

FY 2020/21 Senate Order on Non-Corporate Commonwealth Entity Contracts relating to the period 1 July 2020 - 30 June 2021									
Department of Defence									
Seq	Contractor	Subject Matter	Amount of Consideration	Start Date	Anticipated End Date	Whether contract contains provisions requiring the parties to maintain confidentiality of any of its provisions	Reason	Whether contract contains other requirements of confidentiality.	Reason
1	3Me Technology Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues.	\$ 105,600	17-May-21	16-Oct-22	No		No	
2	A.W. Bell Machinery Pty Ltd (GA Bell Trust)	A Defence Global Competitiveness Grant was awarded to implement cyber and physical security compliance requirements.	\$ 101,825	08-Sep-20	07-Feb-22	No		No	
3	A.W. Bell Machinery Pty Ltd (GA Bell Trust)	This Grant is to support advance Machining of F35 Aerospace Castings.	\$ 275,000	27-Mar-20	31-Jul-21	No		No	
4	Advanced Braking Pty Ltd	A Defence Global Competitiveness Grant was awarded to build export capability for the manufacture of heavy vehicle brake mechanism components.	\$ 264,000	23-Dec-20	13-Feb-22	No		No	
5	Agent Oriented Software Pty Ltd	A Sovereign Industrial Capability Priority grant was awarded for Land combat vehicle and technology upgrade; Test, evaluation, certification and systems assurance; and Surveillance and intelligence data collection, analysis, dissemination and complex systems integration.	\$ 561,697	12-Aug-20	07-Oct-22	No		No	
6	Air Services Australia	Revenue received for the licence of Defence property and infrastructure.	\$ 792,629	01-Jan-15	30-Sep-25	No		No	
7	AirUSA Inc.	Sale of F/A-18A/B Classic Hornets, PC-9 aircraft and related inventory.	\$ 257,000,000	26-Feb-20	01-Dec-23	No		No	
8	Alfatron Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Advanced signal processing; Munitions and small arms research, design, development and manufacture; Aerospace platform deeper maintenance and structural integrity; Land combat and protected vehicles and technology upgrade; Enhanced active phased array and passive radar capability; Surveillance and intelligence.	\$ 1,529,724	12-Jan-21	26-Jun-22	No		No	
9	Aluminium Dynamics Pty Ltd	A Capability Improvement Grant was awarded to address Internal Systems.	\$ 108,416	15-Feb-21	09-Apr-22	No		No	
10	American Australian Association (AAA) Ltd	This Grant is to support the continuation of the US Studies Centre located at the University of Sydney and the Perth US Asia Centre located at the University of Western Australia.	\$ 26,950,000	09-Jan-18	09-Jan-22	No		No	
11	Amiga Engineering Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Munitions and small arms research, design, development and manufacture; Aerospace platform deep maintenance; and Combat clothing survivability and signature reduction technologies.	\$ 1,100,000	20-Aug-20	20-Jan-22	No		No	
12	Andrew Engineering (Aust) Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land.	\$ 1,060,021	23-Jun-21	07-Oct-22	No		No	
13	Athinian Valley Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous Shipbuilding Program (including rolling submarine acquisition).	\$ 189,654	04-Aug-20	09-Jun-22	No		No	
14	Aurumtown Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for munitions and small arms research, design, development and manufacture.	\$ 1,100,000	26-Jul-20	09-Jul-22	No		No	
15	Ausbright Electrical Solutions Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues.	\$ 140,800	10-Mar-21	21-Aug-22	No		No	
16	Australian Industry Group (Ai Group)	This Grant is to support the Grantee to undertake their project Evaluating strategic supply chain risks in Australia's defence and critical goods industries.	\$ 216,755	25-May-21	30-May-22	No		No	
17	Australian Maritime Safety Agency	Revenue received for the licence of Defence property for the use of Land.	\$ 197,345	01-Jan-17	31-Dec-26	No		No	
18	Australian Military Bank.	Revenue received for the licence of Defence property for the use of Office Accommodation.	\$ 340,947	01-Jan-18	30-Sep-21	No		No	
19	Australian National Disposals Pty Ltd (ANDPL)	General disposal of Defence Equipment not covered by other contracts.	\$ 30,000,000	12-Dec-16	11-Dec-26	No		No	
20	Australian National University (Anthea Roberts)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 998,383	09-Jun-20	30-Aug-23	No		No	
21	Australian National University (Llewelyn Hughes)	This Grant is to support the grantee to undertake their project "Disruptive Technologies Model-based scenario analysis of decarbonisation and national security risks in the Indo-Pacific."	\$ 225,246	10-Jun-21	30-Jun-23	No		No	
22	Australian National University (Strategic And Defence Studies Centre) (Evelyn Goh)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 211,280	09-Jun-20	31-Jul-22	No		No	

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23	Australian National University (Strategic And Defence Studies Centre) (Evelyn Goh)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 1,371,848	01-Jul-19	30-Jun-25	No		No	
24	Australian Patrol Vehicles Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land combat and protected vehicles and technology upgrade.	\$ 769,057	24-Jun-21	29-May-22	No		No	
