



Australia's Best
Program Delivery Company

Peak Results, Delivered Together

Seven Consulting Regulatory Compliance



Seven Consulting proudly supports the world-class Australian women's basketball team, the Seven Consulting Opals, currently ranked No. 2 globally, the FIBA Women's Asia Cup 2025 champions, and medal winners in the FIBA Women's World Cup 2024 and Paris 2024 Olympics. 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 a delivery approach to produce the best outcome for our clients. Most 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, 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



Change Management Services

We provide program change management, adding value from the inception of an initiative through to benefits realisation. 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, and portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 60 clients.



Delivery Tools

We have leveraged decades of experience to develop world-leading tools which are used to assist our clients in; portfolio optimisation, delivery approach design and weekly insights into their delivery. 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.

 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	 indue Client Since 2018	 ASX AUSTRALIAN SECURITIES EXCHANGE Client Since 2019	 THE UNIVERSITY OF SYDNEY Client Since 2019
 VAULT Australia's National HyperScale Cloud Client Since 2020	 HUNTER WATER Client Since 2020	 Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA Client Since 2021	 COURT SERVICES VICTORIA Client Since 2022	 iress Client Since 2022	 dexus Client Since 2022	 Sunnyfield disAbility Services Client Since 2023	 Australia Post Client Since 2024
 nib Client Since 2024	 Australian Government Department of Employment and Workplace Relations Client Since 2024	 pepper money Client Since 2024	 Cuscal Client Since 2024	 Catholic Schools Parramatta Diocese Client Since 2024	 CLP 中 中電 Client Since 2024	 NSW GOVERNMENT NSW Trustee & Guardian Client Since 2025	 NSW GOVERNMENT Department of Climate Change, Energy, Environment and Water Client Since 2025
 FOOTBALL AUSTRALIA Client Since 2025	 RioTinto Client Since 2025	 adairs Client Since 2025	 Teachers Mutual Bank Client Since 2025	 coles Client Since 2025	 the ORCHARD Client Since 2025		

Our clients and team are our top priorities

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2025	99.25%	11,007
2024	99.45%	11,668
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

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Oct'25	96.86%
Apr'25	98.60%
Oct'24	97.56%
Apr'24	97.41%
Dec'23	95.32%
Jun'23	97.66%
Dec'22	97.82%



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



"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."



"Seven Consulting continues to provide consultants who are of a very high calibre and they remain a strategic partner."



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



"We have been very impressed with the capability of consultants from Seven Consulting and this has significantly uplifted our project management maturity, discipline, capability and delivery across the organisation."



How do we get to 98+% customer satisfaction?



People

- Over 90%+ 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, including sessions led by Rob Thomsett—our in-house Thought Leader.
- 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 is at the core of what we do because big projects can't be delivered without great teamwork.

We focus on ensuring that the Seven team, the client team and vendors create one team working 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.

The cost of non-compliance is significant (both financial penalties, loss of trust and reputational damage) and in some cases prohibitive (loss of license to operate). As new legislation is passed, organisations are increasingly faced with pressure from the regulators to comply with new legislation in compressed timeframes and at significant cost to the organisations.

This capability statement outlines considerations across a variety of compliance obligations for companies spanning banking, payment, utilities and consumer goods. It summarises Seven Consulting's extensive experience in the area and highlights examples of how we can and are assisting clients in meeting their obligations.

Faced with high demand for change, constrained project budgets and a changing compliance landscape, we have seen businesses struggle to ensure the process and systems controls needed are in place and robust. Increased reliance on technology to meet compliance obligations had introduced a greater risk of systemic failure resulting in large volumes of non-compliance. Compliance program funding competes with other investment opportunities that often have strong projected financial, or customer satisfaction returns. But like public investment the full impact of non-compliance is often not factored in when funding is allocated.

Regulatory changes often require significant shifts in processes, roles, responsibilities, and behaviours within an organisation. Seven Consulting considers the human impact of regulatory change.

