

## SDR One Year On: A Singular Digital Function Reforming, Integrating & Delivering with Industry

Day One – 8 July 2026

### SETTING DEFENCE UP FOR SUCCESS

Day 1 builds the strategic and structural foundations for Defence's digital transformation, progressing from intent to operating models, and exemplary case studies from MOD and Industry

Delegates will attain a shared understanding of how the unified Digital Function will change how Defence operates and works with industry

### Opening Address: Delivering Transformation

How SDR and DIS are shaping Defence's digital future, unifying the Digital Function, strengthening industry partnerships, and creating the conditions for delivery at wartime pace

0850-0855	Welcome to DI26	Phill Williams, Managing Director of Team Defence – Information
0855-0900	Digital – The Strategic Imperative	Moderator to be confirmed
0900-0930	From Strategic Vision to Digital Advantage – Delivering on the SDR Recommendations	Speaker to be confirmed – Chief Digital Information Officer (CDIO)

### Panel 1: The Digital Function

How the Digital Function will ensure digital and data are central to meeting Defence outcomes and enabling the Integrated Force

0930-0945	The Digital Function – Singular, Integrated and Unified	Claire Fry, Director Functional Integration Or Doug Parrant, Head Digital Function, Capability and Communications, Defence Digital
0945-1000	Integration by Design – The Digital Backbone and Digital Targeting Web	Speaker to be confirmed – Defence Chief Technology Officer
1000-1015	Digital Enablement through a Common Digital Foundation of Data	Stuart McKillop, Director Defence Data Office, Defence AI Centre and Digital Business Partnering (CAIDO)
1015-1030	Transforming Cyber Resilience	Eleanor Fairford, Director Cyber Defence and Risk
1030-1045	The Role of Digital & Data in Building NAD Group	Nigel Shaw, Corporate CIO, NAD Group
1045-1100	Panel Q&A (with CDIO on the Panel)	Chair: To be confirmed
1100-1130	Break – Please Visit the Exhibition	

### Panel 2: Driving Growth Through MOD and Industry Innovating as One Defence

One year on from the publication of the Defence Industrial Strategy, this Panel explores how digital transformation is reshaping MOD–industry relationships, from commercial reform to innovation and SME access

1130-1145	Partnering for Digital Advantage: The Industry View	Gareth Hetheridge, CIO Leonardo
1145-1200	How the Eleven Commercial Digital Levers Change the Game	Victoria Cope, Commercial Director Enterprise

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1200-1215	Strengthening Partnership: Defence Industry Joint Council (DIJC) and the Office for Small Business Growth	Harrison Talbot-Brown, Defence Commercial Industry Collaboration and Strategic Supplier Management
1215-1230	UK Defence Innovation (UKDI) and its Demand Signals	James Gavin, Deputy Director UKDI
1230-1245	Panel Q&A	Chair: <i>To be confirmed</i> (Kash Addepally, tlmNexus)
1245-1345	Lunch – An opportunity to Network and Visit the Exhibition	
<b>Lessons from Operations: Experience into Action</b>		
Drawing directly on recent operational lessons, this address explores what need to change, what has worked, and how Defence is turning hard-won lessons into practical action to shape capability, digital transformation, and digital advantage		
1345-1415	Gaining competitive advantage through learning lessons from operational theatres	Maj Mark Dowds, Integrated Warfare Centre
<b>Panel 3: Decision Making at the Speed of Relevance</b>		
How secure data, AI and federated architectures are enabling timely decision advantage across military domains		
1415-1430	The shift towards greater use of autonomy and Artificial Intelligence within the UK's conventional forces	Brig Caroline Woodbridge-Lewin, Defence AI Centre (DAIC) Head
1430-1445	The Rapid AI in Defence (RAID) Task Force	Col Andy Nicklin, Deputy Director RAID TF
1445-1500	Making it real – ASGARD	Col David Haslam, Project ASGARD
1500-1515	Panel Q&A (with Maj Mark Dowds)	Chair: <i>To be confirmed</i>
1515-1545	Break – Please visit the Exhibition	
<b>Panel 4: Innovation and Industrial Power for Competitive Advantage</b>		
Embracing innovation within the defence sector is a strategic imperative for maintaining competitive advantage		
1545-1600	The power of SMEs – Exploiting Latent Technologies	David Flanagan, Everfox
1600-1615	<i>To be confirmed</i>	<i>Speaker to be confirmed</i>
1615-1630	Making it real – Lessons from Estonia: learning digital resilience the hard way	Andres Raieste, Public Sector Global Senior Vice President, Nortal
1630-1645	Panel Q&A	Chair: <i>To be confirmed</i>
1645-1700	Wrap Up Day One – <b>Phil Williams</b> , MD, TD-Info	
1700-2000	<b>Network Extra</b> – hosted by TD-Info, a less formal networking opportunity. Hot buffet and bar provided	

