

Cyber Security Capability Statement

Australia's Best
Program Delivery Company



Major Sponsor of the



CommBank
MATILDAS



SEVEN CONSULTING
OPALS

1. Program Delivery



We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and manage billions of dollars of transformation programs that range in size from <\$1m to >\$500m.

2. PMO Services



We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia.

3. Delivery Consulting



We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery.

All of our clients are reference sites

Our Clients

Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.



Commonwealth Bank

Client Since 2005



Woolworths
Australia's fresh food people

Client Since 2012



AMP

Client Since 2012



nab

Client Since 2013



MACQUARIE

Client Since 2014



Client Since 2015

futurefund

Australia's Sovereign Wealth Fund

Client Since 2015



Client Since 2017



NSW
GOVERNMENT
Communities
& Justice

Client Since 2017



Client Since 2018



ASX
AUSTRALIAN SECURITIES EXCHANGE

Client Since 2019



THE UNIVERSITY OF
SYDNEY

Client Since 2019



InvoCare
Innovation Vocation Care

Client Since 2020



Client Since 2020



Client Since 2021



Client Since 2021



Client Since 2022



Client Since 2022



Client Since 2022

dexus

Client Since 2022



Client Since 2022

Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
Jan-Jun 2022	99.67%	6,733
2021	99.15%	15,932
2020	98.87%	14,455
2019	99.08%	14,949
2018	98.65%	15,450
2017	99.08%	9,691
2016	98.94%	10,336

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%
Dec'19	98.30%



"Bright and solutions focused consultants, with whom it has been a pleasure to work with."



"No fuss, just good, honest and consistent project delivery"



"Very professional"
"Great consulting skills"



"Seven have gone above and beyond to make this implementation a success. With short notice their consultants jumped in and made a significant impact."



Commonwealth Bank
"Consistent high quality of project management consultants."
"All consultants are highly professional, and delivery focused."



How do we get 98%+ client satisfaction?

Why all our clients are reference sites.



Hands-on ownership



High employee engagement, low turnover with no contractors



At a minimum, there is a monthly Quality Assurance review of the consultant's work.



Bench support available to all consultants at no cost to the client



Extensive mentoring and training support strong IP and knowledge sharing including internal project training, majority of our team are SAFe certified.



Holiday and sick leave cover for assignments



Strong in-house tooling to support consultants, clients and quality assurance

How our values impact our delivery?



Teamwork

Teamwork has to be at the core because you can't deliver big projects without great teamwork – we focus on ensuring that the Seven team, the client team and vendors work seamlessly together.



Transparency

Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.



Delivery

A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

Cyber Security Background

On 18 June 2020, the Australian Prime Minister announced in a national press release,

“Based on advice provided to me by our cyber experts, Australian organisations are currently being targeted by a sophisticated state-based cyber actor.

This activity is targeting organisations across a range of sectors, including all levels of government, industry, political organisations, education, health, essential service providers and operators of other critical infrastructure.”

In 2016, **3 billion Yahoo accounts** were hacked in one of the biggest breaches of all time.

In 2017, **147.9 million consumers** were affected by the **Equifax Breach**. The Equifax breach cost the company over \$4 billion in total.

In 2020, companies such as **BlueScope, MyBudget, Toll Group and Services New South Wales** have all been **hit** by cyber security attacks.

According to the [Centre for Strategic and International Studies](#), **Australia was the sixth most hacked country in the world**, with 16 major cyber attacks in the period between May 2006 and June 2020.

COUNTRIES WITH THE MOST “SIGNIFICANT” CYBER-ATTACKS - 2006 to 2020



Damage related to cybercrime is projected to hit \$6 trillion annually by 2021. ([Cybersecurity Ventures](#))

Framework to build Cyber Security Protection

One widely endorsed standard for building cybersecurity - the US National Institute of Standards and Technology (NIST) Cyber Security Framework -

- focuses on business drivers to guide cybersecurity activities
- considers cybersecurity risks as part of the organization's risk management processes
- enables organizations – regardless of size, degree of cybersecurity risk, or cybersecurity sophistication – to:
 - apply best practices and principles of risk management to improve critical infrastructure security and resilience .
- provides organization and structure to today's multiple approaches to cybersecurity by assembling standards, guidelines, and practices that are working effectively in industry today.

