



Australia's Best
Program Delivery Company

Partnering to deliver the change needed for a better future

Seven Consulting A Wealth Focus



Seven Consulting proudly supports the world-class Australian women's team, the Seven Consulting Opals, currently ranked No. 3 globally and bronze medal winners in the FIBA Women's World Cup. We also sponsor the Financy Women's Index, promoting gender financial equality in Australia.

Financy
Women's
Index

TEAMWORK • TRANSPARENCY • DELIVERY



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.



PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

All of our clients are reference sites

Seven Consulting – Products & Services



Change Management Services

We provide program change management, adding value from the start of an initiative through to realising benefits. We also support the integration of change management at an enterprise level to improve portfolio performance.



Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.



Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

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 2003	 Woolworths Australia's fresh food people Client Since 2012	 nab Client Since 2013	 MACQUARIE Client Since 2014	 futurefund Australia's Sovereign Wealth Fund Client Since 2015	 agl Client Since 2017	 alintaenergy Client Since 2018
 indue Client Since 2018	 LINFOX Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 THE UNIVERSITY OF SYDNEY Client Since 2019	 InvoCare Innovation Vocation Care Client Since 2020	 Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA Client Since 2021	 CSR Client Since 2021
 MELBOURNE GIRLS GRAMMAR AN ANGLICAN SCHOOL Client Since 2021	 NSW GOVERNMENT Client Since 2021	 dexus Client Since 2022	 Equity Trustees Client Since 2022	 iress Client Since 2022	 vic roads Client Since 2022	 pwc Client Since 2022
 AustralianSuper Client Since 2023	 RSS GLOBAL Client Since 2023	 NGM GROUP Client Since 2023	 regis aged care Client Since 2023	 BlueScope Client Since 2023		

Our clients and team are our top priority



Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2023	99.50%	11,223
2022	99.20%	13,191
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%



"The team from Seven has integrated effectively with IVC and shows they understand the business."



"Strong program delivery capability with the flexibility to scale up and down quickly to meet program and business needs. Look to continue to bring the best of the Seven ecosystem to clients to demonstrate the value-add."



"Very happy with the level of organisation and governance the Seven project/program managers bring to our more complex initiatives."



"Every Seven consulting person I have ever worked with has been very good at what they do."



"Seven is one of the most prestigious consultancies in Australia and most of the Seven Consultants I have come across at my current and previous organisation prove that."



"Good people and a focus on support from the central organisation when required."

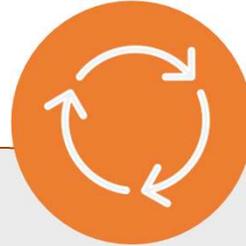


How do we get to 98+% customer satisfaction?



People

- Over 95% permanent workforce, tested extensively through a robust recruitment process.
- High employee engagement.
- Hands on owners that have delivered major programs.
- Training allowances and internal learning sessions.
- Comprehensive mentoring.
- 95% SAFe® qualified and internal trainers.



Process

- Regular structured quality assurance of all assignments.
- Weekly review of all assignments' status.
- Industry leading Customer Satisfaction and NPS management.
- Bench support available at no cost to client.
- Holidays and illness cover for clients.



Tools

- Dedicated project tools team.
- Program Delivery approach designed with Pathfinder.
- Delivery approach risks defined with Pathfinder.
- Schedule integrity measured with Healthcheck tool.
- Project reporting with dashboards and scorecards.
- Portfolio optimisation tool.

All our clients are reference sites.

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.

Superannuation Sector Overview



Market Overview

- At **A\$3.4 trn** Australia ranked as the fifth largest pension fund in the world; with fastest CAGR globally of 11/12% & expected to increase to **A\$6.6trn** over next 15 years
- **13** Super Funds with net assets over **A\$50bn** hold 75% of the total AUS pension net assets and 78% of members; with **Industry** and **Retail Super** having highest member concentration
- Growth largely driven by mandatory and increasing contributions to **12% by 2025**; together with population growth & ageing demographics
- Sector focus has turned to increasing access to **data** as input to robust cohort identification & analysis to better understand the outcomes of retirement products & advice
- Current trends are much focused on meeting immediate requirements & challenges on **ESG, evolving financial crime & cyber threats, privacy risk and digital capabilities**