Regulator attitudes and public opinion has dramatically shifted in the past years and companies have come to realise that non-compliance is not an option. The real cost of non-compliance has been laid bare, and it is broad. Negative consumer sentiment, significant reductions in market capitalisation, remediation costs, executive and board turnover and in extreme cases companies shutting down have all been outcomes from not taking compliance obligations seriously. This in turn has raised pressure on companies to successfully and rapidly deliver on compliance obligations and play their part in society in a more responsible way.

There is a need to think about meeting compliance obligation as part of everything the company does wherever this is possible, not as a separate activity.

How are compliance programs viewed?

Based on our considerable experience in compliance projects, Seven Consulting offers the following observations on how organisations view their compliance portfolios.

First, Regulatory and Compliance programs have a very important but often ignored “image problem” within project management and delivery:

- They are perceived by many people as having no real benefits
- They are generally exposed to higher levels of change and uncertainty as regulators refine their legislation
- They typically involve working with at least some old, poorly maintained “legacy” systems
- They are not seen as important as some “cool” new customer-facing projects
- They rarely involve and leading-edge or innovative technology
- They are often seen by senior management as a burden rather than an opportunity
- They are not perceived as great career-building opportunities

These perceptions add an additional layer of organisational and people-related complexity to already complex projects. Our advice:

- Take them seriously
- Invest in them properly
- Prioritise them at or near the top of your list
- Execute them to high standards
- Ensure active “C-Level” governance

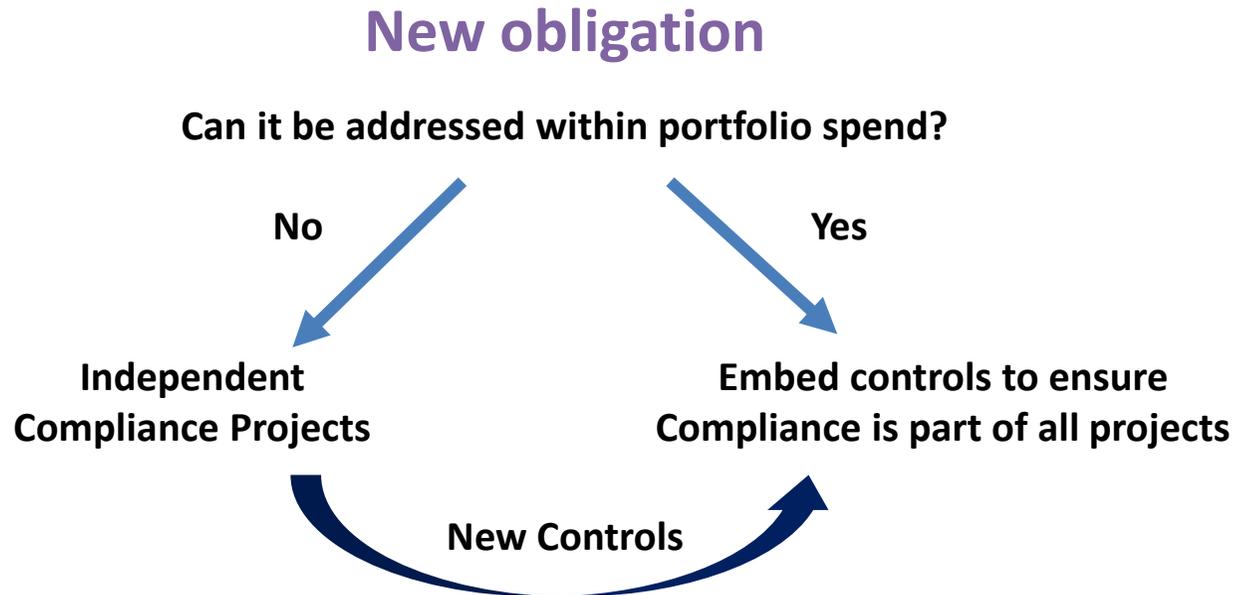
Not doing so introduces a very real and significant risk of organisations losing their ‘social’ license as was seen with financial services during the Hayne Royal Commission. Effective change management can help demonstrate the benefits of compliance, improve stakeholder buy-in and position compliance initiatives as more than just a burden.

The need to 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.