The Framework is **not a one-size-fits-all** approach to managing cybersecurity risk for critical infrastructure. Organizations will continue to have unique risks – different threats, different vulnerabilities, different risk tolerances – and how they implement the practices in the Framework will vary.



Building Cyber Security protection

Seven Consulting has been engaged on Cyber Security Transformation Programs for some of Australia's largest organisations across Retail and Financial Service organisations.



Successful Cyber-Security protection depends on effective, co-ordinated Program Implementation across multiple workstreams



Top 10 Cyber Program Challenges

1. Securing Board and Executive commitment
2. Staffing Cyber Security Resources – it is difficult to finding the right resources with the right skills in Cyber Security
3. Operational resources lack the capacity to support the projects. Inter-departmental resistance to collaboration
4. Accuracy of Asset Management information and ownership.
5. While implementing and standing up a services is fairly straight forward, the rollout to all servers and applications is a long tedious process. (Decommissioning legacy services)
6. The Procurement Process for new Cyber Security tools takes longer than expected.
7. Global Cyber Service providers don't have the skills on shore to deliver their products. Visas are also harder to get now.
8. Implementing a secure environment for BYOD. Developing instruction manuals for BYOD.
9. Data integrity in & across our various systems (Identity Management)
10. Very limited reference documentation on As-Is processes, leading to gaps in requirements analysis - We only know as much as we are told.

Seven Consulting's Program Mobilisation Cyber Security



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Effective mobilisation of a Cyber Security Program is critical to improving the likelihood of a program's success. Often there are questions and uncertainty about how a program will be delivered and by whom, especially when working in complex organisations with network or virtual team resourcing models. Running a structured mobilisation phase will answer these questions and ensure the program has what it needs to deliver effectively.

Seven Consulting's program mobilisation service will bring qualified practitioners and a structured process to ensure that your Cyber Security program is set up for success from the beginning.

- Our experienced practitioners engage with a broad range of stakeholders to ensure we have fully understood the program objectives and the enterprise delivery capability.
- Key artefacts will be reviewed against our own best practice benchmarks to investigate all areas that may affect success.
- Industry best practice capability frameworks will be used to drive the design of your program structure with the right program management processes and tools.
- We collaborate closely with your team to verify our findings and make sure our recommendations are practical and achievable.
- Our PMO and governance toolsets will create robust plans and schedules for successful execution.
- We will bring our experience of delivering programs across some of Australia's most complex companies, spanning different industry groups and technology domains, to find the most effective model for your enterprise.
- Your internal delivery capability will be independently assessed by our team and factored into the program resource strategy.
- The Seven team will leverage our depth of experience in vendor management to provide valuable input into vendor sourcing and contracting.

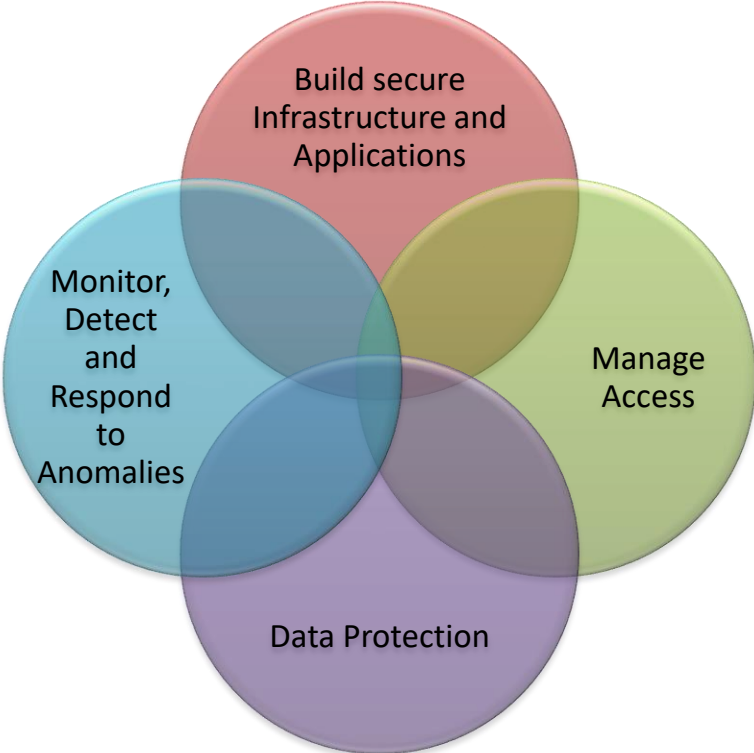
It starts with a clear strategy and clear understanding of:

