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Sia Agile Enterprise 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

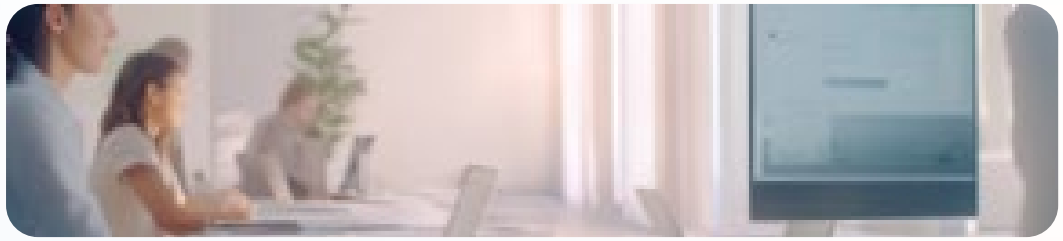
All of our clients are reference sites

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?



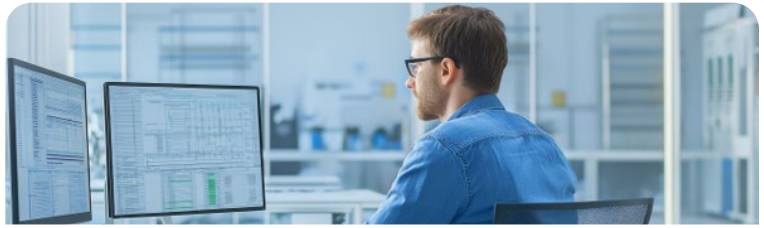
Teamwork

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.



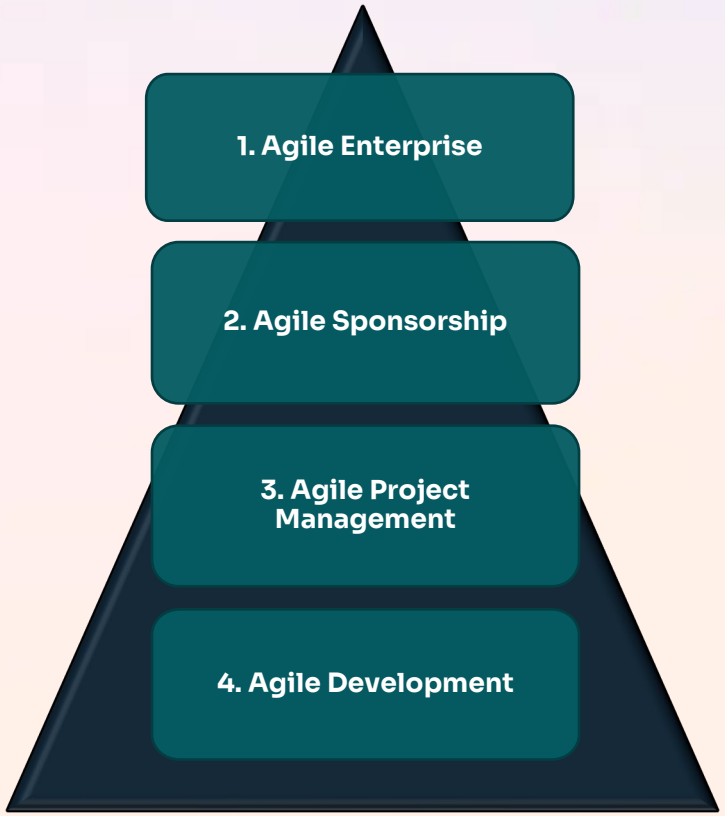
Delivery

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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The Integrated Agile Enterprise Framework

- Sia's Agile Project Enterprise Framework outlined below is a proven framework of integrated processes, tools and techniques focused on simpler, faster delivery & improved ongoing support of the delivered change.
- The key focus is the integration of speed of decision-making, planning and delivery of real benefits.



1. **Agile Enterprise** (AE) focuses on the cultural, procedural and people changes required to optimise, adopt, embed to sustain Agile models of project delivery. This includes an agile approach to strategic portfolio governance.

2. **Agile Sponsorship** (AS) requires executives to get closer to their projects, their project managers and their project teams. Single sponsors who must be flexible in making time available for face-to-face meetings and use simplified and face-to-face reporting lines. The Agile Sponsor is focused on benefits realisation.

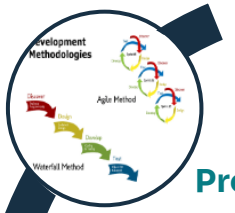
3. **Agile Project Management** (APM) is an open, stakeholder-driven approach to project planning. While Scrum Masters and Product Owners focus on the detailed technical delivery, APM's must focus on stakeholder engagement, change management and related projects to ensure outwards as well as inwards management of the project.

