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Sia EPMO Capability Overview

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

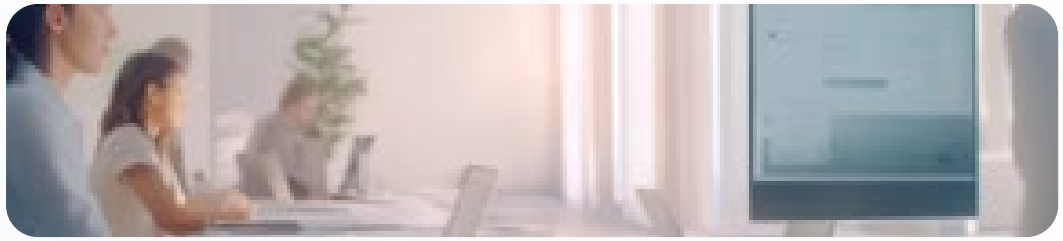
All of our clients are reference sites

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?



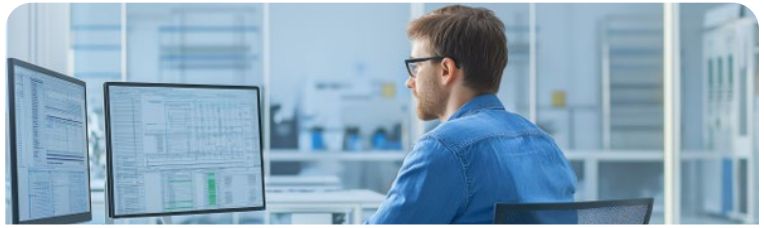
Teamwork

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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Key Objectives of an EPMO

- **STRATEGY ALIGNMENT:** Ensuring all projects/programs are clearly linked to strategic objectives in terms of increasing business value and benefit realisation.
- **PRIORITISATION:** Drive prioritisation of work against strategic alignment to ensure the organisation is doing the right work at the right time and manages associated funding approvals.
- **TOOLS & TECHNIQUES:** Define, implement, manage and evolve standards, methodologies, processes, tools and approaches to support successful delivery.
- **REPOSITORY OF BEST PRACTICE & LESSONS LEARNED:** Identify and develop project management methodology, best practices and standards, provide lessons learned from successful / failed implementations into strategic planning & provide a central repository for project documents & learning.
- **ORGANISATION METRICS:** Provide performance reporting and management metrics (KPIs, compliance, timelines, budget, scope and quality).
- **HEALTH CHECKS:** Conduct project health checks to ensure compliance with EPMO standards and policies plus project management best practices. Monitor and report status by defining standard management tracking and reporting processes.
- **CAPACITY PLANNING:** Manage team capacity, variations and skill sets.

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EPMO Maturity Model

We use the below maturity model to help us assess what is the current capability level of the client's EPMO and the desired target state;

Level 1
Minimum Standard

- Portfolio Visibility
- Resource Planning
- PM Minimum Standards

Level 2
Consistent/ Repeatable

- Portfolio Management
- Resource Management
- Performance Metrics
- Standardised Tools (PPM)

Level 3
Integrated/ Predictable

- Executive Sponsorship
- Resource Optimisation
- PM Performance Measures
- Advanced PM Tools
- Value/Benefits Tracking

Level 4
Optimised/ Sustainable

- Strategic Alignment and Prioritisation
- Benefits Management
- Knowledge Repository of Best Practice & Lessons Learned
- Advanced Tools & Automation

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Typical EPMO Review Approach

- A 5 week exercise is required to understand our client's current stakeholder requirements, assess the current state, review options for EPMO uplift and create the report including recommendations.

Weeks 1 - 3

Review current state and identify and commence stakeholder meetings

- Review current state PMO services.
- Agree key stakeholders for interview.
- Schedule and commence stakeholder meetings.

Interview key stakeholders

- Complete stakeholder interviews.

Weeks 3 - 4

Review project portfolio

- Assess breadth, scale and complexity.
- Document current PMO maturity.
- Obtain an understanding of existing support functions.

Scope future state PMO and produce draft report for review

- Identify PMO future options and detail pros and cons associated with options.
- Produce draft review report including recommendations.

Week 5

Finalise report

- Socialise report.
- Finalise report.
- Produce Communication Plan for recommended approach.

