

## Contact

[www.linkedin.com/in/david--roberts](https://www.linkedin.com/in/david--roberts)  
(LinkedIn)

## Top Skills

Sensor Fusion  
Satellite Imagery  
Satellite Systems

## Languages

German (Professional Working)  
French (Full Professional)  
English (Native or Bilingual)

## Certifications

Level 7 Award in Leadership and Management  
PRINCE2® Foundation & Practitioner  
Certificate in Business Accounting (in progress)  
The Business of Data Centers  
Certified Cloud Practitioner

## Honors-Awards

Admiral Wellershoff Prize  
Dr. Manfred Wörner Prize  
Association of Royal Navy Officers Prize  
RJD Technology Prize  
Herbert Lott Naval Trust Fund Prize

## Publications

The Credibility of NATO's Enhanced Forward Presence as a Strategic Deterrent – Investigated Using Game Theory  
Open-Source-Intelligence Exploitation of Big-Data Analysis of Social Media  
Untersuchung des Beitrages der Big-Data-Analyse Sozialer Medien

# David Roberts

CEO at ARX Robotics UK | Defence Technology - International Security  
United Kingdom

## Summary

I am a defence technology leader, specialising in dual-use autonomy, communications and intelligence. I have broad experience in defence industry and the armed forces, across the UK, European partners and NATO.

Senior leadership roles in the armed forces covered strategy development, multinational joint operations planning and delivery, international relations, and exploitation of emerging communications, data and space technologies.

I am double-masters qualified in Defence Technology and International Security, both awarded with distinction, and have been published in a variety of academic and specialist journals. A graduate of the Advanced Command and Staff Course at the German Defence Academy (top international student and top maritime student) and Intermediate Command and Staff Course at the UK Defence Academy (top student), I speak high-level German and French.

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## Experience

ARX Robotics  
CEO at ARX Robotics UK  
June 2025 - Present (7 months)  
London Area, United Kingdom

Avanti Communications  
Director - Government & Defence  
October 2022 - May 2025 (2 years 8 months)  
NATO & Europe

NATO Maritime Command

im Rahmen der Open-Source-  
Intelligence

## Patents

Pinwheel Number Puzzle

Director of Operations - Operation Sea Guardian, NATO Maritime  
Command

October 2020 - October 2022 (2 years 1 month)

Northwood, England, United Kingdom

Directed Operation Sea Guardian, NATO's enduring maritime security and counter-terrorism operation in the Mediterranean, playing a fundamental role in the Operation's reinvigoration. Delivered frequent high-level briefings and conferences as the face of the Operation, to inform and influence other NATO bodies, non-NATO partner organisations and external stakeholders, increasing understanding of, support for and cooperation with the Operation.

Received CEO's (Commander Allied Maritime Command's) 3\* Commendation for realising significant operational performance improvements with particular recognition of broad knowledge base, proactivity and exceptional energy.

- Delivered current operations, while planning and project managing six focused operations each year involving tens of ships, hundreds of aircraft, submarines, UxVs and thousands of personnel with a resource commitment value in the hundreds of £millions.
- Conducted direct, high-level liaison with key stakeholders in NATO Member States to drive a 50% increase in the number of units supporting Operation Sea Guardian above pre-COVID levels and an even greater increase in those units' productivity.
- Instigated and executed a review of Operation Sea Guardian KPIs with extensive cross-departmental and external coordination, resulting in improved operational and strategic-level analysis and, ultimately, improved decision making, performance and stakeholder engagement.
- Led on technology and innovation, instigating cooperation with the Microsatellite Military Utility organisation and driving integration of the hybrid space capability architecture into Operation Sea Guardian, chairing the working group, defining requirements, developing satellite exploitation vignettes with cross-departmental stakeholders and ensuring practical and secure implementation of the capability to support maritime situational awareness.

Sudoku Shop

Founder

June 2010 - October 2022 (12 years 5 months)

London, England, United Kingdom

A labour of love, coding number puzzle solvers, generators and visualisations using Matlab.

Provided periodic puzzles for a range of publications.

Puzzles included:

- regular, diagonal, jigsaw, killer and samurai Sudoku
- bespoke Sudoku using shapes or shaded areas to suit publication branding
- pinwheel Sudoku (my own registered design adapted from the samurai Sudoku, increasing complexity and difficulty for advanced Sudoku solvers)
- Hanjie

Royal Navy

18 years

Surface Warfare Officer

November 2004 - October 2022 (18 years)

Director of Operations - Principal Warfare Officer (Communications and Information Systems)

December 2015 - May 2017 (1 year 6 months)

HMS Duncan

Directed operations in a state-of-the-art destroyer, leading numerous multidisciplinary teams on dynamic operations with NATO. Responsible for the care and reporting of five divisions of the Ship's Company, totalling 40 personnel, including ten direct reports, in a matrix organisation.