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Day Two – 9 July 2026

<b>TRANSFORMING UK WARFIGHTING</b>		
Day 2 shifts to operational delivery: the frontline difference digital makes		
<b>Keynote: Establishing a More Lethal 'Integrated Force' Equipped for the Future</b>		
<b>"The world has changed. The threats we now face are more serious and less predictable than at any time since the Cold War, including war in Europe, growing Russian aggression..." Strategic Defence Review</b>		
0900-0905	From Strategic Vision to Operational Delivery	Opening through a recap of Day 1 and outline of Day 2
0905-0945	Ukraine – The Pace of Change in Today's Battlefield	Speaker to be confirmed
0945-1000	<i>To be confirmed</i>	Speaker to be confirmed
1000-1015	<i>To be confirmed</i>	Speaker to be confirmed
1015-1030	Panel Q&A	Chair: <i>To be confirmed</i>
1030-1100	Break – Please Visit the Exhibition	
<b>Early Careers Professionals</b>		
A fast, provocative talk from Defence's early-career professionals on why the next generation's digital skillset, including AI and cyber, must be embraced now to keep pace with an accelerating world		
1100-1115	<b>TED Talk by TDI-Vanguard</b>  Future-Ready Defence: The Next Generation Skillset We Can't Afford to Ignore	<ul style="list-style-type: none"> <li>Molly Cockin, MOD</li> <li>Ciara Cassidy, MOD</li> </ul>
1115-1130	Panel Q&A	<ul style="list-style-type: none"> <li>Chair: <i>To be confirmed</i></li> </ul>
<b>Panel 5: Delivering the Integrated Force</b>		
Providing Industry with a framework to interface with the Digital Targeting Web		
Strategic Intent needs Purposeful Delivery		
1130-1145	Integration Working Group	Chris Parker, Director Government Strategy, Fortinet
1145-1215	Making it real – Focused look into the Digital Targeting Web (DTW)	<ul style="list-style-type: none"> <li>Brig Rich Alston, Deputy Director Integrated Cyber and Electro Magnetic Effects</li> <li>Rich Allen, Senior C4ISTAR Technologist</li> <li>John Wharton, Head of DTW Design Authority</li> </ul>
1215-1230	Panel Q&A	Chair: <i>To be confirmed</i>

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Panel 6: Seizing New Technology Opportunities		
Technology, Foresight, and Experimentation: What does the Future Hold?		
1230–1245	Gartner – Predictions of Digital Trends for DI27 and beyond	Speaker to be confirmed – Gartner
1245-1300	Panel Q&A Summary and wrap up of DI26 and a look ahead to DI27	Phil Williams, MD, TD–Info
1300–1400	Lunch – Please Visit the Exhibition	

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## DAY 2 – WORKSHOP

### Delivering the Digital Targeting Web

*“...we will invest more than £1bn to integrate our Armed Forces through a new Digital Targeting Web delivered in 2027,” Strategic Defence Review*

After two days of briefings, discussion, and insights, you will have begun to envision what Defence’s digital future could be. Now seize one of the limited places in a hands-on- workshop focused on one of the most important programmes shaping that future: the **Digital Targeting Web** (DTW).

The **Strategic Defence Review** sets out a bold ambition: more than **£1 billion** invested to deliver a DTW by **2027**: a common digital foundation linking sensors, deciders, and effectors across every domain, enabling the UK’s Armed Forces to operate at “machine speed.” It is one of the most ambitious digital undertakings in a generation.

But ambition on paper and delivery in practice are very different challenges. The technology is evolving fast, the timeline is tight, and success depends on a new level of partnership between MOD and industry.

**DI26 will conclude with a two-hour, deep dive workshop on one of Defence’s most ambitious digital programmes: the Digital Targeting Web.**

Building on the insights of DI26, participants will work together at facilitated tables to tackle the real delivery challenges of implementing the DTW at pace, from secure data sharing and human-machine decision-making to edge operations, interoperability, and the digital workforce.

The insights will be captured and shared with participants and the DTW delivery team, providing a tangible contribution to the programme’s path to success and a great way for you to consolidate your learning from DI26.

Places are limited: this is your opportunity to help shape how MOD and Industry deliver the DTW together.

**Be in the room where ideas can turn into delivery.**