4. **Agile Development** (ADM) involves a cultural as well as a procedural and technical change in how projects are planned and delivered. The coaching of project managers, business experts in how to setup and support Agile Development (Scrum, SAFe, etc.) is a critical factor for successful and sustained deployment of Agile Development Methods.

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Agile Program Delivery Tools

Agile / Traditional Methodology Recommendation



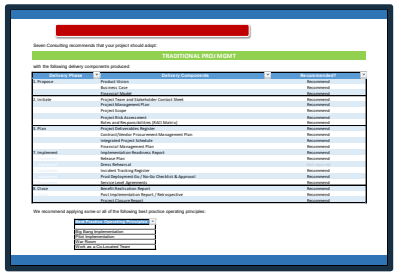
Recommends Delivery Components



Best Operating Principles Recommendation



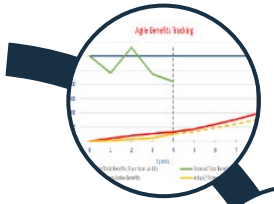
Project Pathfinder Tool



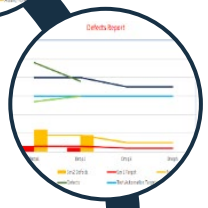
Sia's Project Pathfinder Tool provides guidance on how to tailor your program or project. It offers recommendations on applying Agile or traditional methodology components, adopting operating practices, and preparing artefacts to support successful delivery.

Agile Dashboard

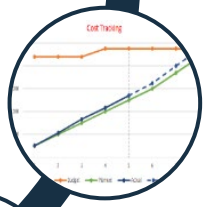




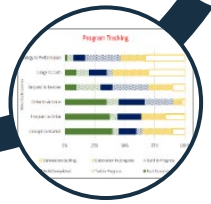
Benefits Tracking



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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Why invest in an Agile Enterprise Framework?

- Projects are an organisation's vehicle to implement strategic change.
- The increasing rate of change is demanding Speed to Value from those projects.
- An organisation's ability to execute the *right* change *right* and realise *benefits* is becoming a critical differentiator.
  - As strategy becomes more reactive and flexible, the need for executives to be sure that all projects are aligned and remain aligned to their strategic intent is critical for survival.
  - Many organisations are hampered by bureaucratic and slow project governance and project management models that are derived from the 1980's.
- Sia can provide a proven transformative approach, not only to how projects are managed, but how projects are governed and planned in an Agile environment to deliver value early and in quick cycles.
  - Agile Project Sponsorship and Agile Project Management are based on collaboration, openness, transparency, simplicity and speed as the levers of change and to harvesting value.
  - Rob Thomsett has been at the forefront of designing and deploying these methods for 15 years.
  - Sia consultants have a proven record in leading significant Agile Development projects at scale. (SAFe and Scrum).
  - The Sia's Agile Enterprise Framework integrates a simple, yet powerful approach to benefits planning and realisation.

Speed to Value can be achieved

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Where is the Value?

- Organisations using Sia's proven Agile Enterprise Framework have reported significant financial benefits, for example:
  - Faster decision-making, improved risk management and agile adjustment to change
    - an Australian bank used Agile sponsorship and project management to save $10m on their integration schedule;
  - Simplified Governance and Sponsor models
    – another Australian Bank saved over 50,000 hours/per year of executive time, with faster delivery
  - Faster delivery of projects and earlier realisation of benefits
    – a UK Energy company restructured using Agile project management to produce an additional $7m.p.a. savings in faster and higher quality project planning;
  - Quicker planning and approval of projects
    – an Australian & NZ bank reduced the Business Case process by 77%, saving $500k per project
- Significant cultural benefits were also achieved:
  - Often today sponsors feel that their projects will not meet expectations, are poorly estimated, with a lack of transparency that results in their "being ambushed" into reactive decision-making. Sia's approach to Agile governance, sponsors and project management increased transparency, ownership, engagement and effectiveness of project sponsors and project manager Agile behaviours.
  - Sia's Integrated Agile Framework is based on a value system of openness, honesty, courage and trust and are aligned to the Agile Manifesto. Simplicity and transparency are core principles.

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1. Agile Enterprise

Adopting Agile is as much a “cultural shift” as it is a procedural and technical journey. An Agile enterprise adopts the Agile values and behaviours at all levels.

- It enhances the capabilities of all project stakeholders - governance bodies, sponsors, project managers, PMO’s, architects, risk and change managers, etc.
- It embeds a “right touch” of governance processes aligned to the risk profile and unique nature of Agile projects.
- Importantly, an Agile enterprise places Agile DevOps within an agile organisational environment to ensure sustainability and optimisation on project benefits. True speed to value is achieved through a top-down enterprise-wide change process.

