East of England
All Party Parliamentary Group

Meeting note

Maximising the Defence Dividend in the East of England

17:00 - 18:30 on Monday 6th July 2026

Committee Room 17, House of Commons

Executive summary

The meeting found strong agreement that the East of England already has the assets of a major defence and security cluster, but lacks the coordination and national visibility needed to maximise the benefits of increased defence investment.

Participants called for a clear regional defence cluster strategy, a stronger case for a defence growth deal, and a professionalised East Regional Defence & Security Cluster to connect businesses, universities, government and investors. Key barriers included complex procurement, limited SME access to contracts and finance, skills shortages, cyber and compliance costs, and insufficient support for dual-use innovation.

The APPG and partners will now consider how to present the region's distributed defence assets as a coherent national proposition and identify practical actions on cluster development, SME support, skills and investment.

Welcome and introductions: Jess Asato MP, Co-Chair, East of England APPG

- Jess Asato MP welcomed attendees to the East of England APPG's first dedicated session on defence, convened to consider how the region can maximise the economic and strategic opportunities arising from increased national defence investment.
- She noted recent APPG activity, including a private session on stimulating investment in the East of England's film and TV industries, which had led to correspondence with the Secretary of State for Culture, Media and Sport, and confirmed that the APPG's skills workstream had also resumed activity with a recent letter to the Skills Minister.
- Jess thanked the East Regional Defence & Security Cluster and its Chair, Cllr Indy Wijenayaka, for supporting the session and for helping the APPG secretariat bring

together the background briefing. She said the discussion was particularly timely given the Strategic Defence Review, the Defence Industrial Strategy and the recently published Defence Investment Plan.
- She noted that ministerial attendance had been affected by parliamentary and international commitments, but confirmed that officials and parliamentary colleagues would ensure the issues raised were captured and reflected in follow-up work.

Maximising the Defence Dividend: Panellists' Contributions

Cllr Indy Wijenayaka, Chair, East Regional Defence & Security Cluster

- Cllr Indy Wijenayaka argued that the East of England is too often viewed primarily through the lens of agriculture, despite having significant and under-recognised defence and security assets. He pointed to RAF Wyton, RAF Lakenheath, RAF Mildenhall, RAF Marham and other military presences, alongside critical national infrastructure including Sizewell and energy connections around Tilbury.
- He said the region also contained a strong mix of defence primes, mid-tier businesses, SMEs and academic institutions, including companies such as MASS, Marshall, Airbus, Leonardo, Raytheon and BAE Systems, as well as universities across Cambridge, Hertfordshire, East Anglia, Anglia Ruskin, Cranfield and Essex.
- Indy explained that the East Regional Defence & Security Cluster had been established just over a year ago and had already begun connecting defence companies, academic institutions, financial institutions, chambers of commerce, Innovate UK and UK Defence Innovation. He said the Cluster was helping to link defence problem sets with regional businesses and innovators capable of addressing them.
- His central ask was that MPs champion the East of England for the next tranche of defence growth deals. He described defence as a potential engine for regional growth and argued that the East RDSC could act as the 'gearbox' needed to bring regional capabilities together and convert increased national defence investment into growth, jobs and innovation across the East.

Tom Nickalls, Head of Strategic Partnerships, Freeport East

- Tom Nickalls set out Freeport East's role as the East of England's only Freeport and as a government-backed industrial strategy mechanism focused on attracting investment, creating high-value jobs and strengthening manufacturing in the region.
- He explained that Freeport East had developed an investment concierge service to support inward investors, including assistance with location searches, tax sites, incentives, funding mechanisms, regulatory processes and links to local and central government. As an example, he highlighted Freeport East's support for Ukrspecsystems, a Ukrainian drone company, to establish a factory in Mildenhall and connect with local supply chain partners.
- Tom said the Ukrspecsystems example demonstrated the dual-use nature of modern defence capability, with UAV technologies relevant to both military and civilian applications such as wildlife and welfare monitoring. He argued that the region should consider how such investments could catalyse wider capability and whether there was scope for an East of England drone or defence technology cluster.
- He suggested that a regional defence cluster strategy could be a practical first step towards securing a defence growth deal. He also highlighted the need to build on the

East's existing strengths in advanced communications, quantum technologies, advanced manufacturing, cyber, space and logistics, and noted that Freeport East planned to take the region's defence and dual-use proposition to the United States later in the year.