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Common Challenges of the EPMO

Every client receives a tailored solution. However, our experience indicates that there are common themes in the issues clients experience at a project/program and portfolio/enterprise level.

Common Problems	Frequent Root Causes	Common Solutions	Services – How we can help
Poor project or program delivery	• Poor EPMO control or governance • Executive sponsorship is missing • Appropriate metrics and tools not in place	• Supplement /upskilling ePMO and project staff • Sponsor training • Implement appropriate metrics and tools	• EPMO & delivery support • Outsource / virtual EPMO • EPMO capability & uplift • Sponsor training • Tools implementation
Lack of capability, capacity or a transient need for EPMO	• Unexpected or shorter-term transformation workload • Project or program workload that is unusual or outside normal expertise	• Supplement EPMO or delivery staff	• EPMO & felivery support • Outsource/virtual EPMO
Perceived lack of value or poor return on EPMO investment	• High base costs • Ineffective processes or processes not followed • Global or offshore teams not supported well • Lack of clarity from sponsors	• Cost reduction without impacting quality • Improve processes or process compliance • Improve EPMO coverage	• EPMO & delivery support • Outsource / virtual EPMO • EPMO capability & uplift • Training & tools
EPMO not adding value or seen as “just policemen”	• EPMO not thinking strategically • Lack of EPMO focus on business benefits • EPMO too focussed on the “how” not the “why”	• EPMO maturity development	• EPMO capability & uplift • EPMO & delivery support • EPMO maturity development

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Enterprise PMO Implementation

Design, build and implementation of Optus consumer EPMO/ for an agile organisation

OPTUS



Optus had transformed to a predominantly agile delivery organisation. However, there was no overarching EPMO, portfolio build, dependencies management, delivery process design, benefits management framework, etc.

Sia designed, built and implemented an EPMO for the Optus CEO, working closely with the agile tribes and key stakeholders. This was performed on schedule and on budget, including significant culture change.

Optus has a structured portfolio design process active, portfolio management, centralised PM, BA and change management capability, more active governance and a benefits management framework.

PMO Creation

Delivery Turnaround at Stockland



Stockland had experienced an unsatisfactory level of projects being delivered late, over budget or failing to meet objectives.

Sia established a PMO framework and capability tailored to the Stockland culture and environment and worked with staff and stakeholders to bring them on the journey.

Key business stakeholders see the benefits and become active champions of the PMO. Poor project delivery and ‘red’ projects are a rarity.

Managing an Agile Portfolio

Improve Customer Experience Transformation (CXT) Program for AGL via Agile principles at scale



AGL engaged Sia to improve the tribe services for the large scale agile CXT Program ($300M budget). Number of key disciplines needed to be revisited including executive reporting, transparency, benefits realisation framework and promote the “one team approach”

Sia deployed a highly skilled team who partnered with AGL to implement agile tools and cadence to lift the tribe services effectiveness. This included engaging business owners via portfolio KANBAN board’s and aligning key stakeholders like legal, audit and value stream owners via synchronisation at key ceremonies.

- Enabled benefits realisation focus across the portfolio
- Aligned program backlog to AGL’s strategic themes
- Improved lean governance structures and the right focus at each level
- Additional initiatives proposed by Sia commenced implementation within AGL.

PM Capability / PMO Review

Assessing and designing the transformation of the delivery capability for Australia's largest nation building program



nbn IT delivers large and complex programs for their internal customers. As a company that had experienced rapid growth, They realised the ways of working that had been successful in the past, may not be as effective in the future. They wanted to investigate alternatives that would allow them to maintain a strong delivery reputation but with greater efficiencies.

