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Sia Project and Program Assurance Services

Sia – Services

Program Delivery · PMO Services · Change Management



Program Delivery

Complex agile, traditional & hybrid 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

PMO establishment, management & uplift

We establish, uplift and lead PMOs, delivering analytics & insights, scheduling and tool solutions for some of Australia's largest organisations. Our experience ranges from targeted project support to PMO leadership of $1.5bn programs and enterprise PMOs.



Change Management Services

Design, plan, deliver and embed changes

We provide end-to-end Change Management as a value-adding function of a project. Our role spans program mobilisation and business case through to change readiness, measurement and benefits realisation.

Underpinned by Sia's tool suite

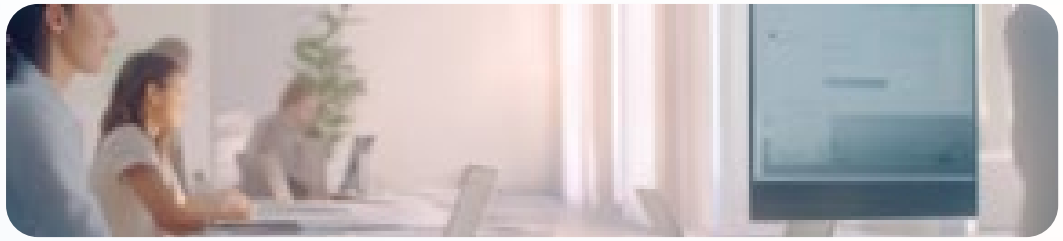
All of our clients are reference sites

Sia – Consulting & Enterprise Transformation

ENTERPRISE TRANSFORMATION OUTCOME

Executives increasingly view governance, delivery, adoption and value realisation as interconnected enterprise capabilities, not standalone functions. Sia's Consulting services and Tool suite, working in combination, directly uplift your organisation's capacity to deliver integrated transformation outcomes.

Enabled by the powerful combination of:



Consulting Services

Transformation Capability and EPMO and ITPMO uplifts

Sia has performed transformation capability reviews and uplift for over 60 organisations incl Optus, Qantas, Australia Post, and Woolworths. 100% of our assignments are reference sites.

Sia has done dozens of Program reviews for NAB, Macquarie Bank, Optus, Woolworths and many other organisations.



Tool Suite

Leveraging decades of experience to develop world-leading tools

- **Portfolio Optimisation Tool (POT):** Optimise your portfolio prioritisation and resourcing.
- **Pathfinder:** Create the right-sized delivery approach & required artefacts
- **Objectives, Outputs & Outcomes (O3):** Connect your strategy to execution.
- **Balanced Score Cards (BSC):** Score your portfolio delivery effectiveness

Successfully used on over **$5bn of programs** annually.

All of our clients are reference sites

Our Clients

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

Woolworths	nab	Macquarie	futurefund	Stockland	agl	Optus	indue	ASX	The University of Sydney
Client Since 2012	Client Since 2013	Client Since 2014	Client Since 2015	Client Since 2016	Client Since 2017	Client Since 2017	Client Since 2018	Client Since 2019	Client Since 2019
VAULT	Coca-Cola Europacific Partners Australia	Court Services Victoria	iress	dexus	Equity Trustees	pwc	Sunnyfield	Australia Post	pepper money
Client Since 2020	Client Since 2021	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2022	Client Since 2023	Client Since 2024	Client Since 2024
Cuscal	Catholic Schools Parramatta Diocese	CLP 中電	NSW Government	coles	adairs	Australian Unity	Deloitte.	NewMed	cbn Community Broker Network
Client Since 2024	Client Since 2024	Client Since 2024	Client Since 2025	Client Since 2025	Client Since 2025	Client Since 2026	Client Since 2026	Client Since 2026	Client Since 2026

Clients rate us 99.62% satisfied in the first half of 2026

Client Satisfaction Survey Results

99.62%

Satisfaction rating, Jan-Jun 2026

Year	Satisfaction rating	Survey questions
Jan-Jun 2026	99.62%	4,767
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

100% of our clients are reference sites

Commonwealth Bank

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

agl

"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 Sia ecosystem to clients to demonstrate the value-add."