Lucy Skerritt, Director for Advanced Manufacturing Solutions, Marshall Aerospace

- Lucy Skerritt introduced Marshall as a long-established East of England defence and aerospace business, employing around 850 people in the region across military transport aircraft maintenance, repair and overhaul, aerospace engineering and manufacturing services. She noted that Marshall is predominantly an export business, with limited UK defence contracts, and is currently facing significant strategic change, including relocation and a sale process.
- She identified talent as a major challenge. The East of England has an exceptional technology economy, but competition for skills is heavily concentrated in software, technology and life sciences rather than defence. As a result, defence businesses often have to recruit nationally or invest heavily in retraining people from adjacent sectors, while also managing high regional living costs and salary pressures.
- Lucy also highlighted infrastructure constraints. Many established defence businesses operate from older airfields, former military bases or industrial sites where facilities have not kept pace with modern requirements. Modernisation requires significant cash investment, which can be difficult to justify outside major programme commitments, especially where brownfield land is also under pressure for housing delivery.
- Her third challenge was national visibility. She argued that the East has internationally recognised strengths in AI, semiconductors, aerospace, cyber and life sciences, but these are often promoted separately rather than as part of a coherent defence and dual-use proposition. In contrast to regions such as the South West and North West, the East is not yet recognised as a distinct defence cluster, making it harder to influence national policy and secure investment.
- Lucy concluded that the East of England is a hidden defence cluster. Its contribution is dispersed geographically and across multiple organisations, but improved coherence and coordination between business, local government, academia and central government could help release greater economic and strategic value.

Professor Paul Febvre, Professor of Space Systems Engineering and Director of Cranfield University Space Systems Centre

- Professor Paul Febvre spoke from the perspective of the space sector and highlighted the substantial overlap between space and defence in the East of England. He noted that Space East has around 440 registered companies, at least a third of which would recognise themselves as contributors to the defence economy, while others may be contributing without identifying themselves as defence businesses.
- He argued that the region needed stronger systemic mechanisms for talent development, skills transferability and industry-academic collaboration. In particular, he stressed the importance of apprenticeship schemes that are fit for purpose and support movement of skills between sectors.
- Paul also emphasised the need for innovation hubs capable of bridging the gap between research and commercial exploitation. Drawing on his experience with the

Satellite Applications Catapult, he said support was needed not just to cross the 'valley of death' but also to address the commercialisation challenges that follow when technology is close to market.

- He said dual-use capability should be understood broadly, including the underpinning systems that enable drones and other services to operate safely and reliably in managed airspace. Resilient positioning, navigation, information and connectivity infrastructure could support defence applications while also delivering benefits for rural connectivity, transport, agriculture and wider public services.
- Paul called for mechanisms that allow universities and research institutions across the East to cooperate in breadth and capability, rather than compete for limited funding, and argued that adequately funded regional structures would be essential to turn academic and industrial strengths into usable capability.

Joe Perry, Government Relations and Communications Manager, Make UK Defence

- Joe Perry said Make UK Defence represents more than 900 defence companies and has a particular focus on championing SMEs within the defence supply chain. He noted that a number of Make UK Defence members in the East are already contributing to innovation, apprenticeships and local investment.
- He welcomed elements of recent defence announcements, including investment in combat air, submarines, autonomous systems, procurement reform and offsets designed to ensure overseas procurement delivers benefits for UK businesses. He argued that defence is uniquely placed to bring high-skilled, well-paid jobs into rural, coastal and post-industrial communities.
- However, Joe warned that there remained insufficient clarity about where significant portions of future defence funding would come from. He said businesses seeking to plan, invest and create jobs needed confidence over the timing and scale of investment, particularly as many defence SMEs also operate in other sectors that may face wider infrastructure or spending pressures.
- He set out several funding options, including UK participation in a proposed Defence, Security and Resilience Bank, the introduction of defence innovation bonds, and reform of Patent Box tax relief so that it is restricted to SMEs. He argued that such measures could help fund the defence dividend while supporting businesses that are capable of generating growth and investment in the UK economy.