- What you deem to be your key assets that require protection
- The risks that these assets face
- The threats you determine could expose your assets to a cyber attack
- The risk mitigation steps you are putting in place to address those risks.

Risk

Initiatives

Threats



A top down approach to define the organisation aggregated Cyber Security key risks. A bottom up approach to determine the threat analysis with controls. This then allows the program initiatives and program roadmap to be developed.

Program Mobilisation Approach

Once the program initiatives are defined then Seven Consulting's approach to program mobilisation is started for each project. This includes Discover (the scope, objective and benefits), Design (the structured define the baseline) and Deploy (the team, processes and tools to deliver the program).

Discover

Establish the program scope, objects and benefits



Program core team will have a holistic view of the enterprise and the intended change to enable an effective mobilisation.

Design Approach

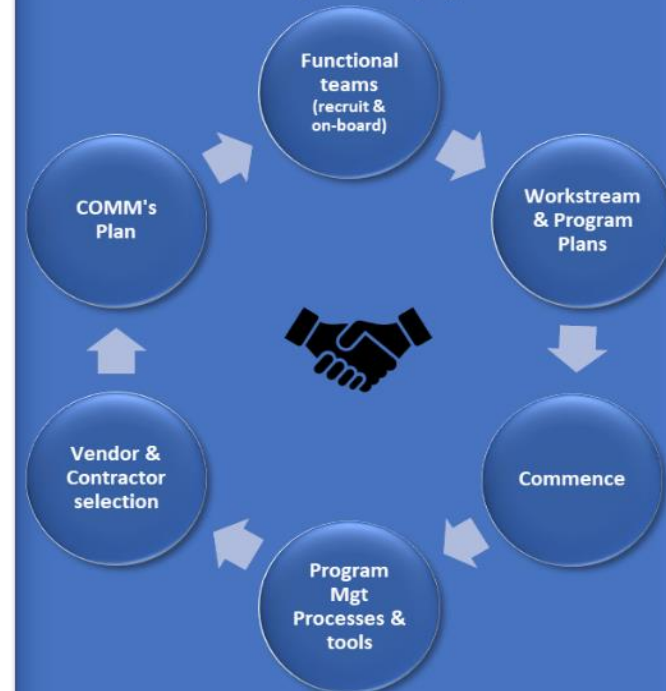
Design the target state program structure and based on this define the initial program baseline. Deliver the core project management governance artefacts for the program.



Agreement between the key stakeholders and the program leadership on the program approach, structure and governance with the first view of the program plan.

Deploy

Establish and build the team, processes, tools & forums to successfully deliver the program.



An effective and engaged team backed with clear plans as well as the right governance, processes and controls to drive success for the next phase of the program.