A typical consult by Sia will:

- Undertake an integrated assessment of current capabilities, processes/methods, tools and other support systems to determine a roadmap for transformation to a fully Agile Enterprise
- Design and deliver governance coaching sessions and mentoring based around the Sia Agile Enterprise Framework’s suite of tools, charters and templates (e.g. Sponsor Charter, Agile Business Case, etc.)
- Will assist and simplify portfolio, program and project tracking and reporting through the deployment of the Sia Dashboard system
- Will streamline the speed and transparency of governance by implementing a single and accountable sponsor supported, if required, by a small Project Advisory Board
- Will assist in designing Project Initiation processes which will enable the enterprise to be “set up for success” by selecting the appropriate governance, sponsorship, development methods and team capabilities

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Customer Experience Transformation

Enhancing AGL digital capability and platforms, and deliver an industry leading digital experience for customers



AGL invested $300 million in a Customer Experience Transformation (CXT) program that enhanced their digital capability and platforms and delivered an industry leading digital experience for customers.

The Sia team was engaged to realign an existing Portfolio Office (Tribe Services) towards SAFe Lean Agile Portfolio Management principles as well as perform the 2IC role for the General Manager Transformation.

Sia provided Tribe Services capability to deliver core Lean Agile Portfolio Management office disciplines to deliver:

- Improved governance reporting in the following areas: Portfolio Kanban, Benefits Management and key metrics monitoring
- Portfolio Management leadership through regular informal and formal communication.
- Values such as Transparency and One Team Approach to delivery
- Portfolio alignment to business strategy and funding allocation based on a prioritised backlog

1. Agile Enterprise – Case Studies

Deployed the Sia Agile Enterprise Framework approach across the entire BNZ $500M strategic project portfolio. Sponsored by the CEO, this consult involved a complete re-design of how BNZ governed the portfolio maximising speed of decision making through a small high-powered (including CEO) Governance Board supported by direct reporting by the sponsors.

Deployed the Sia Agile Enterprise Framework approach across the entire NAB Wholesale $100M strategic project portfolio. Sponsored by the CEO Wholesale, this consult involved a complete redesign of how NAB Wholesale governed the portfolio maximising speed of decision making through a small high-powered Leadership Team level Governance Board supported by direct reporting by the sponsors. In addition, substantial coaching and mentoring was provided to assist senior executives embed the Agile culture and related behaviours.

The Sia team worked closely with executives in drafting digital and data roadmaps to continue technology advancements and first-to-market initiatives. These governance initiatives lead to a number of significant and innovative projects.

Sia worked closely with executives, business and IT experts in reviewing existing people capabilities and supporting project practices and tools. They developed a roadmap of initiatives designed to increase nbn's agility. Sia were then selected to implement a number of these initiatives and did this successfully, enhancing nbn reporting metrics, induction, training and scheduling standards.

1. Agile Enterprise – Case Studies (cont.)

NSW GOVERNMENT Finance, Services & Innovation

Sia performed a review of NSW DFSI delivery capability and made a series of recommendations for increasing the organisation's delivery agility. All of these recommendations were accepted and implementation is underway.

LINK GROUP

Sia performed a review of Link and Superpartners delivery capability and made a series of recommendations for increasing the organisations delivery agility. The recommendations were all accepted.

QANTAS Spirit of Australia

Sia performed a review of Qantas, technology delivery capability and made a series of recommendations for increasing the organisations delivery agility. This included a business case for a transformation of their enterprise agility. The recommendations were all accepted, the business case approved and the implementation is undertaken.

TELSTRA

Sia performed a review of Telstra's external client facing delivery capability and made a series of recommendations for increasing the organisation's delivery agility. The recommendations were all accepted and executives assigned to implement.

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2. Agile Sponsorship

Projects are how organisations implement change. The role of sponsors is critical to the success of projects:

- The increasing rate of change in the world economy requires executives to become focused on anticipating and managing rather than avoiding or ignoring.

Agile Sponsorship (AS) requires executives to get closer to their projects, their project managers and their project teams with an increased emphasis on benefits and benefits realisation:

- Traditional project sponsorship placed executives in a reactive, static and “hands-off” state;
- The impact of change means that Business Cases and other management information becomes dynamic, fluid and a series of “best guesses” rather than a fixed and linear projection;
- Sponsors must be flexible in making time available for face-to-face meetings and use simplified reporting lines. The speed of adjusting to change becomes a key determinant of project success.