Parliamentary and stakeholder discussion

- Parliamentarians and stakeholders broadly welcomed the case for treating the East of England as a more coherent defence and security ecosystem, while also stressing that the region's strengths are distributed across several places rather than concentrated in a single hub.
- Ben Obese-Jecty MP highlighted the strategic importance of Huntingdonshire, including RAF Wyton, RAF Molesworth and the National Centre for Geospatial Intelligence. He referred to Project Fairfax as a significant opportunity to convert former defence land into a defence and intelligence-focused cluster, while attracting investment and building on existing capabilities in Cambridgeshire.
- Other MPs drew attention to the breadth of regional assets. Kevin Bonavia MP highlighted Stevenage as a location with strong life sciences and advanced technology capabilities that could be better linked to defence, while Bayo Alaba MP’s constituency, Southend East and Rochford, was discussed in relation to its history of

defence activity, its high number of self-employed people, small businesses and micro-businesses, and the opportunity to support dual-use innovation and reskilling.

- Marie Goldman MP, Vice-Chair of the East of England APPG, asked what practical steps would be required to create or strengthen a cluster where one had not developed organically, and asked panellists to expand on possible sources of funding. This prompted discussion of the East RDSC's current limitations as a largely volunteer-led organisation and the need for more professionalised, full-time capacity if the Cluster is to provide practical support to SMEs, run events, connect firms to funding and make the region's proposition more visible.
- There was also discussion of whether industry itself could contribute more directly to professionalising the Cluster. Some attendees suggested that, if businesses viewed a stronger RDSC as an investment in future growth, they might help fund it. Others cautioned that many SMEs already contribute significant time through advisory groups and forums, and that further expectations on industry would be difficult without centralised funding or clear government backing.

Discussion with stakeholders – key themes

A coherent East of England defence cluster

- A recurring theme was that the East of England should avoid presenting its defence assets as isolated county-level pockets. Several contributors argued that the region should be understood as a constellation of connected sites, businesses, universities and innovation assets, many of which are within relatively short distances of one another when viewed from an international investment perspective.
- The discussion suggested that the East needed a clearer defence cluster strategy to make this ecosystem visible nationally and internationally. This would help the region speak with one voice, compete more effectively with better-recognised defence regions, and make a stronger case to government for a defence growth deal.
- Participants also emphasised that investment in one location should not draw activity away from other parts of the region. Instead, the aim should be to build a networked model in which distinct sites, such as Project Fairfax, Freeport East, Cambridge, Stevenage, Cranfield, Essex and the East Coast, reinforce one another and create a combined regional proposition.
- It was also suggested that the region’s focus does not need to be unique nationally in order to add value. Multiple centres of capability across the country can strengthen national resilience rather than dilute it, particularly where they widen access to specialist skills, testing infrastructure and innovation assets. Space, cyber and autonomous systems were highlighted as areas where the East of England could build on existing strengths.
- At the same time, contributors cautioned that any cluster model must be accessible to smaller SMEs. While some businesses may be able to contribute financially to professionalising the Cluster, others are already managing pressures around wages, energy bills and operational costs. Additional costs could therefore risk excluding the smaller firms the region most needs to draw into the defence supply chain.

SMEs, procurement and access to contracts

- SME access to MOD and defence contracts was identified as a significant barrier. Contributors said contracts can be lengthy and difficult to interpret without legal or specialist support, while defence portals, terminology, acronyms and unclear points of contact can make the system difficult to navigate for businesses not already embedded in the sector.
- Several attendees noted that businesses from adjacent sectors face additional barriers when seeking to enter defence and aerospace, including cybersecurity requirements, vetting, approvals and sector-specific compliance processes. Make UK Defence and other bodies were credited with helping SMEs understand some of these requirements, but there was a view that more practical translation and navigation support is needed.
- The upfront cost of entering the defence market was also highlighted as a major barrier. Before a business can even bid for work, it may need to invest in cyber security accreditation, specialist legal advice, compliance support and procurement guidance. For many SMEs, these costs are significant enough to discourage them from exploring opportunities in the sector altogether. Contributors suggested that funded guidance, grants or other early-stage support could help more innovative businesses enter the defence market.
- There was concern that MOD direct and indirect spending with SMEs was not increasing at the pace required and, according to some contributors, had fallen in some areas. Attendees called for the Office for Small Business Growth and UK Defence Innovation to be empowered and resourced quickly, with mechanisms that allow more funding to reach SMEs directly rather than solely through traditional frameworks or prime contractors.
- Prime contractors were also identified as having an important role in helping SMEs enter the defence sector. While direct procurement from SMEs remains important, primes may be better placed to identify relevant SME capability and bring it into defence supply chains, particularly where businesses need support to navigate security clearances, commercial contracts and compliance requirements. Contributors suggested that primes could be incentivised to support SME participation through competitive-bid scoring and other mechanisms linked to the proportion of work flowing through to SMEs.
- The urgency of this issue was repeatedly stressed. Contributors warned that investment delayed for two or three years would not simply find the same business base waiting to absorb it; some firms may have gone out of business, moved abroad or reduced capacity by then. It was noted that if work is not available at the point it is needed, skills and capability can be lost and may not be recoverable later.