25	Australian Performance Vehicles Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Test, evaluation, certification and systems assurance.	\$ 742,852	22-Oct-20	16-May-22	No		No	
26	Australian Precision Technologies Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; Land combat and protected vehicles and technology upgrade; Surveillance and intelligence; Munitions and small arms research, design, development and manufacture; Continuous shipbuilding program (including rolling submarine acquisition).	\$ 1,159,551	22-Mar-21	07-Oct-22	No		No	
27	Australian Strategic Policy Institute (ASPI)	This Grant is to promote informed discourse and debate through quality research and discussion forums on Australian strategic and defence policy issues by creating and disseminating new insights, concepts, understandings and policy recommendations relevant to the Australian Government and the Department of Defence.	\$ 25,000,000	12-Sep-18	30-Jun-23	No		No	
28	Australian Strategic Policy Institute (Dion Devow)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 304,410	09-Jun-20	30-May-22	No		No	
29	Avalon Airport Geelong Pty Ltd	Revenue received for the licence of Defence property for the use of Land.	\$ 11,872,446	07-Feb-97	06-Feb-47	No		No	
30	Axicom Pty Ltd	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 416,359	21-Feb-14	20-Feb-24	No		No	
31	Axicom Pty Ltd	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 199,889	05-Jan-19	04-Jan-24	No		No	
32	B M P Engineering Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for aerospace platform deep maintenance.	\$ 833,010	24-Jul-20	25-Jun-22	No		No	
33	Bambach Wires & Cables Pty Limited	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition); Land combat and protected vehicles and technology upgrade.	\$ 1,338,722	13-Jan-21	07-Oct-22	No		No	
34	BE Switchcraft Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; and Continuous shipbuilding program (including rolling submarine acquisition).	\$ 120,441	18-Aug-20	26-Jul-21	No		No	
35	Berg Engineering Pty Ltd	A skilling Australia's Defence Industry Grants program was awarded to undertake on the job training and apprenticeship supervision support.	\$ 127,448	12-Feb-21	16-Jul-23	No		No	
36	Berg Engineering Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues and Marketing, Branding and Communications.	\$ 101,640	21-Jun-21	02-Jun-22	No		No	
37	Berg Engineering Pty Ltd	A Capability Improvement Grant was awarded to address Production / Operational.	\$ 131,560	30-Apr-21	02-Oct-22	No		No	
38	Bespoke Engineering Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues.	\$ 102,960	07-May-21	18-Apr-22	No		No	
39	Broadcast Australia	Revenue received for the licence of Defence property for the use of Land.	\$ 231,487	24-May-13	23-May-33	No		No	
40	Broadspectrum	Revenue received for the licence of Defence property for the use of Residential.	\$ 2,155,285	01-Dec-14	30-Sep-21	No		No	
41	Bureau Of Meteorology	Revenue received for the licence of Defence property for the use of Land.	\$ 273,848	01-Jul-14	30-Jun-24	No		No	
42	Cablex Pty Ltd	This Grant is to support technical transfer and qualification of Cablex to enable the manufacture in Australia of electrical assemblies for the F-35 Joint Strike Fighter Ejection Seat.	\$ 275,000	01-Jun-18	31-May-22	No		No	
43	Campagno Engineering Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land combat and protected vehicles and technology upgrade programs; Aerospace; Surveillance and intelligence; Munitions and small arms research, design, development and manufacture; Sea programs including Collins Class submarine maintenance and technology upgrades.	\$ 670,193	13-May-21	23-May-22	No		No	
44	Century Products (S.A.) Proprietary Limited	A Sovereign Industrial Capability Priority Grant was awarded for Land combat and protected vehicles and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Collins Class submarine maintenance and technology upgrade.	\$ 1,316,966	07-Jan-21	07-Oct-22	No		No	
45	Chess Engineering Pty Ltd	A Capability Improvement Grant was awarded to address Production / Operational issues.	\$ 114,329	01-Feb-21	10-Jul-22	No		No	

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46	City of Darwin	Revenue received for the licence of Defence property for the use of Land.	\$ 132,796	01-Nov-14	31-Oct-24	No		No	
47	Consunet Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations.	\$ 463,547	23-Dec-20	13-Nov-21	No		No	
48	Craig International Ballistics Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land combat and protected vehicles and technology upgrade; Combat clothing survivability and signature reduction technologies; Continuous shipbuilding program (including rolling submarine acquisition); Aerospace platform deeper maintenance and structural integrity.	\$ 1,323,301	07-Jan-21	07-Oct-22	No		No	
49	Crown Castle Australia Pty Ltd	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 217,279	01-Jan-15	31-Dec-24	No		No	
50	Cryoclock Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Munitions and small arms research, design, development and manufacture.	\$ 659,683	23-Dec-20	18-May-22	No		No	