The enterprise portfolio should ensure that all programs and projects have compliance at the core, design appropriate controls and quality assurance so 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 standalone projects and programs with the sole focus of reaching compliance.



The Royal Commission into Misconduct in the Banking, Superannuation & Financial Services Industry, also referred to as the “Hayne Report”.

Background:

On the 14 December 2017 Commissioner Kenneth M Hayne was instructed to conduct a commission into the misconduct in the Banking, Superannuation and Financial Services industries. The central task of the commission was to inquire into, and report on, whether any conduct of financial services entities might have amounted to misconduct and whether any conduct, practices, behaviour or business activities by those entities fell below community standards and expectations.

Steps were taken to gather submissions and information from the public. The public submitted more than 10,000 complaints about financial services entities. Three rounds of public hearings were conducted:

1. The first concerning superannuation (between 6 August 2018 and 17 August 2018),
2. the second concerning insurance (between 10 September 2018 and 21 September 2018), and
3. the third (between 19 November 2018 and 30 November 2018) took evidence from CEOs, board chairs and the heads of ASIC and APRA.

An Interim Report was submitted to the Governor General on 28 September 2018. A final report was published was published on the 1st of February 2019. The full report can be read here:

<https://www.royalcommission.gov.au/sites/default/files/2019-02/fsrc-volume-1-final-report.pdf>

Commissioner Hayne’s final report made 76 recommendations and 24 referrals for potentially criminal conduct. The findings called for major reforms in the culture, governance and remuneration structures of the banking industry.

The Royal Commission concluded that many entities had systematically conducted business that financially benefited the entities at the cost of the clients they were serving, often breaking the law with little or no recourse.

A very high-level summary of the findings is that the conduct identified and described in the Commission's Interim Report and the further conduct identified and described in the final report included conduct by many entities that took place over many years causing substantial loss to many customers but yielded substantial profit to the entities concerned. Some of the conduct broke the law. Those entities that broke the law were not properly held to account. And if it had not broken the law, some of the conduct fell short of the kind of behaviour the community not only expects of financial services entities but is also entitled to expect of them.

Key findings included:

- A strong alignment between product sellers and product manufacturers, resulting in cross-selling of products and conflicts of interest
- Low transparency with and respect for customers, and making the best interests and objectives of the customer secondary to those of the financial services provider
- Boards and senior management focusing on their best interests (or to the benefit of shareholders) to the detriment of customers
- A lack of voice and accountability in identifying, escalating and dealing with risk and compliance issues
- Significant cultural and leadership issues exhibited across the industry which senior executives and boards have either failed to influence or failed to manage and address



Example compliance obligations & Seven Consulting's experience

Anti Money Laundering (AML)

AML/CTF regulations set by AUSTRAC requires corporates to make sure they adopt a risk-based and principles-based approach to regulation and places the onus on reporting entities to identify, mitigate and manage their ML/TF risk, comply with AML legislation, frequently report on any suspicious activity to fight money laundering

Consider the Macro level considerations:

Seven Consulting's value proposition:

1. Creation of Risk Framework

- a) Define AML risk assessment framework
- b) Define AML risk scoring approach

Extensive experience in working with businesses to define risk assessment framework and risk scoring approach to direct regulatory efforts towards vulnerabilities and high-risk entities
(Ref our experience 17-19)

2. Define AML processes, governance and reporting

- a) Create/reengineer AML processes and SOP (Standard Operating Procedure)
- b) Define AML governance model and operating rhythm
- c) Define AML roles and responsibilities
- d) Define AML reporting requirements
- e) Train staff and drive adoption of new AML processes

Extensive experience in leading businesses to define or reengineer their AML processes, create SOP's, define and implement operating models with roles and responsibilities, define AML reporting requirements, train staff and successfully transition to the new operating model to prevent future non-compliance, and ensure that businesses meet their AML obligations
(Ref our experience 17-19)

3. Update AML systems

- a) Review new AML requirements
- b) Enhance, implement and test new AML systems
- c) Train staff and drive adoption of new AML systems

Extensive experience in leading AML system requirements review and enhancing / implementing AML systems to help detect and report suspicious activity including the predicate offenses to money laundering
(Ref our experience 17-19)

European Data Privacy – General Data Protection Regulation (GDPR)

Introduction of European Union General Data Protection Regulation (GDPR) in 2018 requires any Australian business established in Europe, or dealing with European entities or their data to comply with this privacy law. The implication stems from the requirement of implementing measures ensuring compliance with a set of privacy principles and taking a 'privacy by design' approach.