Skills, talent and academic pipelines

- Skills and talent were central to the discussion. Panellists and attendees agreed that the region has major strengths in technology, life sciences, engineering and advanced manufacturing, but that defence-specific experience is not always visible or readily accessible to businesses seeking to grow.
- There was support for bringing defence businesses, technology companies, colleges and universities together to understand skills requirements and match them with existing provision. Level 7 apprenticeships and other mechanisms for transferable

skills were highlighted as particularly important for enabling industry to grow capability.

- Contributors also suggested that a regional audit of current skills, future requirements and supply-chain gaps could provide useful data and help define practical KPIs for regional defence growth. Chambers of Commerce and the East RDSC were identified as well placed to support this work through their memberships and regional networks.
- One contributor from the University of Hertfordshire noted that, of the institutions receiving support from a recent Office for Students and MOD skills funding programme, none appeared to be in the East of England RDSC footprint. This was presented as an example of the need for future investment to reflect the region's actual capability and role in the defence talent pipeline.
- A Cambridge and Peterborough Local Skills Improvement Plan representative confirmed that a defence skills report for the county had been commissioned and would be launched at an event on 18 September at The Welding Institute. The report was offered to the APPG secretariat and wider partners as a potential model or evidence base for other parts of the region.
- The opportunity presented by veterans and service leavers was also highlighted. The Career Transition Partnership provides an existing route into civilian employment, but many SMEs are not aware of it or do not know how to engage with it. Contributors argued that stronger collaboration between the Armed Forces, defence companies and SMEs could help connect service leavers with employers more quickly. Veterans can bring leadership, technical expertise, security clearances and direct understanding of the defence environment, making them highly valuable to growing businesses.

Dual-use innovation, R&D and living labs

- Attendees repeatedly returned to the importance of dual-use technology and the opportunities created by stronger links between defence and other sectors, including life sciences, agriculture, transport, energy and space.
- It was argued that the region could do more to help sectors understand each other's research priorities and identify potential overlaps. Contributors suggested that practical steps such as structured introductions, non-disclosure agreements and clearer R&D collaboration routes could help break down barriers between defence businesses and innovators in adjacent sectors.
- There was also discussion of the need for infrastructure to take technologies through the full product lifecycle. Professor Febvre and others referred to the value of large-scale living labs that allow technologies to be placed in the hands of users, tested in realistic environments and scaled into operational services.
- The East Coast and wider East Anglia were identified as potential locations for such testbeds, particularly for resilient infrastructure, drones, transport systems, energy systems and other technologies relevant to both defence and civilian needs.
- Contributors also noted that dual-use innovation is closely linked to public perception. Some businesses may be hesitant to enter the defence sector because of how defence work could be perceived by employees, customers or stakeholders. A clearer narrative around defence as a driver of security, innovation, skilled employment and regional growth could help address this barrier and encourage more

businesses from adjacent sectors to engage.

Cyber security and resilience

- Cyber security was identified as both a barrier to entry and a core requirement for businesses seeking to work in defence. Contributors noted that Cyber Essentials and Cyber Essentials Plus provide a useful baseline, but do not go far enough on their own in testing real resilience.
- Businesses often struggle to identify exactly what standards they need to meet and where to access trusted advice without incurring significant expense. NatWest was cited as having worked with security specialists to produce a simple one-page guide to help businesses understand the basics, but contributors suggested that a centrally available, government-backed source of practical cyber guidance would make a significant difference for businesses entering defence.
- There was also support for delivering emerging cyber frameworks at pace, including standards for managed service providers such as Clipeum. Contributors noted that cyber security should be treated not only as a dual-use issue, but as a core requirement across all sectors of business, including defence.