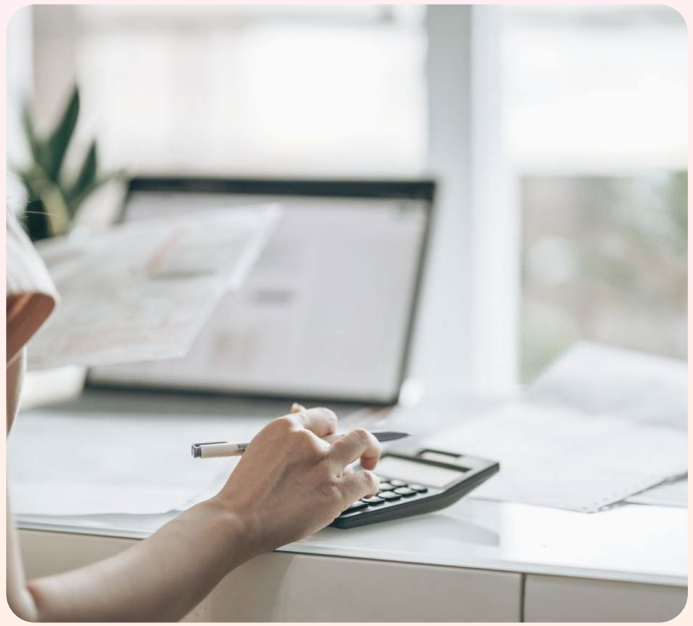
Sia led an intensive review of capability and performance. We interviewed 76 members of staff, held workshops for an additional 67 team members and reviewed over 50 project artefacts. We observed processes and meetings and drew a comprehensive picture of PM and PMO performance and capability. We delivered papers for C-level review that detailed the strengths and weaknesses of the current organisation and defined a clear strategy and route for sustainable improvement. These papers were accepted and we then planned and initiated the transformation.

nbn have now established a multi-year transformation program that is already delivering efficiencies. We successfully delivered the first initiatives in the roadmap and a senior nbn leader said "(we) got value for money from the engagement and we were left with actionable information that continues to be used at senior levels within the company".

ePMO As a Service

Providing EPMO functions through “as a Service” model

indue



Indue established an EPMO in 2019 and implemented a centralised tool (PWA) in late 2021 with the aim of providing reliable reporting to their stakeholders. However, by 2023 they were still not achieving the value and visibility they needed across the circa 150 projects in their portfolio.

Sia were engaged to uplift and standardize Indue’s EPMO so that it can be delivered “as a service”. The EPMO was revamped as a Centre of Excellence, providing delivery governance support to executives and an independent repeatable single source of truth for delivery and enterprise reporting.

The Sia team improved the integrity of the data and processes to facilitate more reliable reporting and transparency. Within 6 months, Indue found the EPMO services to be seamless and significantly improved the satisfaction of users (executives, project managers and resource managers). Indue then engaged Sia to continue run the EPMO “as a Service”.

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

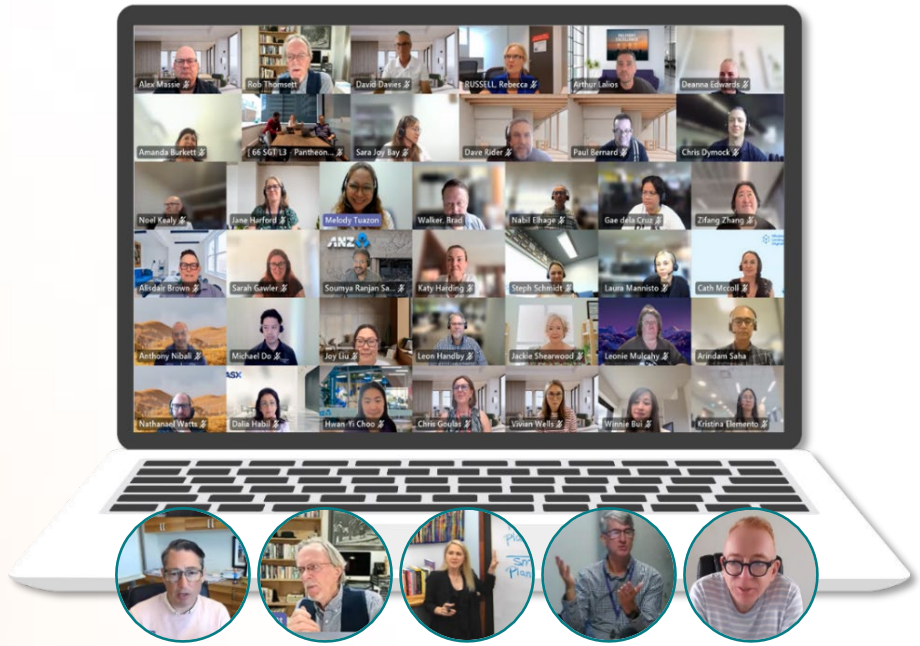


Lunchtime Brown Bag Expert Sessions

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

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.