51	Cryoclock Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Enhanced active and passive phased array radar capability; Surveillance and intelligence data collection, analysis, dissemination and complex systems integration.	\$ 470,664	22-Oct-20	22-Mar-22	No		No	
52	Crystalaid Manufacture Pty Ltd	A Defence Global Competitiveness Grant was awarded to expand capacity for export of surface mounted technology (SMT) boards.	\$ 228,452	22-Jan-21	26-Dec-21	No		No	
53	Cyborg Dynamics Engineering Pty Ltd	A Sovereign Industrial Capability Grant was awarded for land combat vehicle and technology upgrades.	\$ 468,765	17-Dec-19	19-Nov-21	No		No	
54	Daronmont Technologies Pty Ltd	A Skilling Australia's Defence Industry Grants Program grant was awarded to undertake technical and training skills.	\$ 100,209	01-Jun-21	07-Oct-22	No		No	
55	Deakin University (Dr Roose)	This Grant is to support the Grantee to undertake their project "Tracking the evolution of the Indonesia-China relationship in a post-COVID-19 context."	\$ 192,607	28-May-21	30-Apr-22	No		No	
56	Defence Bank	Revenue received for the licence for the use of Office Accommodation.	\$ 562,500	01-Jan-16	30-Sep-21	No		No	
57	Defence Crc Trusted Autonomous Systems (Tas) Ltd	The DCRC is a major initiative under the Next Generation Technologies Fund. Defence seeks to work with Australia's research and development community to develop next generation technologies which have game-changing potential.	\$ 55,000,000	26-Mar-18	30-Jun-24	No		No	
58	Defence Housing Australia	Revenue received for the licence of Defence property for the use of Building.	\$ 393,205	28-Oct-16	27-Oct-21	No		No	
59	Defence Teaming Centre Inc	A Skilling Australia's Defence Industry Grants Program grant was awarded for facilitation of technical and training skills.	\$ 170,720	15-Feb-21	09-Jul-23	No		No	
60	Defendtex Military Products Pty Ltd	A Defence Global Competitiveness Grant was awarded to purchase the equipment to increase capability to manufacture moulded parts for defence applications.	\$ 264,000	03-Feb-21	10-Mar-22	No		No	
61	DFAT	Revenue received for the licence of Defence property for the use of Building.	\$ 407,010	01-Jul-19	30-Nov-28	No		No	
62	Diamond Defence Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Land combat and protected vehicles and technology upgrade; Aerospace platform deeper maintenance and structural integrity.	\$ 320,089	26-Feb-21	07-Feb-22	No		No	
63	Edith Cowan University	This Grant is to support the Grantee to undertake their project "Expanding Australia's Defence Capabilities for Technological Asymmetrical Advantage in Information, Cyber and Space in the context of Accelerating Regional Military Modernisation A Systematic Design Approach."	\$ 132,853	03-Jun-21	30-Jun-22	No		No	
64	Edith Cowan University (Andrew Dowse)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 130,361	05-Jun-20	30-Sep-21	No		No	
65	Edith Cowan University (Andrew Dowse)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 120,905	05-Jun-20	30-Sep-21	No		No	
66	Electro Cad Australia Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the manufacture of high precision parts for export.	\$ 264,000	18-Jun-21	07-Dec-22	No		No	
67	Fairbairn Golf Club	Revenue received for the licence of Defence property and infrastructure.	\$ 159,944	01-Jul-17	30-Jun-25	No		No	
68	Ferra Engineering Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the machining of vacuum brazed parts for export.	\$ 126,750	04-Nov-20	02-Oct-21	No		No	

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69	Five Rings Aerospace Pty Ltd	A Skilling Australia's Defence Industry Grants Program grant was awarded to undertake technical and training skills.	\$ 167,398	21-Mar-21	06-Sep-23	No		No	
70	Flinders University (Rob Manwaring)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 137,931	05-Jun-20	31-Aug-21	No		No	
71	Flinders University (Rodrigo Praino)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 147,110	05-Jun-20	30-Jul-21	No		No	
72	Frontline Manufacturing Pty Ltd	A Defence Global Competitiveness Grant has been awarded to update existing CNC machinery to increase export capability.	\$ 264,000	01-Feb-21	03-Mar-22	No		No	
73	Fusion Sport Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues.	\$ 104,896	24-May-21	24-Apr-22	No		No	
74	G.W. Kewder Engineering Pty. Ltd.	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence; Land combat and protected vehicles and technology upgrade.	\$ 323,400	17-May-21	13-Apr-22	No		No	
75	Gaardtech Pty Ltd	A Defence Global Competitiveness Grant was awarded to build export capability for the fabrication of robotic parts for export.	\$ 182,600	07-Jun-21	13-Aug-22	No		No	
76	Gilmour Space Technologies Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Test, evaluation, certification and systems assurance; Surveillance and intelligence data collection, analysis, dissemination and complex systems integration.	\$ 609,201	18-Nov-20	09-May-22	No		No	
77	Global Defence Solutions Pty Ltd	A Capability Improvement Grant was awarded to address Internal systems.	\$ 126,382	11-May-21	09-Oct-22	No		No	
78	Glyde Metal Industries Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade.	\$ 228,668	01-Mar-20	30-Apr-22	No		No	