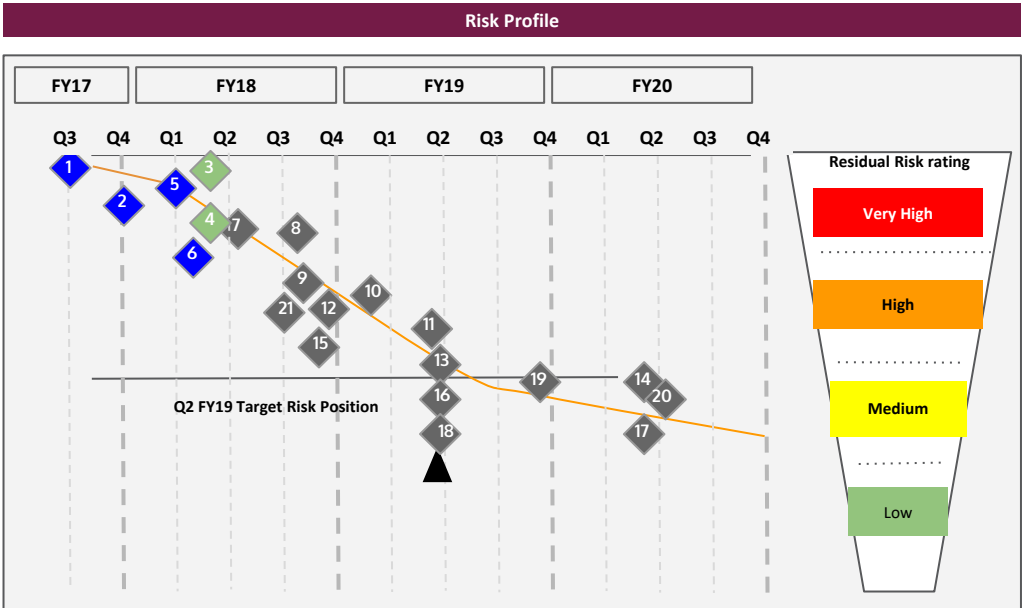
1. Identity and Access Management Risk (example)

For each risk identified, a mitigation strategy is created to reduce the Risk rating over the time of the program.

Current Residual Risk rating	Very High	Target Residual Risk rating	Medium	Target Risk Date: Q2 FY19
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Risk Description
 The identity access lifecycle is not appropriately assigned or accurately managed, including Joiners, Movers, Leavers and Privileged Access resulting in inappropriate access to applications, systems and data that may impact the confidentiality, integrity and/or availability of the applications, systems or data.

Key Planned Risk Mitigation Milestones	Due date	Status	
1. IDAM policies and standards approved and published	1 Jul 2016	Complete	
2. In-scope critical system listing agreed	31 Jul 2017	Complete	
3. Access Recertification strategy and Business Sponsorship agreed	1 Nov 2017	Complete	
4. Governance forum established with IAM representation.	1 Nov 2017	Complete	
A. Review of user access (Terminated and / or system access no longer required)	5. 50% of in-scope systems completed	31 Jul 2017	Complete
	6. 70% of in-scope systems completed	1 Oct 2017	Complete
	7. 80% of in-scope systems completed	1 Jan 2018	On Track
	8. 100% of in-scope systems completed	30 Apr 2018	On Track
B. System Owner / Bus unit certifier and Line Manager recertification of Privileged access rights	9. 50% of inscope Systems complete	30 Apr 2018	On Track
	10. 75% of inscope Systems complete	30 Sept 2018	On Track
	11. 100% of inscope Systems complete	30 Dec 2018	On Track
C. Line Manager recertification of user access rights (Segregation of Duties) to in scope Financial Reporting systems (FRS)	12. 50% of inscope FRS Systems complete	30 Jun 2018	On Track
	13. 75% of inscope FRS Systems complete	30 Dec 2018	On Track
	14. 100% of inscope FRS Systems complete	30 Dec 2019	On Track
D. System Owner recertification of system accounts	15. 50% of inscope Systems complete	30 Jun 2018	On Track
	16. 75% of inscope Systems complete	30 Dec 2018	On Track
	17. 100% of inscope Systems complete	30 Dec 2019	On Track
E. System Owner recertification of generic accounts	18. 50% of inscope Systems complete	30 Dec 2018	On Track
	19. 75% of inscope Systems complete	30 Jun 2019	On Track
	20. 100% of inscope Systems complete	30 Dec 2019	On Track
21. Implementation of redesigned Joiner, Mover, Leaver process	1 Mar 2018	On Track	



