GROUP

One Indigenous enterprise platform
Participation & Enterprise plus four specialist business mandates

FORCES GROUP

One enterprise platform. Four specialist mandates.

Saltwater Country Services Pty Ltd operates FORCES GROUP and remains 100% Indigenous owned and controlled. The group retains the brand, enterprise relationships, Participation & Enterprise, procurement systems, governance and verified strategic IP.

RETAINED PLATFORM

FORCES GROUP

Indigenous Participation & Enterprise

Enterprise customer relationships

Procurement readiness and reporting

Group governance and commercial oversight

Qualified delivery network

01	FORCES FITNESS	Performance Infrastructure
02	FORCES DEPLOYABLE SYSTEMS	Deployable Infrastructure & Mission Systems
03	FORCES ENERGY	Energy & Power Infrastructure
04	FORCES TECHNOLOGY	Digital Delivery & Intelligent Systems

COMMERCIAL ROADMAP

A specialist company is incorporated and independently verified only when a partner transaction and operating case justify it.

The enterprise customer experiences one accountable FORCES relationship. Pricing, contracts, invoices and credentials identify the applicable legal entity.

BID / MANAGE / ENTERPRISE

Indigenous Participation & Enterprise

FORCES plans, sources, manages and reports Indigenous participation for major bids, live projects and enterprise portfolios. This is a stand-alone commercial service and a disciplined route into qualified specialist delivery.

01

FORCES Bid

Make a credible commitment

Participation plan for the tender
Supplier and workforce pathways
Commitments matched to scope
Evidence requirements defined early

02

FORCES Manage

Run an awarded project

Source and qualify suppliers
Mobilise work packages
Track evidence and exceptions
Report performance and escalation

03

FORCES Enterprise

Manage a portfolio

Twelve-month account program
Project targets and reporting
Reviews, alerts and escalation
Qualified specialist introductions

THE PRACTICAL WORK

01 Plan

02 Source

03 Mobilise

04 Evidence

05 Report

06 Escalate

Access to a network does not satisfy a contractual target. Each engagement has an agreed scope, accountable owner, reporting cadence and evidence standard.

PERFORMANCE INFRASTRUCTURE

Performance infrastructure. Anywhere.

FORCES FITNESS provides complete performance environments for permanent facilities, remote locations and deployable operations.

BUILT ENVIRONMENTS

Commercial gym and training facility fitouts

Australian Made rigs and racks within approved certified ranges

Project-specific configuration and integration

Installation, support and through-life service

FIELD SYSTEMS

Rapid containerised and Rugged persistent systems

Rapid and Rugged human-performance systems

Remote and operational training infrastructure

Future mobile or trailer systems remain in development until released

GM Sue Lewis

Commercial fitness and supply-chain leadership

DELIVERED

- 2 × Rapid-10 — ADF/PNG
- 1 × Rapid-20 — AFP/PNG

AWARDED

- 2 × Rugged-20 — Vanuatu; delivery pending

Current contracting entity and product credentials are confirmed for each engagement.

PHYSICAL MISSION CAPABILITY

Deployable Infrastructure & Mission Systems

Integrated physical capability for Defence, government, emergency response, remote operations and major industry. FORCES coordinates the requirement and brings qualified specialists to design, integrate, test and support each system.

01

Containerised operations

Operational, training, secure storage and support modules configured to the task.

02

Trailers and mobile facilities

Specialist trailers and mobile facilities delivered with experienced manufacturing partners.

03

Vehicle-based platforms

Purpose-built mission platforms, integration and acceptance through qualified providers.

04

Systems integration

Power, communications, technology and security integrated by appropriately qualified specialists.

EVIDENCE DISCIPLINE

Partner-delivered trailers, vehicles or systems are attributed to the partner. FORCES claims only work it contracted, designed, integrated or delivered and can evidence.

No executive is named for this business until formally appointed.

ENERGY & POWER INFRASTRUCTURE

Resilient power for sites, assets and field operations

FORCES ENERGY develops qualified commercial and remote power solutions through appropriately licensed and experienced people and partners.

- 01

Commercial solar

Site-based solar generation configured to the asset, load and commercial case.
- 02

Battery storage

Storage, control and resilience integrated with existing or new generation.
- 03

Backup and resilient power

Continuity solutions for critical operations and constrained environments.
- 04

Remote and off-grid systems

Generation and storage designed for locations with limited grid access.
- 05

Deployable power

Portable or mission-specific power integrated with deployable infrastructure.
- 06

Energy integration

Design coordination, procurement and delivery through qualified technical partners.

GM

Brett Adams

DELIVERY MODEL

Engineering, electrical licensing, construction and maintenance are performed by the appropriate qualified people and partners. FORCES does not claim licences or completed projects without evidence.

DIGITAL DELIVERY & INTELLIGENT SYSTEMS

Software and systems that make delivery visible

FORCES TECHNOLOGY focuses on useful applications, enterprise workflows and managed digital delivery. Digital capability supports Indigenous participation reporting and the specialist businesses.

01 Applications and platforms

Purpose-built tools and digital services aligned to a defined operating need.

02 Workflow and automation

Repeatable business processes, approvals, evidence and handovers.