Coca-Cola Europacific Partners

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

Equity Trustees

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

alintaenergy

"Very happy with the level of organisation and governance the Sia Project/Program Managers bring to our more complex initiatives."

Woolworths The fresh food people

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

Our team rates us 98.51% satisfied in 2026

Team Satisfaction Survey Results

98.51%

Satisfaction rating, 2026

Survey Date	Satisfaction rating
2026	98.51%
2025	97.73%
2024	97.49%
2023	96.49%
2022	98.01%
2021	98.16%

"You have the entire Sia team behind you."

"Management is always responsive"

"Sia manages QA really well"

"Sia operates at a personal level even as the company grows"

"We say what we do, and do what we say"

"Sia knows how to keep their high performers"

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.

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How our values impact our delivery?



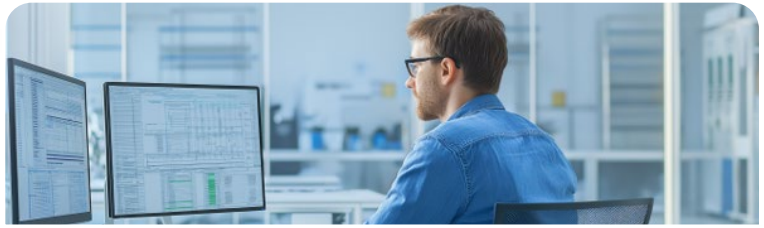
Teamwork

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 Sia 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.

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Project and Program Assurance Services



Project and Program Delivery Assurance Capability

Organisations need confidence that their critical programs and projects will be successful. Sia's practitioner-led Project and Program Assurance Delivery services provide one-time or ongoing independent assessment of key (agile & hybrid traditional) projects and programs to ensure delivery, appropriate governance and robust controls are in place. Reviews will also provide early warning of key issues and risks.

Sia's practitioner-based Project and Program Delivery Assurance services have assisted many top Australian companies in successfully delivering their programs and projects.

Sia's approach is practitioner-based, using highly experienced project management professionals who have a proven track record of success:

- Our practitioners engage with all stakeholders (not just the project team) to ensure we have fully understood the program status and context.
- We examine both the qualitative and structural / framework integrity of the project or program.
- We examine key artefacts against our own best practice benchmarks to investigate all areas that may affect success.
- We collaborate with the project team to verify our findings and make sure our recommendations are practical and achievable.
- The results of the analysis and recommendations will be reviewed with the project team and then presented to the client as a complete report with evaluated options.
- A management response from the project team, including responsibilities and target dates for agreed actions, will form part of our report.
- For ongoing assessments, we work with the client to create a custom metrics dashboard, collect project performance data and prepare a risk assessment report. This service identifies problems early so that appropriate action can be taken.

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An Independent Quality Review – Our Approach

The recommended Program Assurance Review approach is outlined below.

Initiate review

- Review objectives
- Confirm selection criteria and identify programs / projects
- Assess breadth, scale and complexity
- Identify key stakeholders/key persons for review
- Schedule stakeholder meetings
- Start data gathering

Assess current state

- Engage with stakeholders and project staff to assess and understand their views
- Review tracking to schedule/budget; earned value
- Review project registers eg: assumptions, risks, issues, dependencies
- Are financials being tracked/accurate?
- Is scope managed and changes reflected in benefits?

Analyse and develop draft report

- Determine if the project will achieve its objectives and benefits (Customer expectations)
- Conduct gap analysis
- Consider if the project is set up for success (is the right governance; resourcing, schedule in place to deliver)
- Produce draft report including recommendations

Validate and finalise report and action plan

- Consult with the project sponsor, manager and team to validate findings
- Agree and update report with actions, target dates and expected responsibilities

Present findings and issue report

- Present the findings to appropriate management and incorporate feedback
- Issue final report

We have hybrid frameworks for reviewing traditional and agile programs but more importantly our reviewers are experienced and successful Program Delivery and PMO Leads.

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Assurance Review Deliverables

As part of any review, Sia will deliver a structured evaluation report for the nominated projects including a detailed assessment of:

- The project management approach and its effectiveness
- The effectiveness of the management of risk, issues, assumptions and dependencies, and the effectiveness of the management of scope, and change management
- Financial management of the program/project both historically and currently
- Schedule effectiveness and accuracy including key milestones management
- Quality and project completion/acceptance criteria
- Customer satisfaction where assessable

Depending on the candidate project brief (i.e. deep dive into few projects or less forensic review of a broader range) findings and issues may be project specific or more generic and systemic in nature.