Consider the Macro level considerations:

1. Establishing Information Data Governance

- a) Implementation of strategic information governance framework
- b) Coordinated implementation of unified information policies and procedures, including information security
- c) Enhance contractual compliance by contractors and sub-contractors handling the data
- d) Address the need for communication and training to ensure staff understood and adhered to new data governance

2. Changes to data processing landscape

- a) Implementation of required data processing, protection and monitoring mechanisms following the 'data protection by default and design' principle
- b) Changes to traceability and security
- c) Implementation of new controls over data transfers
- d) Implement automated risk & compliance reporting
- e) Address the need for communication and training to ensure staff understood and adhered to new data governance

Seven Consulting's value proposition:

Extensive experience in working with clients in establishing and running large-scale governance programs in response to changes in the compliance environment and increased oversight by the respective industry regulation bodies

(Ref our experience 17-19)

Extensive experience in helping organisations to drive discovery and capturing compliance requirements and translation of those into solutions bringing together people, processes, technology and data

(Ref our experience 17-19)

CPS 230 is a prudential standard issued by the Australian Prudential Regulation Authority (APRA) focusing on "Operational Risk Management". CPS 230 is designed to ensure that regulated entities have effective frameworks and practices in place to manage operational risks, including those related to processes, systems, and people. The standard focuses on enhancing the resilience and robustness of institutions by addressing potential risks and ensuring appropriate governance and risk management practices.

Consider the Macro level considerations:

Seven Consulting's value proposition:

1. Creation of CPS230 Risk and Governance Framework

- a) Define CPS230 regulatory requirements.
- b) Define Risk Governance Framework and Roles/Responsibilities.
- c) Define CPS230 risk assessment framework.

Extensive experience in working with businesses to define risk assessment frameworks.

(Ref our experience 19-21)

2. Define CPS230 processes, governance and reporting

- a) Create CPS230 processes and SOP (Standard Operating Procedures) including incident reporting and management.
- b) Define CPS230 stress testing approach.
- c) Define CPS230 operating rhythm.
- d) Train staff on new CPS230 processes.
- e) Incorporate continuous improvement into these

Extensive experience in leading businesses to define or reengineer their risk processes, create SOP's, define and implement operating models with roles and responsibilities, define reporting requirements, train staff and successfully transition to the new operating model to prevent future non-compliance, and ensure that businesses meet their APRA obligations.

(Ref our experience 19-21)

3. Update systems

- a) Review new CPS230 requirements against existing systems.
- b) Enhance, implement and test systems impacted.

Extensive experience in leading risk system requirements review and enhancing / implementing related systems.

(Ref our experience 19-21)

Our compliance experience

Organisation	Engagement description
	Program Management of Regulatory Compliance, 5 Minute Settlement and Dynamic Pricing programs
	Consultancy on FIRB (Foreign Investment Review Board) Remediation
	FOFA (Future Of Financial Advice) and Stronger Super Ready Program
	Program management and PMO of various programs including Project Custos, Financial Crime Data Assurance, Align Advice Closure Program and Regulatory Reform Program. Quality Assurance of Retail Advice Products Upgrade
	Program Management and PMO of Supervisory and Monitoring Program
	Program management of 5 Minute Settlement and global Settlement Program
	Program management of Apollo/Mercury - Audit Remediation