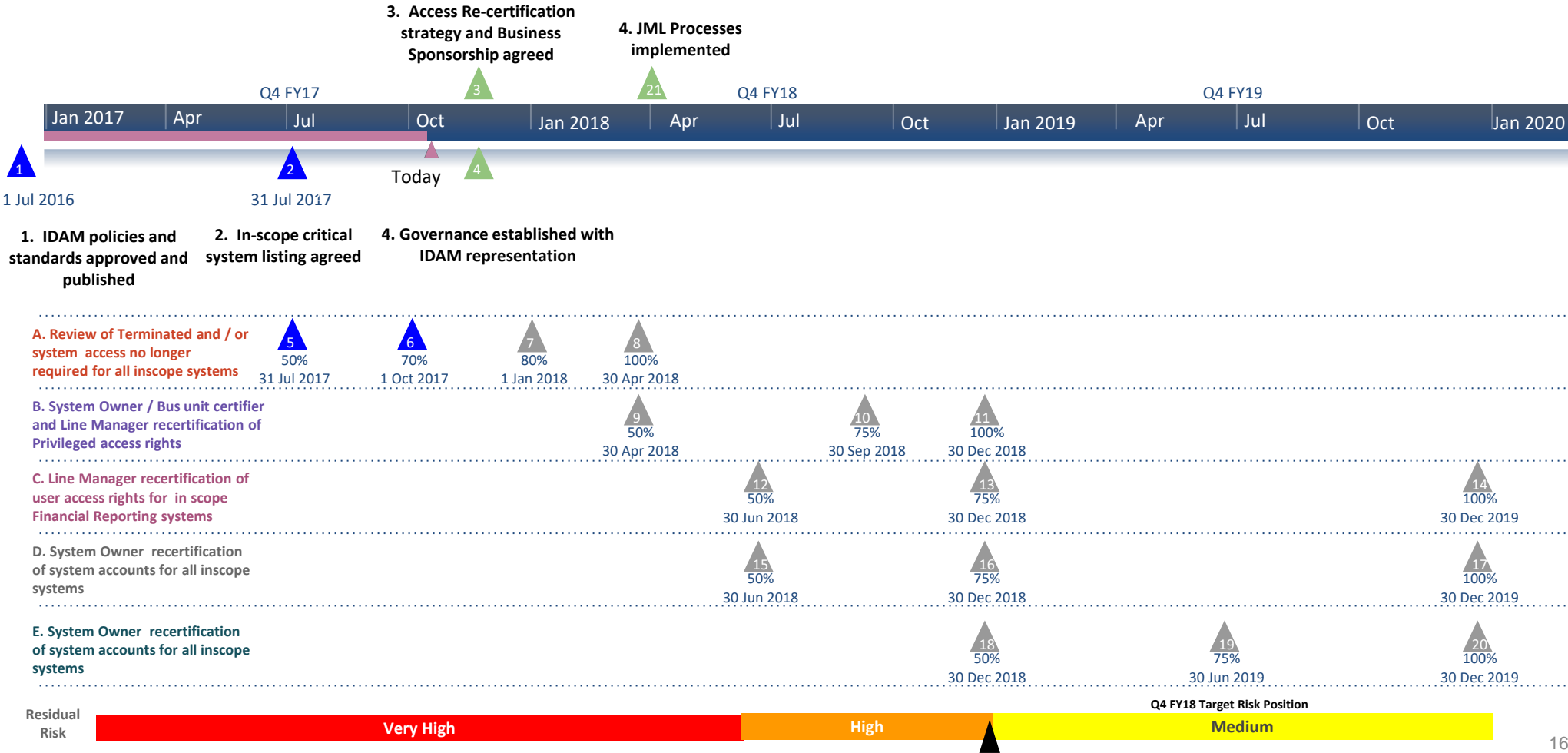
Milestone Key

- White diamond: Key Milestone
- Blue diamond: Completed
- Green diamond: On track
- Orange diamond: At Risk
- Red diamond: Missed
- Grey diamond: Future activity / not commenced
- Black triangle: Risk position met

1. Identity and Access Management Risk (example)

Current Residual Risk rating	Very High	Target Residual Risk rating	Medium	Target Risk Date: Q2 FY19
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Key Milestones and Timeline



Sample - Reporting to the powers that be

For each risk identified, the residual risk rating over the course of the program.