Top 5 Pension Fund Market	USD Bn 2000	USD Bn 2020	USD Bn 2021	% 10 years CAGR
US	10,141	32,567	35,011	8.6%
Japan	2,418	3,613	3,683	4.0%
UK	1,256	3,564	3,858	5.9%
Canada	870	3,080	3,420	6.6%
Australia	275	2,333	2,777	11.0%
Other economies	NA	7,365	7,826	NA
Total	NA	52,522	56,575	NA

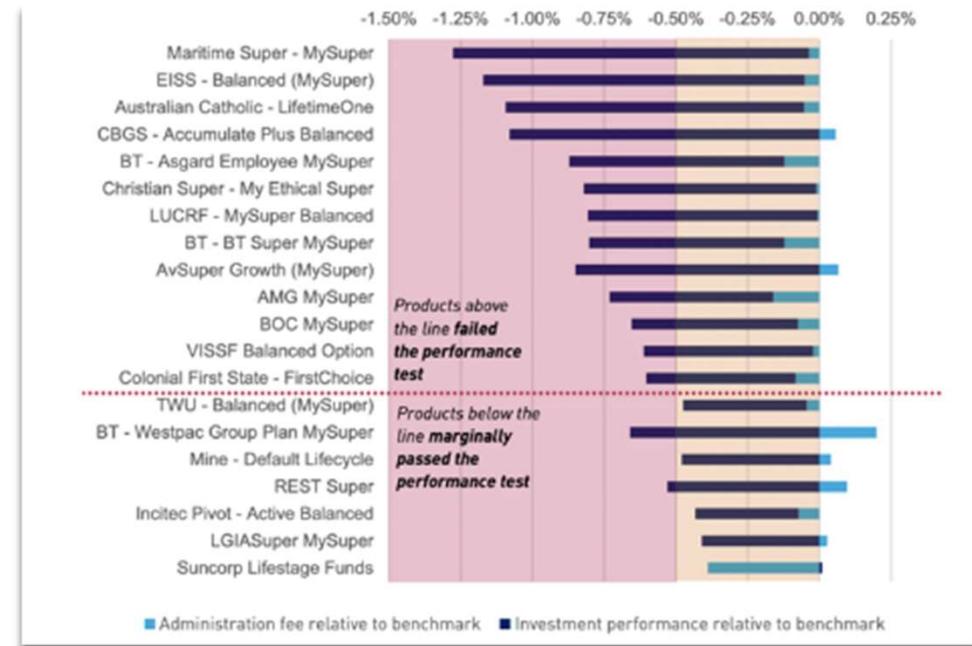
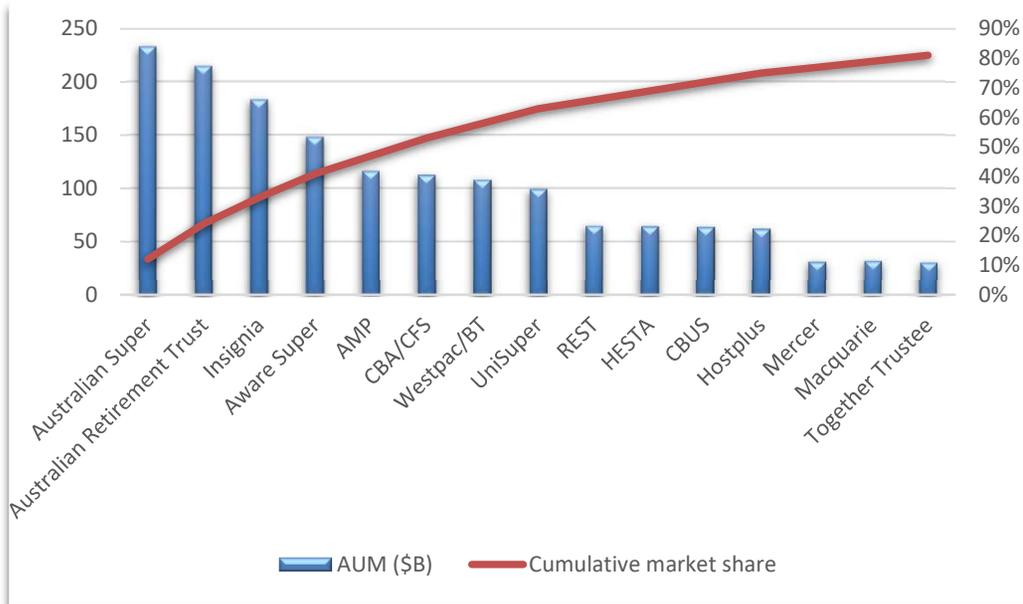
Key Industry Drivers

