

CAPABILITY STATEMENT

Complex requirements. One accountable partner.

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

100% INDIGENOUS-OWNED AUSTRALIAN CAPABILITY GROUP

Indigenous participation & enterprise services
Human performance & deployable readiness systems

FORCES GROUP

Participation & deployables. One accountable group.

FORCES GROUP is operated by Saltwater Country Services Pty Ltd, a 100% Indigenous-owned company. Our commercial focus is Indigenous Participation & Enterprise and Deployable Readiness Systems. We bring in qualified specialists when projects require them, while retaining the client relationship and project governance.

WHAT CLIENTS GAIN

- Clear accountability
- Specialist integration
- Controlled evidence

100% Indigenous-owned and controlled

02 Core capability areas

01 Accountable commercial relationship

AU Australian legal entity and operating base

Defence · Government · Emergency services · Infrastructure · Remote industry · Energy

BID / MANAGE / ENTERPRISE

Indigenous Participation & Enterprise

FORCES plans, sources, manages and reports Indigenous participation for major bids, live projects and portfolios.

01

FORCES Bid

Make a credible commitment

- Participation plan for a tender
- Supplier and workforce pathways
- Commitments matched to the scope

02

FORCES Manage

Run an awarded project

- Source and qualify suppliers
- Mobilise work packages
- Track evidence and exceptions

03

FORCES Enterprise

Manage a portfolio

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

HOW WE CONTRACT

Each engagement has an agreed scope, targets, reporting cadence and accountable owner. Project delivery and subcontracting are priced separately.

HUMAN PERFORMANCE / MISSION SYSTEMS

Deployable Readiness Systems

Human performance is our proven entry point. FORCES scopes containerised and mobile systems for demanding operational requirements.

PROVEN DELIVERY

Human performance

Rapid training systems have been delivered; Rugged configurations are offered by specification.

- Rapid 10ft, 20ft and 40ft options
- Containerised strength and training fit-outs
- Off-grid configurations where specified
- Through-life support by agreement

PROJECT-QUALIFIED

Mission systems

Other containerised, modular, trailer and mobile applications are designed to the defined requirement.

- Workspaces and support infrastructure
- Specialist trailer and vehicle platforms
- Power and technology integration
- Defined testing and acceptance

ADF and AFP / PNG project evidence establishes prior Rapid-10 and Rapid-20 human-performance delivery. Each new application is engineered and verified for its use.

TECHNOLOGY / ENERGY / WELLBEING

Specialist Capabilities

Technology, Energy and Wellbeing can support our core capability areas or be assessed as standalone projects.

AVAILABLE BY PROJECT

Technology

Digital systems and reporting

- Participation intelligence
- Apps, platforms and automation
- Data and security by project

AVAILABLE BY PROJECT

Energy

Power and resilience

- Commercial solar and storage
- Remote and deployable power
- Licensed installation partners

AVAILABLE BY PROJECT

Wellbeing

Non-clinical workforce support

- Responder and workforce programs
- Connection and recovery formats
- Activate with program partners

ENGINEERING & DELIVERY NETWORK

Engineering, manufacturing, licensed trades and regional delivery are assigned to named partners for the specific project. Wellbeing programs proceed when partner, facility and safeguarding arrangements are ready.

DELIVERY MODEL

One commercial interface.

FORCES retains

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

Accountability remains visible from requirement through acceptance.

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

SPECIALIST PARTNER ROLES

Manufacturing & fabrication

Engineering & certification

Licensed & regulated trades

Technology & regional delivery

Governance is scaled to value, safety, complexity, geography and data sensitivity.

— REAL PROJECTS. CONTROLLED CLAIMS.

Deployable human-performance capability delivered for demanding environments.



PROJECT 01

Rapid-10 | ADF & PNG Defence Cooperation Program

Two deployable Rapid-10 human-performance systems designed and developed by FORCES GROUP and deployed to Papua New Guinea.

2 systems · Off-grid configuration · Mob Box manufacturing partner

PROJECT 02

Rapid-20 | Australian Federal Police PNG

One Rapid-20 human-performance system designed and developed by FORCES GROUP for an AFP training environment in Papua New Guinea.

1 system · International deployment · Mob Box manufacturing partner

CURRENT COMMONWEALTH SETTINGS

Indigenous procurement pathways

FORCES combines verified Indigenous ownership with commercial governance and controlled evidence. This can make it easier for buyers and major contractors to identify a capable Indigenous supplier and document the engagement correctly.

3.25%

2026-27 Commonwealth target

Target by both contract number and value. It rises to 4% by 2029-30.

\$80k-\$200k

Mandatory Set Aside

For eligible procurements in this range or delivered in remote Australia, Indigenous suppliers can show value for money before a general market approach.

DIRECT

Exemption 16 pathway

Commonwealth buyers may source directly from an eligible Indigenous SME, subject to value for money, documentation and approvals.

\$7.5m+

High-value contracts

Minimum Indigenous participation requirements apply to qualifying contracts wholly delivered in Australia in specified industries.

THE PRACTICAL FORCES ADVANTAGE

Verified ownership

One commercial relationship

Specialist delivery

Evidence for reporting

EASY TO ASSESS

Evidence available when required.

FORCES maintains a controlled procurement-readiness system so buyers receive evidence relevant to the opportunity without unnecessary disclosure.

CURRENT CREDENTIALS

- 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

Saltwater Country Services Pty Ltd
ABN 61 659 725 201 ACN 659 725 201

EVIDENCE ON REQUEST

Corporate & ownership

ASIC, ABN, ownership and Indigenous verification

Governance & integrity

Risk, ethics, modern slavery and procurement controls

Delivery assurance

Quality, WHS, continuity, due diligence and mobilisation

Technical & capability

Relevant licences, drawings, inspections and acceptance

Privacy & information

Privacy, cyber, data and project-specific controls

Commercial & financial

Insurance, accounting and tax evidence where justified

Participation & social value

Plans, verified evidence and reporting schedules

Project proof

Approved case studies, photographs, references and records

Evidence is issued to match the opportunity and disclosure requirement. Restricted financial or personal information is provided only through an authorised due-diligence process.

ACCOUNTABLE LEADERSHIP

Leadership across the group.

Named General Managers lead Saltwater’s commercial work. Harrison retains strategic and major deal approvals; Nathan leads technical assurance.

01 **Harrison Lee-Schell**
Founder and Executive Director

04 **Brett Adams**
GM, Energy

02 **Sue Lewis**
GM, Deployable Readiness

05 **Nathan Anderson**
Head of Engineering and Technical Assurance

03 **Dan Fox**
GM, Participation & Enterprise

DISCUSS A REQUIREMENT

Tell us the outcome, environment, timing and constraints.

FORCES will determine whether one capability or an integrated response is the best fit, then identify the evidence required for procurement.

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