79	Gme Pty Ltd	A Capability Improvement Grant was awarded to address Internal Systems issues.	\$ 111,197	09-Mar-21	07-Aug-22	No		No	
80	Government of Canada	Revenue for the disposal of F/A-18 Classic Hornets Aircraft and Inventory.	\$ 44,800,000	09-Nov-18	31-Dec-22	No		No	
81	Griffith University (O' Neil)	This Grant is to support the Grantee to undertake their project "Strategic Change and the US Alliance Lessons from Australian Strategy and Views from the Nation."	\$ 179,127	30-Jun-21	30-Jun-22	No		No	
82	Griffith University, Griffith Asia Institute (Ian Hall)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 137,093	04-Jun-20	30-Nov-21	No		No	
83	Heat Treatment (Qld) Pty Ltd	A Defence Global Competitiveness Grant was awarded to expand capability by funding the establishment of a cleaning and assembly facility for vacuum brazed chassis for the manufacture of cold plates for the F-35 Program.	\$ 144,592	19-Feb-21	21-Jan-22	No		No	
84	Heat Treatment (Qld) Pty Ltd	This Grant is to support capability Improvement for Aluminium Vacuum Brazing.	\$ 750,418	06-Aug-20	31-Dec-21	No		No	
85	Holmwood Highgate (Aust.) Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land Combat Vehicle and Technology Upgrade.	\$ 1,100,000	11-Aug-20	21-Jun-22	No		No	
86	Hta Group Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition), Land combat and protected vehicles and technology upgrade, and Aerospace platform deeper maintenance and structural integrity.	\$ 1,069,479	16-Mar-21	28-Feb-22	No		No	
87	Ikad Engineering Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition); and Collins Class submarine maintenance and technology upgrade.	\$ 1,100,000	29-Jul-20	07-Oct-21	No		No	
88	Ikad Engineering Pty Ltd	A Skilling Australia's Defence Industry Grants Program was awarded to undertake apprenticeship supervision support activities.	\$ 132,000	15-Apr-21	06-Sep-23	No		No	
89	Indra Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous Shipbuilding Program (including rolling submarine acquisition); Land combat vehicle and technology upgrade; Enhanced active and passive phased array radar capability; Surveillance and intelligence data collection, analysis dissemination and complex systems integration; and Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations.	\$ 161,449	11-Aug-20	07-Oct-22	No		No	
90	Indra Australia Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues, Internal Systems and Exploring New Markets and Market Intelligence.	\$ 218,944	07-Dec-20	15-May-22	No		No	
91	Innovaero Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues.	\$ 135,960	01-Feb-21	26-Jun-22	No		No	

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92	Insitac Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence; Test, evaluation, certification and systems assurance.	\$ 1,077,987	23-Jun-21	07-Oct-22	No		No	
93	International Centre For Complex Project Management Ltd	A Skilling Australia's Defence Industry Grants Program grant was awarded to undertake technical and trade skills, human resources training, and skills development practices.	\$ 548,108	25-Mar-21	01-Sep-22	No		No	
94	J Bruckner	Revenue received for the licence of Defence property for the use of Land.	\$ 262,313	01-Jan-14	31-Dec-23	No		No	
95	J.N. Taylor & Company Pty Ltd	A Capability Improvement Grant was awarded to improve internal systems.	\$ 114,496	09-Jul-20	07-Feb-22	No		No	
96	James Walker Australia Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business issues, Internal Systems and Production / Operational issues.	\$ 146,289	10-Mar-21	07-Feb-22	No		No	
97	Jehbco Manufacturing Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for; Continuous shipbuilding program (including rolling submarine acquisition) and Land combat vehicle and technology upgrade.	\$ 101,574	26-Nov-20	27-May-22	No		No	
98	Jtm Gaskets Pty Ltd	A Defence Global Competitiveness Grant was awarded to expand capacity for export of gaskets and sealing components.	\$ 232,386	10-Jun-21	23-May-22	No		No	
99	Laserdyne Pty Ltd	A Defence Global Competitiveness Grant was awarded to expand capacity for export of laser rangefinders, displays and digital video recorders.	\$ 198,138	25-Mar-21	27-Jan-22	No		No	
100	Lightforce Australia Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the design and manufacture of precision parts for export.	\$ 165,000	26-Aug-20	30-Jan-22	No		No	
101	Lowy Institute (Sam Roggeveen)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 279,248	22-Jun-20	15-Dec-22	No		No	
102	Lowy Institute For International Policy	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 2,192,685	01-Sep-19	31-Aug-22	No		No	
103	M. & I. Samaras (No.3) Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for the continuous shipbuilding program (including rolling submarine acquisition).	\$ 1,100,000	16-Nov-20	16-Oct-22	No		No	
104	Mactaggart Scott Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; and Continuous shipbuilding program (including rolling submarine acquisition).	\$ 294,115	20-Jul-20	19-Dec-21	No		No	
105	McMahon Services Australia Pty Ltd	Disposal of certain Air Traffic Management Systems located on various sites across Australia.	\$ 3,777,334	06-May-20	30-Jun-23	No		No	