- **Regulatory Change and scrutiny** – APRA continues to focus on regulatory change around accountability, transparency and improving member outcomes
- **Fund Consolidation** – of the 136 Superannuation funds APRA is looking to reduce the industry to less than 30 Mega funds >50Bn
- **Demographic shift** driving retirement product and solution & data development
- **Shifting member expectations** – priorities on ESG investment choices
- **Digital and Value chain disruption** – increased member engagement and insights, improved digital experience and efficient delivery of advice

Source: [Link 1](#), [Link 2](#)

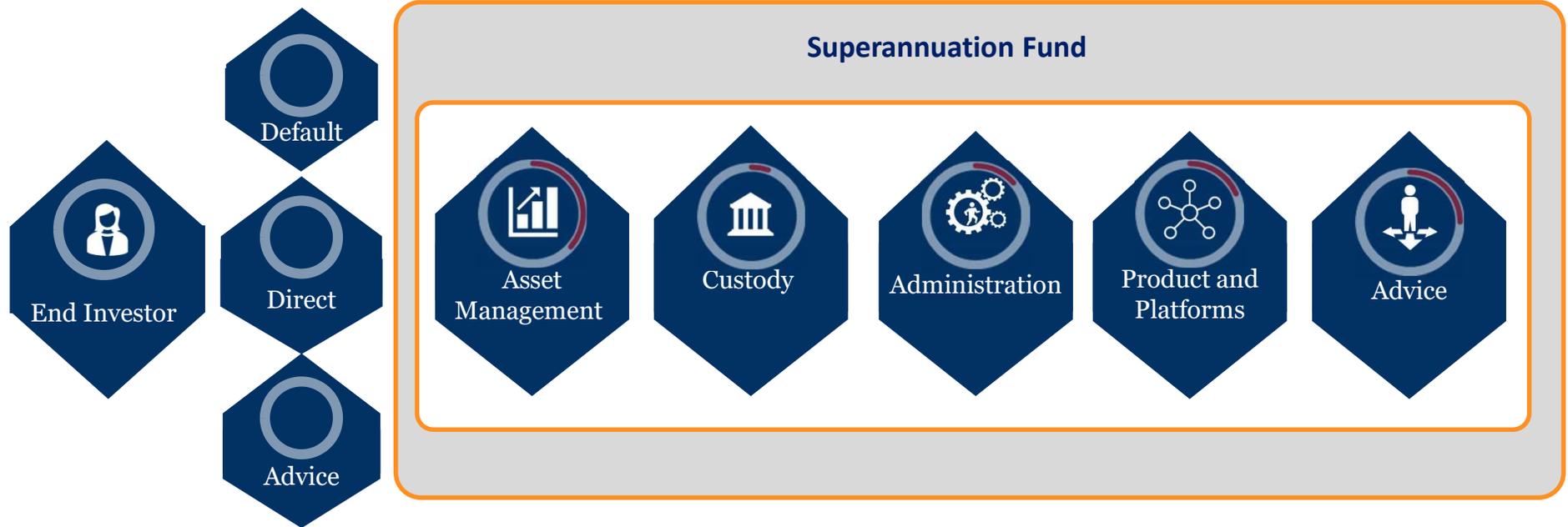
The Top Superannuation Funds are Consolidating

- The merger of Sunsuper and Qsuper has further consolidated 80% of the market from 16 to 15 funds. New mandatory self reported performance reporting is also playing a part. "Of the 13 MySuper products that failed the first test in August 2021, 10 have merged or are in the process of doing so. The other three have all reduced their fees."¹



Source: [KPMG](#), [Australian Retirement Trust](#), [Super Guide](#), [Grattan Institute via Guardian](#)

The Superannuation Value Chain



- Convergence of increasing Member engagement & reduction in advice is driving increasing demand for **digital experience & real-time data insights**