Risk Area	Q4 FY17	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19
Identity Management	Very High	Very High	Very High	Very High	Very High	High	Medium	Medium	Medium
Password Management	Very High	Very High	Very High	High	High	High	Medium	Medium	Medium
Security Incident Management	Very High	Very High	High	High	High	High	Medium	Medium	Medium
Security Configuration Management	Very High	Very High	Very High	Very High	Very High	Very High	High	Medium	Medium
Security Maintenance	Very High	Very High	Very High	Very High	Very High	Very High	High	Medium	Medium
Remote Access and BYOD	Very High	Very High	Very High	Very High	High	High	Medium	Medium	Medium
Cloud Vendor Management	Very High	Very High	Very High	Very High	High	High	Medium	Medium	Medium
Security Awareness	Very High	Very High	High	High	Medium	Medium	Medium	Medium	Medium
Security Policies & Standards	Very High	Very High	High	Medium	Medium	Medium	Medium	Medium	Medium
Information Classification	Very High	Very High	Very High	Very High	High	Medium	Medium	Medium	Medium
Third Party IT Risk Management	High	High	High	Medium	Medium	Medium	Medium	Medium	Medium
Overall	Very High	Very High	Very High	Very High	High	High	Medium	Medium	Medium

Case Studies



Official
Partner
of the



Cyber Security Program



Implement Cyber Security Strategy across all seven Woolworth brands and Worldwide locations



The Woolworth Every Byte Counts Security Program objective was to deliver a new Information Security Strategy to address the security challenges facing Woolworths. Every Byte Counts aimed to build a solid foundation for a stable information security program within Woolworths. In broad terms the objectives of the strategy are to Protect Brands and data, Enhance business confidence, Govern security effectively, Cybersafe @work and Cyber aware culture. A 4 year \$50m Program Roadmap was created with projects being grouped into 4 streams of work. 1 Security Management and Governance, 2. Architecture and Technology 3. Identity and Data 4. People.



The Seven Consulting team was engaged to provide the Program Director, multiple project managers and PMO services to implement and coordinate the various IT Applications, IT Infrastructure, the Security Operations Centre and Business communications and change management to ensure the overall program success.



Seven Consulting successfully provided program leadership and structure to ensure:

- ✓ Delivery of 28 projects to modernise Woolworths security tools and processes over a 4 year period.
- ✓ Created the Security Operations Centre (physical team space, testing lab, hardware, software and all security processes)
- ✓ Ability to respond to a cyber-attack and report any privacy data breach.
- ✓ Resource Management - Staff Joiner, Mover, Leaver process and user access reviews modernised and automated
- ✓ 11 Cyber Risks mitigated to reduce the risk profile from very high to medium

Security and Identity Management



Cyber Security Identity Transformation



Program Silk was Macquarie Banks strategic Identity and Access Management (IAM) program across process, people and technology. Covering several different entities at Macquarie as per the strategic roadmap and in collaboration with both internal groups and external strategic partners across both business and technology areas. This complete transformation is a journey that will take several years. Priority will be on building sustainable processes and solutions that can be replicated at scale.



Seven Consulting was engaged to perform the program management role for the initial concept phase of the Program. Developed the Strategic Plan and Roadmap by defining the Scope of Objectives, Outcomes and Outputs to build the business case for delivery funding. Created the operating model of the program by defining the Steering Committee and team structures of the IAM program to deliver the capabilities that allow the business to onboard to a service that will ensure that the right individuals and assets can access the right resources at the right times for the right reasons. This included the foundational Build of core IAM Platform and functionality to support the UAM future state. Human-Centred Design User Experience to uplift the User Experience (UX) of the platform. Change and Transition management as well as Application on-boarding.



- ✓ Enablement of business strategy: Supports and facilitates the realisation of the wider business strategy
- ✓ Commercial benefits realisation: Supports Macquarie’s commercial goals by achieving efficiency and enhancing productivity
- ✓ Clear and effective governance and operating model: An operating model with clear roles and responsibilities across people, process, and technology is in place
- ✓ Manage regulatory and compliance obligations: Enables Macquarie to meet its obligations under global regulatory regimes in a cost-effective manner

Security Remediation

EQUIFAX

Securities Remediation Program and Financial Tracking



Equifax is a data analytics company and a global leading provider of credit information and analysis, including within Australia\New Zealand. After the US division had been impacted by a serious data breach that compromised the personal information of their consumers, a global initiative to identify vulnerabilities and implement remediation solutions was initiated. Program Sierra was an aggressive security upgrade program to protect consumer data and computer systems in Australia and New Zealand from theft and damage to hardware, software and information.