106	MCR Espresso Pty Ltd	Revenue received for the licence of Defence property and infrastructure.	\$ 1,112,457	08-Jan-18	07-Jan-23	No		No	
107	Memko Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues and Internal Systems.	\$ 113,177	11-Dec-20	26-Jun-22	No		No	
108	MHD Rockland Inc	Revenue for the disposal of Ap-3C Orion Aircraft and Inventory.	\$ 14,000,000	03-Sep-18	31-Jul-22	No		No	
109	Monash University (Katrina Lee-Koo)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 195,673	10-Jun-20	30-Jul-22	No		No	
110	Moog Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Land combat and protected vehicles and technology upgrade; Aerospace platform deeper maintenance and structural integrity.	\$ 230,749	26-Feb-21	07-Aug-22	No		No	
111	Multimedia Concepts Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land combat vehicle and technology upgrade; Test, evaluation, certification, and systems assurance; and Continuous shipbuilding program (including rolling submarine acquisition).	\$ 151,264	24-Jul-20	23-Dec-21	No		No	
112	National Bureau Of Asian Research	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 305,292	03-Jul-19	30-Jun-22	No		No	
113	Newcastle Airport Pty Ltd	Revenue received for the licence of Defence property and infrastructure.	\$ 45,579,387	01-Jul-94	31-Mar-75	No		No	
114	Norseld Pty Ltd	This Grant is to support extending BMI Composite Layup tools operational life with Diamond-Like Carbon (DLC) coating.	\$ 1,100,000	24-Jul-19	24-Jul-22	No		No	

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115	Nu Metric Manufacturing Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrades, continuous shipbuilding program (including rolling submarine acquisition), and land combat vehicle and technology upgrade.	\$ 1,100,000	26-Nov-20	18-Apr-22	No		No	
116	Nupress Tools Pty Ltd	A Skilling Australia's Defence Industry Grants Program was awarded to undertake technical and training skills.	\$ 107,954	23-Feb-21	10-Jul-23	No		No	
117	Nupress Tools Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the manufacture of precision parts for export.	\$ 165,000	26-Aug-20	29-Jul-21	No		No	
118	Nupress Tools Pty Ltd	This Grant is to support improved capability and capacity for aerospace engine component manufacture.	\$ 275,000	26-Sep-19	31-Dec-21	No		No	
119	Onkaparinga Swimming Club	Revenue received for the licence of Defence property and infrastructure.	\$ 139,407	18-Oct-18	17-Oct-21	No		No	
120	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 319,229	21-Nov-09	30-Sep-21	No		No	
121	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 102,103	01-Jun-17	31-May-22	No		No	
122	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 364,693	01-Dec-09	30-Nov-29	No		No	
123	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 187,177	01-Mar-14	01-Mar-24	No		No	
124	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 504,255	01-Jan-15	31-Dec-24	No		No	
125	Optus	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 130,275	01-Oct-15	30-Sep-25	No		No	
126	Optus	Revenue received for the licence of Defence property for the use of Land.	\$ 129,964	21-Sep-17	20-Sep-27	No		No	
127	Orbital Corporation Ltd	A Defence Global Competitiveness Grant was awarded to build export capacity by expanding current inspection and verification service capabilities.	\$ 215,186	24-Jun-21	09-Jun-22	No		No	
128	Orbital Corporation Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the manufacture of precision parts for export.	\$ 245,656	29-Jan-21	16-Feb-22	No		No	
129	P.W.R Performance Products Pty Ltd	A Capability Improvement Grant was awarded to address Strategic business issues.	\$ 118,800	01-Feb-21	26-Jun-22	No		No	
130	Penten Pty Ltd	A Sovereign Industrial Capability Priority grant was awarded for Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations.	\$ 576,056	11-Nov-20	14-Sep-21	No		No	
131	Precision Metal Group Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Land combat vehicle and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Collins Class submarine maintenance and technology upgrade; Enhanced active and passive phased array radar capability; and Test, evaluation, certification and systems assurance.	\$ 1,100,000	29-Jul-20	07-Oct-22	No		No	
132	Profluid Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition).	\$ 121,296	27-Aug-20	07-Feb-22	No		No	
133	Profluid Pty Ltd	A Capability Improvement Grant was awarded to address Strategic Business Issues and Internal Systems.	\$ 126,192	26-Nov-20	01-May-22	No		No	
134	Quintessencelabs Pty Ltd	A Capability Improvement Grant was awarded to address Production / Operational requirements.	\$ 176,559	01-Feb-21	17-Dec-21	No		No	
135	Raytheon Australia Pty Ltd	Revenue received for the licence of Defence property and infrastructure.	\$ 192,452	17-Feb-20	16-Feb-22	No		No	
136	Recovery & Restoration Centre Inc. T/A Veterans Transition Centre (VTC)	This Grant is to assist serving and ex-service people to transition from the military and active service into a successful civilian life and career and in so doing, help them avoid the growing challenges of mental health and other issues associated a long career in the military which often involved arduous training and/or active service and exposure to trauma.	\$ 994,580	10-Mar-21	24-Feb-22	No		No	