- Improvement and remediation actions will be prioritised according to criticality, value and ease of implementation (e.g. quick wins, must dos and good investment return)
- Where a review is performed on a completed program/project a Findings and Recommendations Summary will be tabled



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Ongoing Quality Assurance – Our Approach

Sia can also offer ongoing quality assurance services, where we design and develop a Target Assurance Model that could be carried out after the initial Quality Assurance Review, or in parallel with the review to bring forward the implementation timeframe.

Analyse Current and Future States

- Analyse current assurance framework
- Workshop and agree Target Assurance Model outcomes
- Agree commercial model for independent reviews

Design Target Assurance Model (TAM)

- Design Target Assurance Model and validate with Sponsor/ stakeholders and key client staff
- Run pilot review to test new assurance model
- Analyse gaps between current and TAM and formulate transition strategy

Plan and Execute Transition to TAM

- Design and execute communication program for launch of new assurance model
- Expedite required approvals for the transition
- Establish process for provider panel
- Execute transition
- Handover outcomes to key client staff

Develop Capability Assessment Framework & Pilot

If Required

- Design and build Capability Assessment Framework
- Pilot and validate using selected group of PMs
- Produce assessment report and follow up actions needed
- Feeds into the PM Training Needs Analysis

Handover to BAU

- Agree following review schedule for a period
- Monitor action plans for follow through on recommendations

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Ongoing Delivery Quality Assurance Deliverables

Delivery of a Target Assurance Model and Ongoing Review Program

- Definition of the Target Assurance Model
- Gap analysis comparison to the current assurance model
- Executable plan for transitioning to the Target Assurance Model
- Change and Communication Plan and messaging for stakeholders and PM communities
- Budget and process for commissioning and carrying out periodic independent Project Assurance Reviews

Sia can also deliver a PM Capability Assessment Framework for periodic evaluation as well as a PM Tool Review.



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Example Issue Structure for Assurance Reports

Issue

There appears to be a general lack of awareness of the current program issues and risks for senior vendor executives (UVW) engaged in the XYZ Program Governance process.

Potential Impact

This reduces the effectiveness of the vendor engagement on the program governance groups and their ability to proactively address vendor delivery issues.

Recommendation

1. UVW should have an internal Steering Committee with their key sponsors and delivery executives prior to the XYZ Steering Committee.
2. A key input for this meeting should be the XYZ Steering Committee pack.
3. The focus of the meeting will be to address vendor delivery issues and secondly any escalations to XYZ.
4. Ideally, the XYZ Program Director should be invited to attend the bulk of the meeting, so the issues can be addressed and mitigants agreed with the XYZ Program Director in advance.

Management Response

In the past 3 weeks, an UVW internal steering committee has been in place. The agenda for the meeting is focused on: plan, budget, staffing, risks and issues. Risks and issues are both internal and external. The key input is the WSRs for now, as we don't have the Steering Pack on a weekly basis. Going forward, we will use the Steering Pack as input and address the issues in the pack prior to the next steering group.

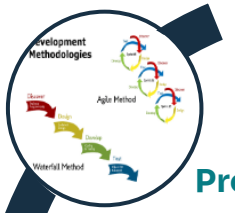
The focus on the meeting is already on delivery issues across both the vendor and internally – whether people, scope, etc. In addition, escalations – to both XYZ and UVW.

Currently the XYZ Program Director is not invited. We are open to XYZ PD to attend; however, if invited only for the risks, issues and escalation. As any consulting firm would agree; there must be some internal discussions that the customer need not attend – the team needs time to be open and discuss heated or concerns with the client that are not appropriate for the client to hear.