Seven Consulting provided Program Delivery management and governance to direct and manage the \$100+ million program across the Australia and New Zealand products, processes and systems over an 18 month period. This program prioritized the implementation of priority controls that protected and monitored the entire environment, as well as implementation of application specific controls across the 500+ products within Equifax. This covered Data Protection (retention, encryption, class 5 access, data use), User Management and access controls, PCI compliance, Cyber Security, Application\Server and Network monitoring and patching, Infrastructure protection including process, physical access, web access firewalls.

The scale of this program and the complexities of deliveries required an uplift in the Equifax program governance processes through the team which often drove improvements back into the EPMO, particularly around milestone and financial tracking.



- ✓ Estimation finance model was designed specifically for the Remediation program with ability to monitor spend at functional level.
- ✓ Delivered 95% of controls on time and budget. Exemption agreed for 5% not able to be delivered.

Identity and Access Management



Identity and Access Management



Program Aegis replaced CBA's Identity and Access Management (I&AM) system. With a budget of 100m+, the program involved migrating the existing I&AM system onto the new target solution with the objective of providing strong identity governance and verification, timely and accurate user access and password self service and ongoing privilege management and segregation of duties. The program was broken down into multiple releases and initially delivered using an Agile delivery methodology. During the first release the program was struggling to deliver on promised outcomes putting the overall delivery of the program at risk.



Seven Consulting were engaged during the first release to provide the Program Director and Program Management Office (PMO) capability. Initially focusing on release 1, Seven's project discipline provided the Project Management Capability to get Release 1 back on schedule. The focus then turned to re-planning and prioritising the remaining scope into subsequent releases with a view to ensure these releases were achievable and delivery of business benefits were to an agreed schedule.



Seven Consulting successfully provided program leadership and structure to ensure:

- ✓ The creation of a release strategy aligning achievable timelines to business capability
- ✓ Alignment of remaining scope and budget to business benefits
- ✓ Provision of project management discipline such as RAID, schedule management and Quality Assurance
- ✓ Detailed schedule and statistical view of project reporting
- ✓ Transition from Project to Business as Usual (BAU)

Our projects so far:

2007
Villawood Detention Centre
(Sydney)

2008
South Australian Detention Centre
(Sydney)

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2011
Cambodian School Build (Sydney)



2012
Barnardos Kingston House (Sydney)



2013
Youth off the Streets (Sydney)



2015

- Jesuit Refugee House – Blaiket (Syd)
- Hanover Crisis Centre (Melb)



2019

- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)



2018

- Erin's Place (Sydney)
- Concordia Childrens Services (Manila)
- Mad Women Foundation (Melb)



2017

- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)



2016
Marian Villa (Sydney)



2020 – DONATION DRIVE

Although physical volunteering was no longer an option due to health concerns, Project 7 gave back to the community, by donating \$104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most.



2021 – Mini Project 7

In 2021, Seven Consulting continued to acknowledge the importance of fostering a community presence. Despite the restrictions brought on by the COVID-19 pandemic, the Project 7 initiative was able to provide help to those community causes that needed it most. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

Seven Consulting is a proud sponsor of Australia's National Football side, the CommBank Matildas and Australia's Women's Basketball team, the Seven Consulting Opals

We are extremely proud to be official sponsors of Australia's best teams. The CommBank Matildas and the Seven Consulting Opals.

We are also providing paid internships for a number of the Matildas (Tameka Yallop, and Elise Kellond-Knight), to support their post-sporting careers.

CONGRATULATIONS

Seven Consulting looks forward to both the CommBank Matildas and the Seven Consulting Opals welcoming the world to Australia.



Tameka Yallop

Elise Kellond-Knight



is a proud sponsor of the





Australia's Best Program Delivery Company

Award Winning Company

WOOLWORTHS GROUP

Woolworths Group IT
Exceptional Services Award
Winner 2018



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