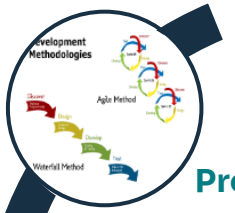


Appendix A Tools



Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation



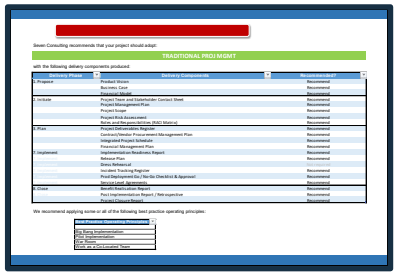
Recommends Delivery Components



Best Operating Principles Recommendation



Project Pathfinder Tool

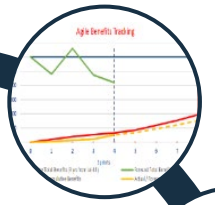


Sia's Project Pathfinder Tool provides guidance on how to tailor your program or project. It offers recommendations on applying Agile or traditional methodology components, adopting operating practices, and preparing artefacts to support successful delivery.

Agile Dashboard



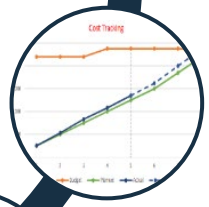
Benefits Tracking



Defects Tracking



Cost Tracking



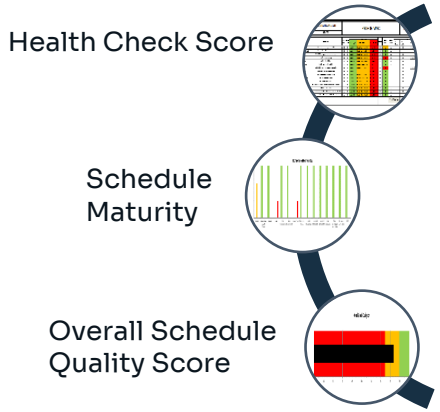
Delivery Tracking



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

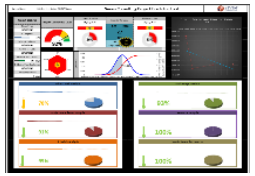


Health Check Tool



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

Schedule Predictor

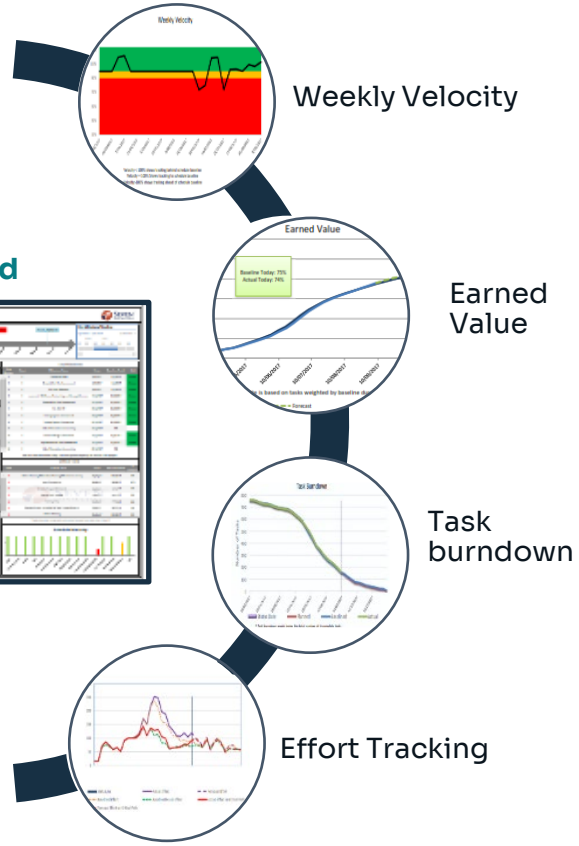


The Schedule Predictor Tool uses advanced algorithms to evaluate the precision of a project forecast date and the Project Manager's expected finish date based on actual performance. It provides a prediction trend line to recommend improvement areas.



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

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