- Operational lead in communications and information systems, including risk management, cyber defence and information management, ensuring compliance with broad regulations while assuring storage, security, access and exploitation of classified information.
- Ship's primary specialist in a wide spectrum of high-tech areas, including various intelligence fields, electronic warfare, air warfare and anti-ship missile defence.
- Delivered the Ship's planning process for a forthcoming Gulf deployment, including scenario analysis, intelligence preparation, course of action development, risk management and programme management, conducting

extensive internal and external liaison and cooperation and ensuring the best possible preparation for a highly successful operational deployment.

#### Principal Warfare Officer Course

November 2014 - November 2015 (1 year 1 month)

Fareham, England, United Kingdom

#### Fighter Controller & Battle Watch Director, HMS Liverpool, HMS Ark Royal & HMS Illustrious

January 2008 - August 2011 (3 years 8 months)

Portsmouth, England, United Kingdom

#### Basic and Specialist Training

November 2004 - December 2007 (3 years 2 months)

England, United Kingdom

#### Military Academy of the German Armed Forces | Führungsakademie der Bundeswehr

##### Advanced Command and Staff Course, Defence Academy of the German Armed Forces

August 2018 - September 2020 (2 years 2 months)

Hamburg, Germany

Awarded the Dr. Manfred Wörner Prize as the top international student and the Admiral Wellershoff Prize as the top maritime student.

Selected to attend the two-year, flagship course to prepare the top 15% of officers for executive leadership roles in the Bundeswehr, civil service and NATO member states' armed forces. Received expert tuition on strategy, policy, defence technology, procurement, CSR, planning, operations management and leadership.

- Received specific commendation for balanced leadership style, teambuilding skills and ability to deliver results, particularly in pressured, extended operational scenarios, being awarded the top international student prize.

- Led the maritime syndicate during wargaming and operational scenarios, receiving recognition as the top maritime student and, in doing so, becoming the first international student ever to win a top of single-service prize.

- Employed research and communication skills in publishing an accessible article on analysis of strategic relationships using dynamic game theory in the Naval Review, winning the annual technology prize.

- Nominated for further recognition for distinction-earning master's thesis discussing exploitation opportunities, implementation challenges, compliance requirements and legitimacy of big-data analysis of social media for open-source intelligence purposes. Research paper later supported NATO projects and established as required reading for future Advanced Command and Staff Courses.

#### Defence Academy of the United Kingdom

German Language Course, Defence Centre for Language and Culture  
June 2017 - July 2018 (1 year 2 months)

Shrivenham, England, United Kingdom

Advanced Professional Proficiency (NATO SLP 4343)

#### Marine Nationale

Royal Navy Exchange Officer and Fighter Controller, PA Charles de Gaulle

May 2012 - October 2014 (2 years 6 months)

Toulon, Provence-Alpes-Côte d'Azur, France

#### Marine Parade Residents Limited

Director

January 2009 - September 2014 (5 years 9 months)

Eastbourne, England, United Kingdom

#### Defence Academy of the United Kingdom

Intermediate Command and Staff Course

January 2014 - March 2014 (3 months)

Shrivenham, England, United Kingdom

Awarded the Association of Royal Navy Officers Prize as the Top Student.

#### Defence Academy of the United Kingdom

French Language Course, Defence Language School

August 2011 - May 2012 (10 months)

Beaconsfield, England, United Kingdom

Advanced Professional Proficiency (NATO SLP 4344)

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## Education

Alliance Manchester Business School

Advanced Management Achievement Course · (June 2022 - June 2022)

Helmut Schmidt Universität - Universität der Bundeswehr Hamburg  
Master of Arts - MA, Militärische Führung und Internationale Sicherheit (Military  
Leadership and International Security) · (September 2019 - September 2021)

Kingston University

Master of Science - MSc, Technology (Maritime Operations) · (November  
2017 - July 2021)

Military Academy of the German Armed Forces | Führungsakademie  
der Bundeswehr

Advanced Command and Staff Course · (August 2018 - September 2020)

Defence Academy of the United Kingdom

Intermediate Command and Staff Course · (January 2013 - March 2013)