Funding and investment mechanisms

- Funding was discussed at several levels: the need for a defence growth deal for the East of England; potential government-backed investment mechanisms; and practical resources for the East RDSC and related support structures.
- Make UK Defence set out the case for UK participation in the proposed Defence, Security and Resilience Bank, arguing that it could provide cheaper borrowing, commercial loan guarantees and investment for defence projects without the same balance sheet treatment as some domestic borrowing. It was also suggested that failing to join could limit UK industry access to projects funded through the Bank.
- Defence innovation bonds were discussed as a further mechanism to fund R&D, innovation and high-growth defence capabilities, provided investment is directed towards UK-based activity and returns to the domestic economy.
- Reform of Patent Box tax relief was also raised, with a proposal to restrict it to SMEs and use resulting savings to support defence investment. Joe Perry argued that a more detailed Treasury assessment was needed to determine whether the existing scheme was generating sufficient returns for the economy.
- Contributors also highlighted the need for finance mechanisms that can support businesses scaling at pace. Some defence businesses can move from being loss-making organisations to generating very significant turnover within months if they secure the right contract, but may struggle to scale quickly enough to meet demand. Practical support such as flexible premises, short-term leases and shared facilities could help businesses expand rapidly while reducing risk.
- Improved collaboration between government, the MoD and the banking sector was also identified as a way to unlock finance more efficiently for high-growth defence businesses. From a banking perspective, quicker validation of MoD contracts would improve the ability to support businesses seeking finance against defence contracts. It was noted that further discussions are expected with Matthew Cappell from the

Ministry of Defence on whether banks and the MoD can work more closely together to simplify aspects of the contracting process/

Supply chains, chambers and international opportunities

- Local and regional chambers of commerce offered to play a stronger role in connecting businesses to defence opportunities. Norfolk and Suffolk Chambers noted their substantial business memberships and suggested that chambers could help reach non-defence SMEs that may have relevant capabilities or an interest in entering the sector.
- Suffolk Chamber highlighted existing supply chain work that had helped unlock more than GBP10 million of local business investment and suggested that a dedicated defence supply chain model could build on a proven regional approach.
- The British Chambers of Commerce also pointed to European procurement and international defence programmes as an area of opportunity, arguing that UK firms would need help navigating access to European partners and supply chains as defence investment expands.
- There was also interest in international partnerships beyond Europe. A representative from the University of East Anglia highlighted growing UK-Japan defence relations and suggested that locations such as Okinawa could offer useful comparative lessons or partnership opportunities, particularly where defence assets, local communities and regional economies interact.

Planning, places and government recognition

- Planning and place-making emerged as an important enabling issue. Huntingdonshire District Council argued that even where immediate funding is not available, clear government recognition of the East RDSC and of emerging defence clusters would help local partners plan with greater ambition.
- It was suggested that stronger national signals could support local plans, land allocation and infrastructure planning by giving local authorities greater confidence to make the case for defence-related employment and mixed growth, rather than treating housing and jobs as separate or competing objectives.
- Several contributors argued that the East needs not only funding, but also a clearer statement from government that the region's defence assets, sites and supply chains form part of a strategically important national capability.

Questions from the floor and additional contributions

- Richard Bridgman (Warren Services) said his business had benefited significantly from Make UK support in entering the defence space, but stressed that the journey was long and difficult for SMEs and should not be oversimplified.
- Rob Singh (University of Essex) argued that the East of England should avoid setting different sites in competition with one another and instead present them as combined regional strengths. He suggested that existing business boards and innovation plans may offer modest but useful resources to join up activity across the region.
- Nigel Forrester (Concurrent Technologies) emphasised the need to move quickly and avoid trying to solve every problem at once. He suggested that the region should

focus on a set of practical, achievable actions because speed is particularly important in the defence environment.

- Tony Reeves, representing a group of SMEs, noted that many SME leaders already contribute time to East RDSC, UK Defence Innovation and other advisory structures. He argued that additional progress would require centralised funding and stronger support for mechanisms that direct investment to SMEs.
- Mike Gildersleeves of Huntingdonshire District Council argued that government endorsement and recognition of emerging defence clusters would be valuable even before major funding is secured, as it would help local partners plan for growth, jobs and housing in a more joined-up way.
- Additional contributions emphasised that defence investment can act as an engine for regional and national growth, but only if practical barriers around procurement, finance, cyber security, skills and public perception are addressed. Contributors also stressed that the region should move quickly, focus on achievable actions and ensure that smaller SMEs are not excluded from the opportunities created by increased defence investment.