137	Redarc Electronics Pty Ltd	A Defence Global Competitiveness Grant was awarded to build export capability through enhancing REDARC power conversion products through the application of an environmentally sustainable conformal coating system.	\$ 165,000	19-Oct-20	23-Mar-22	No		No	
138	Redarc Trust T/A Redarc Electronics Pty Ltd	A Capability Improvement Grant was awarded to develop integrated project management capability.	\$ 125,896	23-Oct-19	31-Jul-21	No		No	

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139	Re-Engineering Australia Foundation Ltd	This Grant is to raise students' awareness of possible career opportunities and knowledge of defence industry and defence industry pathways, whilst encouraging student involvement and participation in Science, Technology, Engineering and Mathematics (STEM).	\$ 1,760,000	30-Sep-20	30-Jun-22	No		No	
140	Regional Development Australia (RDA) - Hunter Inc	This Grant is to raise students' awareness of possible career opportunities and knowledge of defence industry and defence industry pathways, whilst encouraging student involvement and participation in Science, Technology, Engineering and Mathematics (STEM).	\$ 1,320,000	30-Sep-20	30-Jun-22	No		No	
141	RMIT	Revenue received for the licence of Defence property for the use of Office Accommodation.	\$ 880,105	01-Oct-15	30-Sep-21	No		No	
142	Ruag Australia Pty Ltd	A Skilling Australia's Defence Industry Grants Program grant was awarded to undertake apprenticeship supervision support and skills development practices.	\$ 249,007	16-Mar-21	07-Aug-23	No		No	
143	Ruag Australia Pty Ltd	A Defence Global Competitiveness Grant was awarded to expand capacity for export of aerospace components.	\$ 165,000	03-Jul-20	09-May-22	No		No	
144	Ryan Aerospace Pty Limited	A Defence Global Competitiveness Grant was awarded to build export capability for the production of aircraft controls for helicopter and jet fighter training simulators.	\$ 264,000	01-Feb-21	31-Dec-21	No		No	
145	Segula Technologies Australia Pty Ltd	A Skilling Australia's Defence Industry Grants Program grant was awarded to provide technical and trade skills training and on the job training supervision.	\$ 181,456	15-Feb-21	24-Jul-22	No		No	
146	Shire of Derby	Revenue received for the licence of Defence property and infrastructure.	\$ 3,143,846	01-Jul-94	30-Jun-24	No		No	
147	Smetec Services Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the manufacture of precision parts for export.	\$ 229,165	31-May-21	07-Nov-22	No		No	
148	Sofraco Engineering Systems Pty Ltd	A Capability Improvement Grant was awarded to address Internal Systems.	\$ 224,400	15-Feb-21	10-Jul-22	No		No	
149	Softiron Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence.	\$ 1,540,000	21-Jun-21	29-May-22	No		No	
150	Southern Launch Space Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence data collection, analysis, dissemination and complex systems integration.	\$ 141,875	24-Jul-20	23-Sep-21	No		No	
151	Stockholm International Peace Research Institute (SIPRI)	This Grant is to support the Grantee to undertake their project "Contribution to Alliance Strategy for the Western Pacific, 2025-2030".	\$ 180,229	24-May-21	30-Sep-22	No		No	
152	Supacat Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for land combat vehicle and technology upgrade.	\$ 595,268	13-Aug-20	07-Oct-22	No		No	
153	Sutherland Shire Family Services Inc	This Grant is to deliver the Defence Family Support program which provides specialised casework, parenting programs, youth and family caseworker services, aboriginal support programs, and domestic violence support services. Referrals for the service will continue to be identified through social work pathways within Holsworthy Barracks and Defence services. Families will have access to a coffee group, playgroups, therapeutic services, occasional childcare and youth services.	\$ 145,151	16-Jul-20	30-Jun-22	No		No	
154	Sydney Water	Revenue received for the licence of Defence property for the use of Land.	\$ 109,536	01-Jan-03	31-Dec-22	No		No	
155	Team Zenith Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence data collection, analysis, dissemination and complex systems integration; and Land combat vehicle and technology upgrade.	\$ 1,100,000	24-Jul-20	21-Jun-22	No		No	
156	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 179,950	01-Dec-13	30-Nov-23	No		No	
157	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 112,458	01-Apr-13	30-Sep-25	No		No	
158	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 269,917	01-Oct-11	30-Sep-25	No		No	
159	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 300,000	01-Jun-15	31-May-25	No		No	
160	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 165,917	01-Jun-17	31-May-22	No		No	
161	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 159,535	01-Sep-17	31-Aug-22	No		No	
162	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 162,889	01-Aug-14	31-Jul-24	No		No	
163	Telstra Corporation	Revenue received for the licence of Defence property for the use of Land.	\$ 120,000	01-Jun-12	31-May-22	No		No	