- Inter-connectivity & dependencies across wealth participants creates **the Superannuation Value Chain**
- Growth in Superannuation drives growth & opportunities across whole AUS wealth segment – as Super Funds look to maximise **distribution**
- Easy access/digital platforms for **retail super** access growing – e.g. Vanguard
- Genpact’s offerings (particularly across DO, Customer services, tech, data & AI) can be seen as symbiotic to multiple market participants

Key Trends in the Superannuation Industry

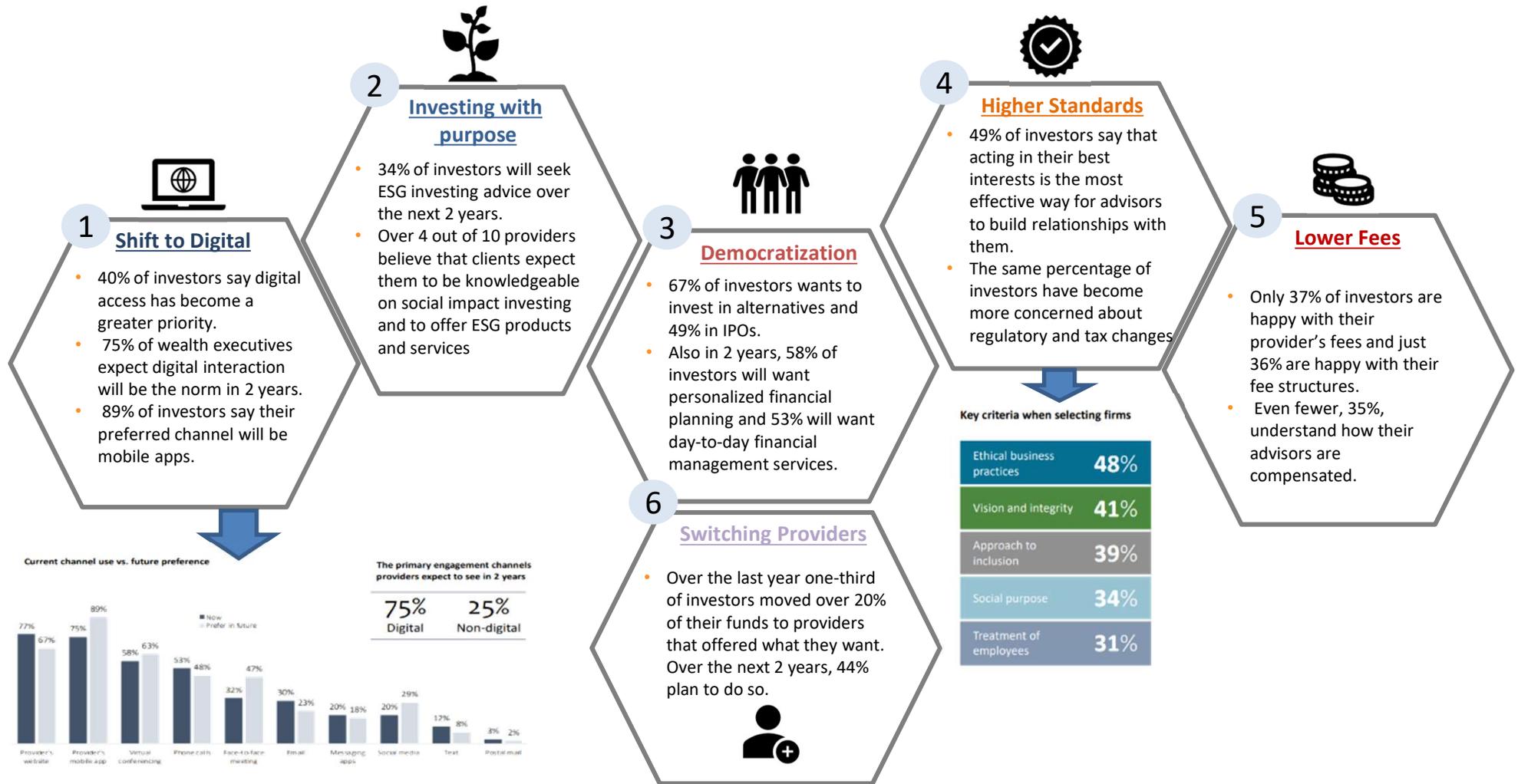
- 01** Retail fund are switching to industry funds
 - ✓ Industry funds captures **almost half of all switchers** – due to **employment change, high fees, lack of trust & desire to join**
- 03** Emergence of Mega Funds
 - ✓ Due to continued consolidations across the industry **mega funds will emerge as one of the largest most important financial service organization in Australia**
- 05** Rising member expectations & Digitalisation
 - ✓ Increasing need for a **seamless, omni channel, end to end experience for members**, requiring investment in enablement technologies
 - ✓ Members expecting right balance between **great investment performance, competitive fee structure and great & proactive member experience**
 - ✓ Recent legislative changes further driving **expectations of performance**