03 Data and reporting

Capture, dashboards and reporting designed around accountable decisions.

04 AI-enabled solutions

Applied where fit for purpose, governed and supported by reliable data.

05 Managed digital delivery

Delivery coordination, vendors, releases and support under an agreed scope.

06 Participation systems

Digital support for supplier qualification, evidence and performance reporting.

Website delivery may form part of an engagement, but it does not define the business. No GM or government technology record is claimed until confirmed.

ONE RELATIONSHIP

One accountable
FORCES interface.

FORCES coordinates

- Client relationship
- Commercial governance
- Scope coordination
- Partner due diligence
- Evidence and reporting
- Escalation authority

The applicable legal entity is identified before pricing, contracting and invoicing.

SPECIALIST DELIVERY. CONTROLLED ACCOUNTABILITY.

How an engagement moves

01

QUALIFY

Fit, risk and evidence

02

SCOPE

Requirement and roles

03

CONTRACT

Controls and acceptance

04

MOBILISE

Partners and schedule

05

ASSURE

Quality, WHS and evidence

06

REVIEW

Handover and improvement

GROUP SUPPORT

Engineering and technical assurance support all specialist businesses. Workforce wellbeing may be delivered as a qualified group or partner offer where scope, safeguarding and delivery arrangements are ready.

DELIVERED AND AWARDED

Three delivered. Two awarded.

FORCES FITNESS delivery proof is stated by status. Product options and partner track records are not presented as completed FORCES contracts.



ADF / PNG | 2 x RAPID-10

Two systems delivered for the ADF/PNG Defence Cooperation Program. FORCES contracted and designed the systems. Mob Box manufactured the PNG units as the approved manufacturing partner.



AFP / PNG | 1 x RAPID-20

One system delivered for an AFP training environment in Papua New Guinea. FORCES contracted and designed the system. Mob Box manufactured the PNG unit as the approved manufacturing partner.

VANUATU AWARD

2 x RUGGED-20 | APPROX. A\$200,000

Awarded; delivery pending.

CURRENT COMMONWEALTH SETTINGS

Capability wins. Indigenous ownership adds procurement value.

FORCES combines verified Indigenous ownership with commercial governance and controlled evidence. The policy can create eligible pathways, but buyers still assess capability, value for money and the rules that continue to apply.

3.25%

Commonwealth volume and value targets are each 3.25%.

2026–27 TARGET

A\$80k–A\$200k

Applies to qualifying Australian procurements in the band and to relevant remote procurement.

MANDATORY SET ASIDE

DIRECT

A buyer may procure from an eligible Indigenous SME without Division 2, while Division 1 and value for money still apply.

EXEMPTION 16

A\$7.5m+

Qualifying Australian contracts in specified sectors carry participation and reporting requirements for the prime.

MMR

ENTITY ELIGIBILITY

Eligibility belongs to the actual contracting entity. Saltwater credentials do not automatically transfer to a future company. Direct buyer procurement and a prime contractor's participation obligations are different routes.

Sources: NIAA Indigenous Procurement Policy, May 2026; Department of Finance CPR Appendix A; Supply Nation FAQs. Policy settings remain subject to current rules and buyer assessment.

EASY TO ASSESS

Evidence available when required

FORCES maintains controlled evidence so buyers receive material relevant to the opportunity without unnecessary disclosure.

CREDENTIALS CURRENTLY HELD

Saltwater Country Services Pty Ltd

100% Indigenous owned and controlled
Supply Nation Certified
QIBN Verified, Member 0062
Australian Made licence 17423 for approved ranges
Corporate, insurance and accounting evidence maintained

ABN 61 659 725 201 ACN 659 725 201

EVIDENCE ON REQUEST

Corporate & ownership	Governance & integrity
ASIC, ABN, ownership and Indigenous verification	Risk, ethics, modern slavery and procurement controls
Delivery assurance	Technical & capability
Quality, WHS, continuity, due diligence and mobilisation	Relevant licences, drawings, inspections and acceptance
Privacy & information	Commercial & financial
Privacy, cyber, data and project-specific controls	Insurance, accounting and tax evidence where justified
Participation & social value	Project proof
Plans, evidence and reporting schedules	Approved case studies, photographs, references and records

Future operating companies obtain and present their own applicable registration, verification, licences and insurance. Restricted evidence is issued only through authorised due diligence.

ACCOUNTABLE LEADERSHIP

Leadership across the group

Confirmed leaders are shown below. Harrison retains strategic and major-deal approval. Dan coordinates Participation & Enterprise and group commercial opportunities. Nathan supports technical assurance across all specialist businesses.

01

Harrison Lee-Schell
Founder and Executive Director

03

Sue Lewis
GM, FORCES FITNESS

05

Nathan Anderson
Head of Engineering & Technical Assurance

02

Dan Fox
GM, Participation & Enterprise

04

Brett Adams
GM, FORCES ENERGY

Deployable Systems and Technology executives will be named only when formally appointed.

DISCUSS A REQUIREMENT

Tell us the outcome, environment, timing and constraints.

FORCES will determine the right business mandate, delivery partners, contracting entity and evidence required for procurement.

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