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164	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 250,000	01-Mar-13	28-Feb-23	No		No	
165	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 162,844	21-Oct-19	21-Oct-24	No		No	
166	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 129,459	01-Jul-17	30-Jun-27	No		No	
167	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 151,000	01-Feb-18	31-Jan-23	No		No	
168	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 110,440	01-Apr-15	31-Mar-25	No		No	
169	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 117,673	21-Sep-19	21-Feb-26	No		No	
170	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 182,831	01-May-20	30-Apr-24	No		No	
171	Telstra Corporation	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 178,282	01-Apr-15	30-Sep-21	No		No	
172	Terra Schwartz Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations; Land Combat Vehicle and Technology Upgrade.	\$ 463,575	18-Aug-20	07-Aug-22	No		No	
173	The Blueprint Laboratory Pty Ltd	A Defence Global Competitiveness Grant was awarded to Blueprint Lab Pty Ltd to procure critical test equipment and achieve certification for their underwater robotic arm technology.	\$ 218,474	20-Jan-21	24-Dec-21	No		No	
174	The Dynamic Engineering Solutions Pty Ltd	A Capability Improvement Grant was awarded to address Internal Systems.	\$ 150,423	15-Feb-21	24-Jul-22	No		No	
175	The Project 2049 Institute	This Grant is to support the Grantee to undertake their project "Future of U.S.-Australia Relations in an Era of Strategic Competition."	\$ 200,000	17-Jun-21	31-Jul-22	No		No	
176	The Shire of Exmouth	Revenue received for the licence of Defence property for the use of Land.	\$ 7,241,509	08-Mar-93	07-Mar-23	No		No	
177	The Sir Richard Williams Foundation (SRWF)	This Grant is to promote the development and effective implementation of national security and defence policies as they impact on Australia's ability to generate air power appropriate to its unique geopolitical environment and values.	\$ 165,000	11-May-21	30-Jun-23	No		No	
178	The Trustee for Able Industries Engineering Unit Trust	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition) and Land combat and protected vehicles and technology upgrade.	\$ 364,595	11-May-21	18-Apr-22	No		No	
179	The Trustee for Able Industries Engineering Unit Trust	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition) and Land combat and protected vehicles and technology upgrade.	\$ 1,534,878	08-Apr-21	13-Mar-22	No		No	
180	The Trustee for Abstec Calibrations Trust	A Sovereign Industrial Capability Priority Grant was awarded for Test, evaluation, certification and systems assurance; Collins Class submarine maintenance and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Land combat and protected vehicles and technology upgrade; Munitions and small arms research, design, development and manufacture; Aerospace platform deeper maintenance and structural integrity.	\$ 203,629	14-May-21	03-May-22	No		No	
181	The Trustee for Apcs Unit Trust	A Capability Improvement Grant was awarded to address Internal Systems.	\$ 244,939	01-Feb-21	26-Jun-22	No		No	
182	The Trustee for Mincham Family Trust	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition); Enhanced active and passive phased array radar capability; Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations; Surveillance and intelligence data collection, analysis, dissemination and complex systems integration; Aerospace platform deep maintenance.	\$ 1,162,011	12-Jan-21	07-Oct-22	No		No	
183	The Trustee for Novafast International Trust	A Sovereign Industrial Capability Priority Grant was awarded for Collins Class submarine maintenance and technology upgrade; Continuous shipbuilding program (including rolling submarine acquisition); Land combat and protected vehicles and technology upgrade; Enhanced active phased array and passive radar capability; Munitions and small arms research, design, development and manufacture.	\$ 1,503,658	22-Mar-21	23-Aug-22	No		No	



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184	The Trustee for The Amid Trust	A Sovereign Industrial Capability Priority Grant was awarded for land combat vehicle and technology upgrade.	\$ 145,955	24-Jul-20	25-Jun-21	No		No	
185	The Trustee for The Currawong Investment Trust	A Defence Global Competitiveness Grant was awarded to build export capability for the production of printed circuit board assemblies.	\$ 165,000	10-Aug-20	19-Jul-22	No		No	
186	Torres Shire Council	Revenue received for the licence of Defence property for the use of Land.	\$ 110,000	01-Aug-19	31-Jul-29	No		No	
187	Total Quality Certification Services International (Group) Pty Ltd	A Sovereign Industrial Capability Priority Grant has been awarded to undertake test, evaluation, certification and systems assurance.	\$ 283,737	09-May-19	08-Nov-21	No		No	
188	Trakka Corp Pty Ltd	A Defence Global Competitiveness Grant was awarded to build capability for the manufacture of certified aerospace and milspec products and parts for export.	\$ 212,511	22-Jun-21	29-May-22	No		No	
189	Trellis Data Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Surveillance and intelligence; Advanced signal processing.	\$ 1,422,200	21-Jun-21	07-Oct-22	No		No	