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Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation



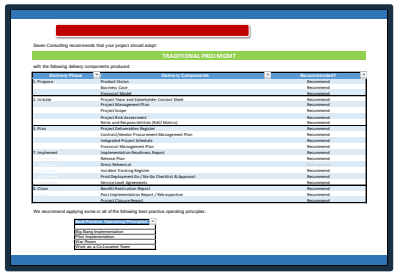
Recommends Delivery Components



Best Operating Principles Recommendation



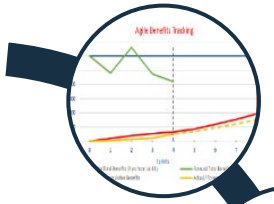
Project Pathfinder Tool



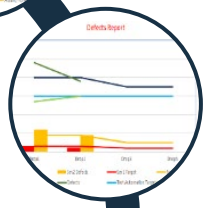
Sia's Project Pathfinder Tool provides guidance on how to tailor your program or project. It offers recommendations on applying Agile or traditional methodology components, adopting operating practices, and preparing artefacts to support successful delivery.

Agile Dashboard

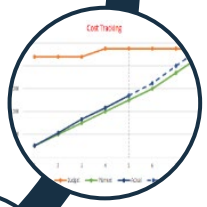




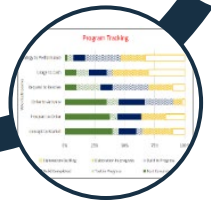
Benefits Tracking



Defects Tracking



Cost Tracking

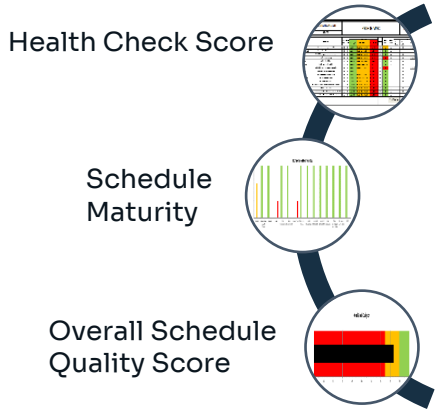


Delivery Tracking

The Agile Dashboard combines multiple reports to provide a 'Dashboard', or snapshot of Agile projects progress. These include Burn-up Chart, Sprint Burn-Up, Cost Tracking, Benefits Tracking and Defect Reports.

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Traditional Program Delivery Tools

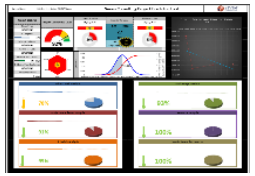


Health Check Tool

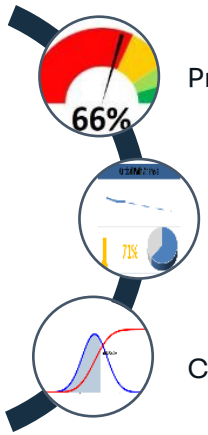


The Schedule Health Check Tool is designed to evaluate the quality, integrity and currency of a project schedule and recommend improvement areas.

Schedule Predictor

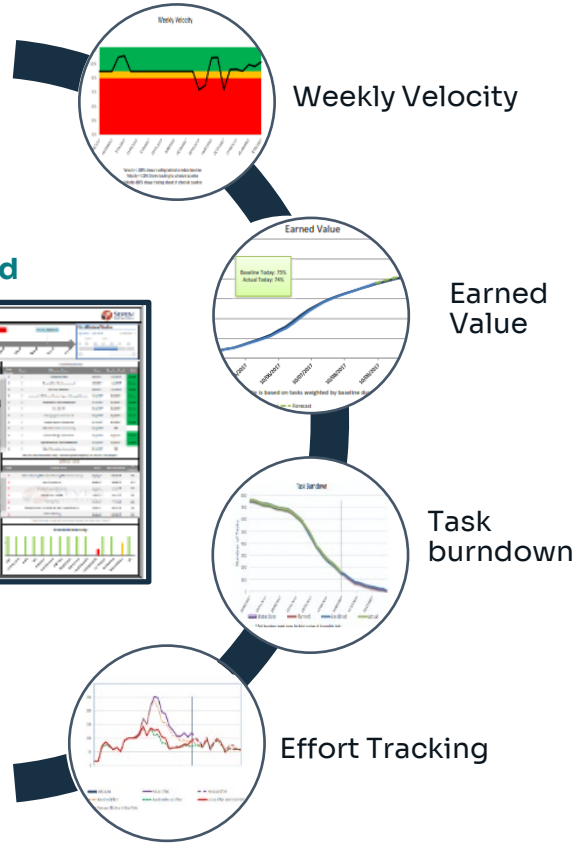


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of a project forecast date and the Project Manager's expected finish date based on actual performance. It provides a prediction trend line to recommend improvement areas.