Our compliance experience

Organisation	Engagement description
	<p>Program management of Lendlease’s Sustainability Reporting</p>
	<p>Project management of Government Action Plan</p>
	<p>Program management of Link/SuperPartners eContributions program</p>
 	<p>Program management of various projects to establish NAB/MLC’s SuperStream capabilities and compliance projects to support contributions and rollovers. Program Management of ASIC Product Disclosure Project and ATO Roadmap/eCommerce Simplification Quality Assurance of Encompass and of Financial Advice (FOFA) Program Management of Retail Trade Ups and Insurance Remediation</p>
	<p>Program management of the Insurance Remediation program</p>
	<p>PMO management of Telstra’s Structural Separation Undertaking</p>

Our compliance experience

Organisation	Engagement description
 	<p>Program management of multiple programs to establish NAB/MLC's SuperStream capabilities including: StrongerSuper Reporting and Disclosure program, SuperStream eRollovers program and SuperStream eContributions program</p>
	<p>Technical program management of CBA's SuperStream capabilities to support contributions and rollovers</p>
	<p>Program management of the eContributions program which introduced the SuperStream electronic messaging for contributions. Program management of the Insurance Remediation program</p>
	<p>Quality assurance and testing for AMP's SuperStream projects</p>
 	<p>Program management of the following programs:</p> <ul style="list-style-type: none"> • Advisor Service Fees (ASFs) to address issues raised by the Royal Commission regarding obligations relating to ASFs • Plum Compliance program • ATO Roadmap/eCommerce Simplification program • Controls Transformation program • ASIC Product Disclosure project • Customer Response Initiative
 	<p>Delivery assurance reviews of the following programs:</p> <ul style="list-style-type: none"> • StrongerSuper program • Claims Transformation program • SSBO and Regulatory Change Office

Improve Project Success Rates with Pathfinder

1. Follow a consistent approach to customising and optimising project delivery based on 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/>

Portfolio Optimisation Tool

Our Portfolio Optimisation Tool

can be used to prioritise projects, calculate changes to capacity, and reshape your project portfolio while working within configurable constraints like budget, resourcing, environments, and SMEs.

Our tool can also produce graphs displaying projects based on their business priority versus deliverability. These graphs are highly useful for visualising data and facilitating key discussions about projects within your portfolio.

Portfolio Optimisation Tool



Our projects so far:

Seven Consulting has been giving back to the wider community since 2007, by supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2007
Villawood Detention Centre
(Sydney)

2008
South Australian Detention Centre
(Sydney)

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)



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 throughout the year to fulfill our Project 7 commitment.



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)



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



2024

Sydney
• Northern Beaches Women's Shelter
Melbourne
• Community Housing Limited
• **Manila**
• Habitat for Humanity Philippines
• Tangang Yaman Foundation Inc.



2025
Sydney
• CatholicCare
Manila
• A Home for the Angels
Melbourne
• Lighthouse Foundation



SEVEN CONSULTING DELIVERY SUMMIT



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

Some of the Delivery Summit Speakers include:

John Hunt - CIO & Managing Director of Group Enablement, Woolworths Group; **Jeya Shan** - Director Strategic Projects, CLP Power Hong Kong Limited; **Mick O'Brien** - Managing Director, EQT; **Darren Abbruzzese** - CIO Business Banking and Group Digital, NAB; **Glenn Waterson** - GM Retail Transformation, AGL; **Victoria Jones** - Head of Lending Transformation, ANZ; **Jane Harford** - Former Director of IT, Melbourne Girls Grammar; **Cindy Vandecasteele** - Former General Manager Customer Engagement, Alinta Energy; **Cameron McLean** - Former Chief Technology & Data Officer, GMHBA; **Margaret Wilde** - Program Director, NAB; **Geraldine Chin Moody** - Non-Executive Director & Chair Advisory Board, Directors Australia; **Alice Kunek** - Australian Professional Basketball Player, Seven Consulting Opals; **Kristy Wallace** - Australian Professional Basketball Player, Seven Consulting Opals

We have achieved an average NPS of 68 across our 6 Delivery Summits

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 to support world-class Australian women's teams with the Seven Consulting Opals, currently ranked No.2 in the world and Olympics world bronze medal winners.

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



Seven Consulting is a proud naming rights partner of the Australian Women's National Basketball team, the Seven Consulting Opals.





Australia's Best Program Delivery Company

Peak Results, Delivered Together

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