- 02** Significant merger activity/funds consolidation
 - ✓ Per KPMG Super Insights, once all M&A deals complete:
 -  **76%** of AUM will be managed by only 12 funds.
 - ✓ Number of Super funds **has halved from 389 to 179 since 2010** with trend expected to continue
- 04** Responsible Investing/ESG
 - ✓ ESG becoming increasingly important investment choice & retention tool for members; with over 30% investors now expecting to have access to ESGs in their fund
- 06** Continuous decline in retail financial advice
 - ✓ Retail financial advisors in Australia has **been on decline since 2018 – 10% CAGR reduction**

Source: [Link 1](#); [Link 2](#); [Link 3](#)

Six Mega Trends in the Broader Wealth Management Industry



Source: [Link](#)

Our Approach - Strategic decisions and context

There are a number of strategic decisions which are relevant to Mergers, Acquisitions and Separations:

Strategic Decisions

Commercial Structure

Target Operating Model

Processes

Systems

People

Organisational and Product Gap Analysis

Implementation Approach

Business Case

Explanation

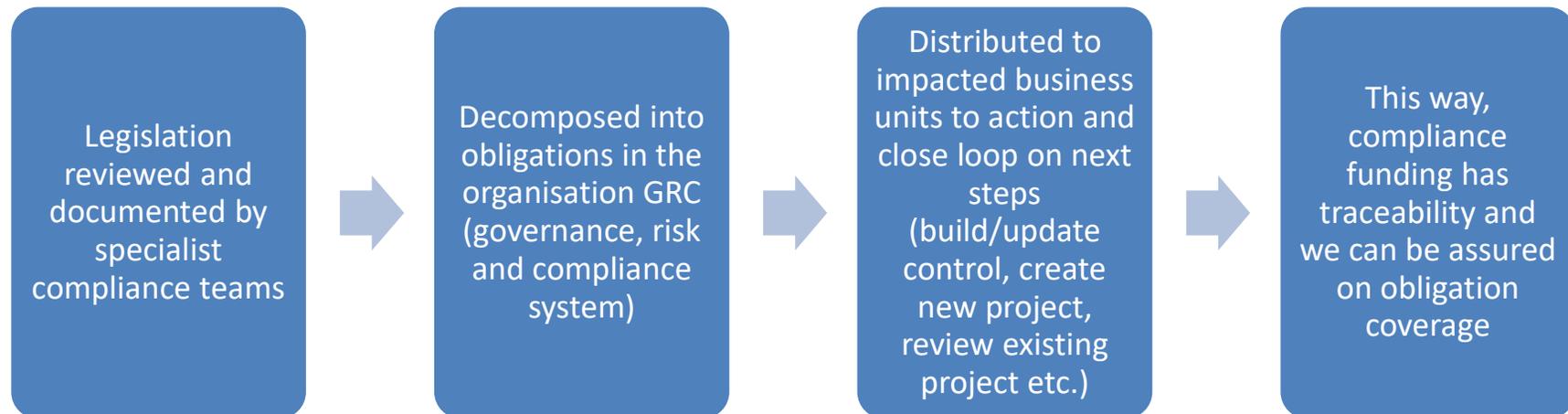
- New organisation, the sale agreement including the TSA should cover key aspects between the organisations.
- Ensure any regulatory and compliance issues are covered.
- Target processes.
- Target systems and infrastructure.
- Target people structure and change management approach.
- What activity is required to close the gap from the current state to achieve the future state.
- Ensure all activity fits within the parameters set by the TSA.
- Implementation considering BU, product and geography.
- Consideration of customer, staff, accounting, processes, systems and data migrations.
- Determine migration cost, determine target operating costs, confirm if business case stacks up (i.e. benefits > cost of migration).