Dashboard





The Schedule Dashboard combines multiple reports to provide a 'Dashboard', or snapshot of Agile projects progress. These include Weekly Velocity, Earned Value, Task Burn-down and Effort Tracking.

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

Recent Project Assurance Experience

Woolworths had a large and complex IT project portfolio with a spend of approximately $500m a year. This spend was a mix of development and infrastructure projects across four domains. Sia was engaged to address the specific concerns around project time delays and cost overruns and provided recommendations on the steps to proactively address these concerns.

Sia conducted an Assurance Review at NSW eHealth to ensure that projects undertaken were being done consistently and well, and delivering the business benefits in line with the Strategic Roadmap that was in place.

Sia conducted an Assurance Review on a $40m+ Agile Project that was 50% complete. The engagement covered a general assessment relative to project objectives as well as calling out key strengths, key issues or risks and potential impact of those issues or risks. A recommendation report was provided based on our best-practice knowledge of how the project should be run, providing both the project team, and their management with practical recommendations to improve project success.

Sia conducted an Assurance Review of Revenue NSW's Agile Capability, identifying any gaps and areas for improvement.

Sia was engaged to do an Assurance Review of Endeavour Energy's complex multi-year project to deploy SAP modules. The approach Sia took was to define an optimised delivery approach to validate the program structure, delivery approach and bottom-up delivery plan with aligned resource forecasts and cost models.

The purpose of the IT Project Portfolio Review was to assess SVHA's projects against specific criteria:

- **Fit:** To review the alignment of projects against strategy and principles.
- **Focus:** To ensure that projects are prioritised and resourced accordingly.
- **Momentum:** To assess if the projects are being run with appropriate degree of capability and governance to ensure delivery to scope, time, budget and quality.

Recent Project Assurance Experience

Sia was asked to review the quality management framework looking at their entire portfolio and how they govern delivery. Telstra selected 2 programs and 6 projects to be reviewed. The programs/projects were at different stages in their life-cycle and all had issues and challenges. We undertook a deep dive into the status of these projects and provided findings that included recommendations to assist the way in which Telstra governs and manages cost, scope, quality, milestones and relevant commercial implications.

Assurance Reviews of several major superannuation programs;

- MLC Encompass
- MLC FOFA
- MLC Swift
- MLC TERP

StrongerSuper Reporting Disclosure Program – Assurance Review and Program Management services.

Superstream Program (e Rollovers, eContributions, MCS Reporting, Legacy Products, Payback) – Assurance Review & Program Management services

Sia provided a Program Assurance Review of a major ERP program. Sia also assisted with a review of Medibank's business model and IT efficiency.

Information Management Program - Sia conducted an initial Assurance Review of the information management program and then provided Program and PMO Management turnaround services for this critical program supporting Oil Search's joint venture with Exxon.

RAPU / Apollo (CommInsure) – Sia was engaged to review the RAPU/ Apollo (CommInsure) and then subsequently program manage the turnaround of this major upgrade to CommInsure's product suite.

Sia provided a Project Assurance Review and Recommendations for the New Service Model program.

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/sc-project-pathfinder/

PROJECT 7

Our projects so far:

Sia 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
Sydney
/ Villawood Detention Centre

2008
Sydney
/ South Australian Detention Centre

2011
Sydney
/ Cambodian School Build



2012
Sydney
/ Barnardos Kingston House



2013
Sydney
/ Youth off the Streets



2015
Sydney
/ Jesuit Refugee House – Blaiket
Melbourne
/ Hanover Crisis Centre



2016
Sydney
/ Marian Villa



2017
Melbourne
/ Launch Housing
Manila
/ Cerebral Palsy Foundation



2018
Sydney
/ Erin's Place
Melbourne
/ M.A.D. Woman Foundation
Manila
/ Concordia Children's Services



2019
Sydney
/ Dignity.org.au
Melbourne
/ Avalon Centre
Manila
/ Bahay San Jose – House with No Steps Foundation



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.