190	U-Neek Bending Co Pty Ltd	A Capability Improvement Grant was awarded to address Internal Systems.	\$ 134,587	19-Jan-21	26-Jun-22	No		No	
191	U-Neek Bending Co Pty Ltd	A Defence Global Competitiveness Grant was awarded to build export capability for the manufacture of parts for export.	\$ 238,028	29-Apr-21	10-Jul-22	No		No	
192	United Nations, Department of Peace Operations and of Operational Support	This Grant is to support UN Peace Operations activities for 2021.	\$ 1,179,243	17-Jun-21	30-Jun-23	No		No	
193	United States Studies Centre (USSC)	This Grant is to support the grantee to undertake their project "Deterrence, Allies, Strategic Competition and the Future of American Power."	\$ 490,000	07-Jun-21	30-Jun-23	No		No	
194	University of Adelaide (Joanne Wallis)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 255,610	10-Jun-20	31-Oct-22	No		No	
195	University of Adelaide (Melissa De Zwart)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 123,605	20-Jun-20	31-Dec-21	No		No	
196	University of Melbourne	This Grant is to strengthen Australian university research capacity, skills and global networks in research topics of priority to Defence future capabilities. Science, Technology, Engineering and Mathematics (STEM) Research.	\$ 3,300,000	17-Sep-19	31-May-22	No		No	
197	University of New South Wales (UNSW) (Dr Deane Baker)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 408,518	29-Aug-19	30-Jun-22	No		No	
198	University of New South Wales (UNSW) (Jai Galliot)	This Grant is to support the Grantee to undertake their project "Cultural Attitudes in the Age of Autonomy Australian Policy and the Ethico-Legal Deployment of Human-Machine Teams in the Indo-Pacific"	\$ 610,278	30-Jun-20	31-Dec-23	No		No	
199	University of Newcastle	This Grant is to support the Grantee to undertake their project "Australia and Weaponised Trade Threats and Responses."	\$ 265,121	26-May-21	30-Sep-23	No		No	
200	University of Sydney (United States Studies Centre) (Ashley Townsend)	This Grant is to support the Grantee to undertake their project "Indo-Pacific Strategic Futures Multipolarity, Alignment Dynamics and Collective Defence through 2040".	\$ 450,000	29-Jul-20	30-Nov-22	No		No	
201	University of Tasmania	This Grant is to support the Grantee to undertake their project "Maritime Supply Chain Security in the Indo-Pacific Region- Threats and Policy Implications for Australian Defence."	\$ 234,325	27-May-21	31-Mar-22	No		No	
202	University of Western Australia (Laurence Coleman)	This Grant is to deliver outcomes that support Defence's policy objective to improve and increase the strategic policy workforce's capability to deliver high quality policy advice to Defence and Government.	\$ 1,336,500	08-Jun-20	15-Jun-23	No		No	
203	University of Wollongong	This Grant is to support the Grantee to undertake their project "Australia's Contribution to Alliance Strategy for the Western Pacific, 2025-2030."	\$ 164,824	25-May-21	31-Aug-22	No		No	
204	Varley Rafael Australia Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Munitions and small arms research, design, development and manufacture; Land combat and protected vehicles and technology upgrade; Test, evaluation, certification and systems assurance.	\$ 201,324	19-Mar-21	25-Feb-22	No		No	

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205	Vipac Engineers & Scientists Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Continuous shipbuilding program (including rolling submarine acquisition) and Land combat vehicle and technology upgrade.	\$ 181,445	24-Jul-20	26-Dec-21	No		No	
206	Viva Energy Australia Pty Ltd	Revenue received for the licence of Defence property and infrastructure.	\$ 182,316	01-Oct-19	30-Sep-25	No		No	
207	Vodaphone	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 105,819	12-Sep-15	30-Sep-21	No		No	
208	Vodaphone	Revenue received for the licence of Defence property for the use on mobile, telephone and communications towers/equipment.	\$ 150,059	01-Nov-14	31-Oct-24	No		No	
209	Wagga Wagga City Council	Revenue received for the licence of Defence property for the use of Land.	\$ 710,925	01-Jul-95	30-Jun-25	No		No	
210	Water Corporation	Revenue received for the licence of Defence property for the use of Land.	\$ 617,119	01-Dec-15	30-Nov-14	No		No	
211	Woomera Remot Solutions	Revenue received for the licence of Defence property and infrastructure.	\$ 141,895	01-Aug-08	31-Jul-28	No		No	
212	Zangold Pty Ltd	A Sovereign Industrial Capability Priority Grant was awarded for Test, evaluation, certification and systems assurance; Advanced signal processing; Surveillance and intelligence; Land combat and protected vehicles and technology upgrade; and Munitions and small arms research, design, development and manufacture.	\$ 1,540,000	01-Mar-21	07-Oct-22	No		No	
<b>COST OF COMPLYING WITH THIS ORDER</b>									
The total cost of compliance with the Senate Order for financial year 2020-21 for Defence is estimated at \$8,454.									
The estimated cost of compliance has been calculated using an estimate of labour hours expended by staff across the portfolio to compile the listings.									