We can address compliance in two ways:

To ensure compliance costs don't become an unreasonable financial burden it is important that we look to address compliance within existing projects unless new requirements emerge that require additional focus.

Through the enterprise portfolio ensuring that all programs and projects have compliance at the core, designed appropriate controls and quality assurance to ensure that as the business changes it maintains or enhances its level of compliance.

When new compliance obligations are identified robust assessment is needed to assess the most efficient mechanism to reach compliance. This could be achieved through adding scope to existing projects and programs or creating stand alone projects and programs with the sole focus of reaching compliance.



Our Wealth Merger Experience

Organisation	Engagement description
	<p>Program management of the Link Groups acquisition of Superpartners and the major funds which Superpartners was administering. The scope of the program involved the migration of MTAA Super, Hesta, Hostplus, Cbus and AustralianSuper funds from Superpartners to Link.</p>
	<p>PMO management services across 3 demerger programs including the sale of CommInsure to AIA and the sale of Colonial First State Global Asset Management to Mitsubishi Trust and Banking Corp.</p>
	<p>Program management of the separation of NAB Wealth/MLC from NAB.</p>
	<p>Program management of the due diligence phase of the sale of MLC Life Insurance by NAB to Nippon Life.</p>
	<p>PMO management for BNP to transition some of AMP's portfolio to Resolution Life and the simplification of AMP Wealth's Master Trust superannuation investment.</p>

Our Wealth Merger Experience

Organisation	Engagement description
 Commonwealth Bank  Colonial First State	<p>Program management of the technology exit of Colonial First State (CFS) from the Commonwealth Bank, focused in the areas of CRM, complaints, data and analytics.</p>
 AMP	<p>Program management and PMO of the separation of AMP Life from AMP Limited.</p>
 LINK GROUP	<p>Transition management for 17 fund migrations.</p>
 ZURICH	<p>Interim Program Management (new business stream) of the of One Path insurance acquisition from ANZ.</p>
 nab	<p>In January 2021, NAB announced its intention to acquire 86 400 and in May 2021 the acquisition was completed. Seven Consulting provided five consultants to the program including 2 program directors, a program manager, a senior project manager and a senior PMO consultant/scheduler.</p>

Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customise and optimise project delivery based each project's and organisation's key characteristics.
2. Reduce the level of project management oversights or omissions.
3. Identify delivery approach risks and mitigants.
4. Create a draft schedule in MS project or JIRA with streams, phases, deliverables, tasks and dependencies.
5. Enable better project outcomes.
6. All in 30 minutes or less.



Visit us for more information:

<https://www.sevenconsulting.com/project-pathfinder/>



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Case Studies



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Link Group – Superpartners Integration



Transition of over 5 million superannuation members from Superpartners to Link Group



Link Group is a market leading provider of superannuation administration solutions across 11 countries and its clients include some of Australia's largest superannuation funds. Link Group acquired Superpartners in 2014 and as a result of this, needed to integrate the two businesses and migrate all of Superpartners client data onto Link systems within an agreed timeframe and according to defined quality criteria.



The transition program was responsible for migrating over 5 million members' data and \$200 billion funds under management for the following major funds: MTAA Super, Hesta, Hostplus, Cbus and AustralianSuper. The program was closely monitored by regulators (e.g. ASIC, ATO), external auditors and share market investors. The success of the integration would be a key factor in the Link Group IPO in 2015. Seven Consulting provided a Program Director, a PMO Manager and a Senior Project Manager to manage the transition team which peaked at over 200 resources.



The program successfully transitioned the 5 major funds from Superpartners processes and systems to Link Group (AAS) within the time, budget and agreed quality criteria. The success of the transition program was well received by the market and had a positive impact on the Link Group IPO.

Link Group – Superannuation Transitions



Transitioning superannuation funds from other administrators onto the LINK Group management platform



LINK Group is the largest provider of retirement and superannuation administration services in Australia, also operating across ten other countries. Its clients include some of Australia's largest superannuation funds. LINK Group's offering in this space is based around its proprietary technology platform that delivers a comprehensive member and employee fund administration service.