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



2022 – Mini Project 7
Melbourne
/ M.A.D. Woman
The pencil case challenge
Manila
/ Bahay ni Maria and Tahanan ng Pagmamahal



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
/ Tanging Yaman Foundation Inc.



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



2026
Sydney
/ Wesley Mission
Melbourne
/ Lighthouse Foundation
Manila
/ SOS Children's Villages

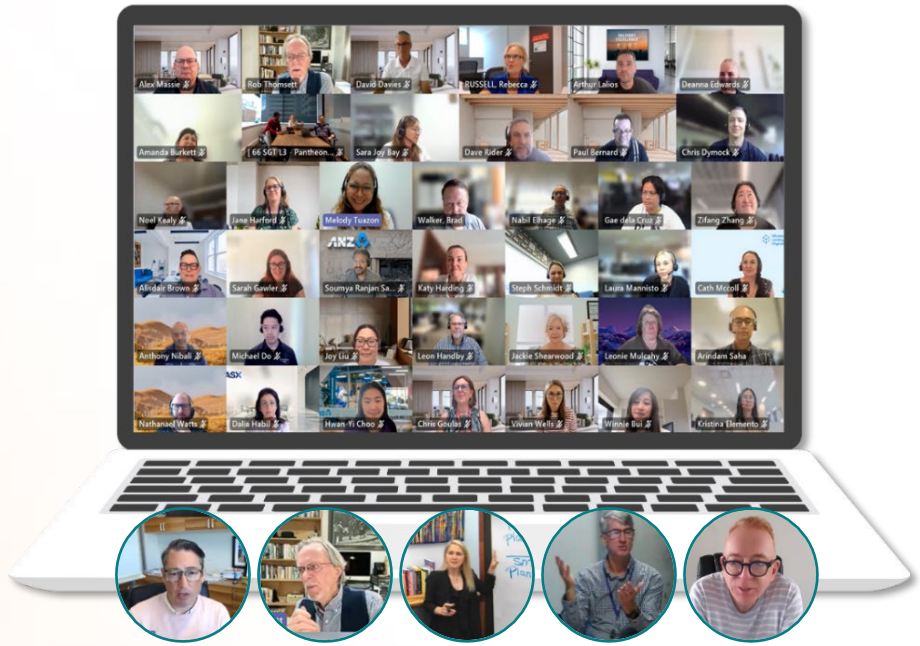


Lunchtime Brown Bag Expert Sessions

Since February 2025, Sia has been providing free monthly expert sessions on a variety of delivery-focused topics. We consistently see attendance at 100+ attendees and feel this is a great way for our delivery community to share learnings and discuss strong practice. We look forward to continuing to provide this value-added activity to our expanding client base.

100+
average attendees

20
brown bag sessions held to date



Here are the upcoming dates, with more to come:

Date	Topic	Presenter
19 November 2026	The Human Side of AI Adoption	Temre Green, PhD
17 December 2026	From Weeks to Minutes: Transforming Financial Services Operations with AI - A Case study on Insurance Underwriting	Mathieu Junker
18 February 2026	Drive Project Success Through Metrics That Matter	Louise Ford

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Delivery Summit

The purpose of the Sia 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, Sia Opals; **Kristy Wallace** – Australian Professional Basketball Player, Sia Opals

We have achieved an average

68 NPS

6 Delivery Summit

Our Delivery Summit Supporting Organisations

Visit us for more information:
sevenconsulting.com/seven-consulting-delivery-summit

AUSTRALIAN OPALS

Sia is proud to continue as a Major Sponsor of the Australian Women's National Basketball Team, the Australian Opals, currently ranked #5 in the world.

This builds on our ongoing commitment to elite women's sport, continuing our investment with them since 2022.

Our support of women's sport began in 2017 as the first dedicated sponsor of the CommBank Matildas, backing their journey through to the 2023 FIFA Women's World Cup.



Thank you

Sia is a next-generation, global management consulting group—born digital, augmented by data, enhanced by creativity, and driven by responsibility. We partner with clients to resolve challenges and capitalize on opportunities. We believe that in today's world of change and disruption, optimism is a force multiplier.

sia-partners.com | follow us on Linkedin & X: @siapartners and Instagram: @lifeatsia

SIA

Optimists for change