Conclusions and next steps: Jess Asato MP, Co-Chair, East of England APPG

- In closing, Jess Asato MP thanked panellists, parliamentarians and stakeholders for their contributions and said the discussion had provided a clear challenge for the APPG and regional partners. She noted the strong consensus that the East of England needs to present itself more confidently as a defence and security cluster with a national and international proposition.
- The panellists were invited to summarise their key takeaways. Joe Perry stressed the urgency of timely investment for SMEs; Professor Febvre highlighted the need for mechanisms to support skills transferability and innovation; Lucy Skerritt underlined the importance of making the region's hidden defence cluster visible; Tom Nickalls called for a defence cluster strategy that brings together the wider ecosystem; and Cllr Indy Wijenayaka reiterated the case for a defence growth deal and for a professionalised East RDSC to act as a central hub.
- Jess invited attendees with further points or unanswered questions to send them to the APPG secretariat so they could be folded into the follow-up briefing. She said the secretariat would reflect on the discussion and consider how best to raise the region's asks with ministers and relevant departments.
- The main next steps identified were to develop a clearer East of England defence cluster proposition; build the case for a defence growth deal; explore how the East RDSC can be resourced and professionalised; gather evidence on skills, procurement and SME barriers; and ensure the region's distributed defence assets are presented as a coherent ecosystem rather than as isolated local strengths.

REGISTERED ATTENDEES

Parliamentarians

Name	Constituency
Jess Asato MP	Lowestoft / Co-Chair, East of England APPG
Pam Cox MP	Colchester

Marie Goldman MP	Chelmsford / Vice-Chair, East of England APPG
Jack Abbott MP	Ipswich
Bayo Alaba MP	Southend East and Rochford
Kevin Bonavia MP	Stevenage
David Burton-Sampson MP	Southend West and Leigh
Richard Fuller MP	North East Bedfordshire
Richard Holden MP	Basildon and Billericay
Terry Jermy MP	South West Norfolk
Lord Lansley	Peer
Alice Macdonald MP	Norwich North
Gagan Mohindra MP	South West Hertfordshire
Peter Prinsley MP	Bury St Edmunds and Stowmarket
David Taylor MP	Hemel Hempstead

Partners

Name	Organisation
Emma Alderton	Suffolk Chamber of Commerce
Steve Beel	Freeport East
Chris Criscione	Pigeon Investment Management Limited
Tom Fieldhouse	MAG London Stansted Airport
Naomi Green	England's Economic Heartland
Sarah Howard	British Chambers of Commerce
Ra Mason	UEA
Jake D Nugent	Pigeon
John Rayson	AtkinsRealis
James Rolfe	Anglia Ruskin University
Rob Singh	University of Essex
Will Stanton	Pigeon
Jack Weaver	Norfolk Chambers of Commerce

Other attendees

Name	Organisation
Nicola Barker	NatWest
Madeleine Barrow	Ministry of Defence
Jamie Bird	bf1systems
Richard Bridgman	Warren Services
Scott Burdon	Connected Innovation
Stuart Catchpole	Space East
Rory Chamberlain	Ukrspecsystems
Victoria Christmas	Space East
Tom Cornwell	National Highways
John Dale	Clipeum IT

Mark Darvill	MOD UKDI
Francesca Day	Essex County Council
Claire Dixon	NatWest
Thomas Dray	Cambridgeshire and Peterborough Combined Authority
Alex Durand	SaxonAir Charter
Paul Febvre	Cranfield University
Patrick Fisher	Kilverstone Estate
Nigel Forrester	Concurrent Technologies Plc
Mike Gildersleeves	Huntingdonshire District Council
Edward Gill	Exolum Pipeline System Ltd
William Gimson	MASS
Norman Housden	OptiMatrix
Tim How	Ukrspecsystems
Paul Larcey	Innovate UK Business Connect
James Matthews	PA Consulting
Daniel McCluskey	University of Hertfordshire
Sophie Elizabeth Mear	PA Consulting
Soren Nikolajsen	NatWest
Alton Nutile	GeoAcoustics
Louis O'Halloran	Inflect / East of England APPG Secretariat
Joe Perry	Make UK Defence
Tony Reeves	MAIAR Ltd
Ashley Rudge	Camargue
Nicholas Rumsey	Jaynic Developments Ltd
Victoria Savage	UK Defence Innovation
Lucy Skerritt	Marshall Aerospace
Jack Stark	MASS / MASS - Cohort PLC
James Talbot	West Suffolk Council
Honor Wilkinson-Bell	Barclays
Cllr Indy Wijenayaka	East Regional Defence & Security Cluster
Chris Zarafa	MASS Consultants Ltd

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