The transition team was responsible for migrating funds from their previous administration service providers onto the administration platform. In a highly regulated but low margin environment, this needed to be achieved at minimum cost and with no opportunity for delay. Seven Consulting provided a team of four program and project managers, supported by project administrators, to assist LINK in managing this service, accountable for the migration of 10 funds.



Key challenges on the transition projects were the configuration of the proprietary platform to support the multitude of proprietary services offered by each fund to its members, whilst still complying to a stringent, standardised regulatory framework. Migrations were highly complex due to the amount (millions of members) and type (members details, accumulation, pension, and defined benefits accounts and insurances) of data being migrated and the zero tolerance of reconciliation issues. In a number of instances, new operations teams needed to be stood up.

Wealth Transformation



Program Management for separation of MLC Insurance from NAB



In 2015, NAB entered into an agreement to sell 80% of its MLC insurance business to Nippon Life. The sale required the establishment of a new organisation, MLC Life, and the separation of the new legal entity from NAB.



Seven Consulting provided five consultants to the Transformation Program undertaking corporate restructuring & employee communications, procurement transitioning, delivery assurance and project scheduling.



Seven's team contributed to the completion of the prerequisite Successor Funds Transfer; ensuring key personnel & workforce offers for MLCL were in place; and ensuring operational readiness activities were completed and assured by Day 1. The program met all the required contractual obligations to allow the sale of MLC Life to be completed on schedule.

PROJECT 7

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 (Sydney)
- Hanover Crisis Centre (Melbourne)



2020 – DONATION DRIVE



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.

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)
- M.A.D. Woman Foundation (Melbourne)



2017

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



2016
Marian Villa (Sydney)



2021 – Mini Project 7
In 2021, Seven Consulting continued to acknowledge the importance of fostering a community presence. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.



2022 – Mini Project 7

- M.A.D. Woman (Melbourne) *The pencil case challenge*
- Bahay ni Maria and Tahanan ng Pagmamahal (Manila)



2023 – Mini Project 7
Sydney & Melbourne

- Clean Up Australia
- HeartKids
- M.A.D. Woman

Sydney

- Balmoral Burn
- Monika's Rescue
- Pocket City Farms

Manila

- Solar Hope
- JCI Batangas Caballero





SEVEN CONSULTING DELIVERY SUMMIT



The purpose of the Seven Consulting annual Delivery Summit is to share our clients' best practice in program and project delivery. It also serves as a celebration of success and a thank you, training and networking opportunity for our clients and their selected delivery leads.

Some of the Delivery Summit Speakers include:

Richard Heeley, CIO – Head of Technology, Macquarie BFS; **Jacqui Visch**, Chief Technology and Data Officer, AMP; **Tanya Graham** Alinta Energy – Chief Transformation Officer; **Bob Hennessy** Lendlease Group CIO; **Malcolm Pascoe** Former SAI Global, Sydney Trains – CIO; **Owen Eaton**, Business Transformation & Strategy Executive, NAB; **Bob McKinnon**, Co-Founder & Director, Mirin Digital; **Mel Parks**, Chief Transformation Officer, QBE; **Clive Dickens**, VP Product Development, TV and Content, OPTUS; **Dr. Catriona Wallace**, CEO, Ethical AI Advisory; **Mirella Robinson**, CITO – Chief Information; Technology Officer, CBUS; **Nicole Pelchen**, Chief Technology Officer, Link Group; **Seth Holmes**, Chief Transformation, Government Relations & Corporate Services, VicRoads; **Sarah Rees-Williams**, Executive Director, Macquarie Bank; **Nikki Watts**, Division Director, Macquarie Group; **Abdullah Khan**, Former Director, Group Technology, AMP

The 2023 Seven Consulting Delivery Summit received an **NPS of 73.**

Some of our Delivery Summit Supporting Organisations



Visit us for more information:

www.sevenconsulting.com/seven-consulting-delivery-summit



Following on from being the first dedicated sponsor of the Matildas we continue our support of world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.3 in the world and world bronze medal winners.

We are extremely proud to be official sponsors of the Australian Women's National Basketball team, the Seven Consulting Opals.



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is a proud sponsor of the





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Partnering to deliver the change needed for a better future

Award Winning Company



Woolworths Group IT
Exceptional Services Award

Winner 2018



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