Sia will

Design and deliver sponsor coaching sessions and mentoring based around the Sia Agile Framework suite of tools, charters and templates (e.g. Sponsor Charter, Agile Business Case, etc.).

- Rather than explain *what* a sponsor should do these sessions show *how* simple Agile tools can assist a Sponsor to effectively undertake the Agile Sponsor role.

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2. Agile Sponsorship – Case Studies

Sia experts deployed the Sia Agile Project management Framework across the entire strategic project portfolio for e.o.n., one of the three largest electricity corporations in the U.K. and one of the largest in the EU. Sponsored by e.o.n. (UK) governed, sponsored, managed and developed projects.

In partnership with a UK-based Agile consultancy integrated Agile Project Framework with Agile Development. Sia consultants trained, coached and mentored sponsors, project and change managers. In addition, the Sia consultant provided direct quality assurance to key projects.

Sia deployed the Sia Agile Framework approach across the entire NAB $1 Billion/pa strategic project portfolio. This consult involved a complete redesign of how NAB sponsored, managed and developed projects.

In partnership with another consultancy group integrated Agile Project Framework with Agile Development. Sia consultants trained, coached and mentored all sponsors, project and change managers.

Sia undertook an intensive investigation and review of Future Funds Project Delivery capability including in-house as well as out-sourced resources. Sia developed an integrated Project Framework that reflected the agile culture of Future Fund and which included:

The integration of sponsorship and project management with Agile Development; The design and delivery of Agile Sponsor coaching and mentoring on key projects; Direct support to Future Fund sponsors in facilitating Agile planning sessions.

Transformation – Active Sponsorship

- Sponsor moves from ‘passive’ approval and review role to active participation where they truly own the end-to-end business change to realise benefits from project investment.
- Sponsors need to dedicate an agreed portion of their week to the project.
- Remove Steering Committees with Sponsor solely responsible. Use Project Advisory Boards model where peers could provide advice but not approval.
- Move governance from time-driven (monthly) to risk-based reviews (as required).
- Clearly define roles and responsibilities and education on expectations of roles.
- Use Rapid Planning session with sponsors to fast-track planning and business case development.

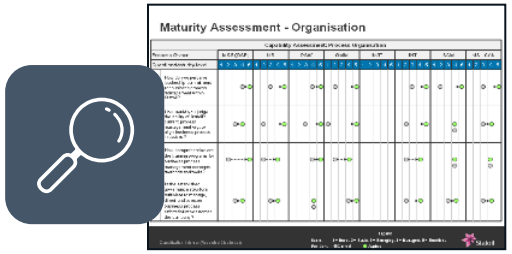
Category	From	To
Governance	Distributed ‘Set and Forget’ approval Report-based Cost/deadline focus	Centralised Risk-based reviews Sponsor face-to-face Benefits realisation focus
Sponsorship	Hands off Reactive Regular time-based reviews Report-based	Clear ownership/focus Proactive Risk-driven reviews Sponsors/PM face-to-face

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2. Agile Sponsorship – Assessment

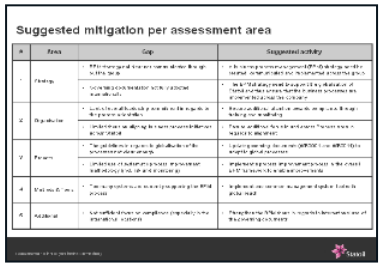
Sia has developed a proven process to assess Project Sponsors' capability and identify gaps where capability improvement is required.

1 Interviews / Surveys / Observations



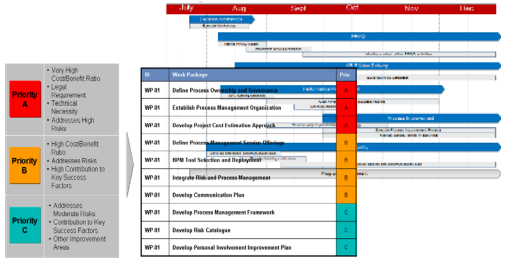
- Project Stakeholders and potential sponsors will be interviewed.
- Survey distributed to project stakeholders based on high level sponsor performance criteria:
  - Take accountability of the project
  - Support the project manager
  - Support the project

2 Review / Gap Analysis



- Document the "gaps" between the current and desired state utilising the GAPPS sponsor framework as best practices.
- Prioritise areas of importance.

3 Recommendations



- The assessment results and aspirations identified by the client will be used to develop recommendations and roadmaps.
- The overall conclusions will state the required actions to enable progression towards the desired state.

2. Agile Sponsorship - Coaching

While most executives understand what the sponsor role involves few are given any support in understanding how to undertake this critical role. This briefing concentrates on a set of simple and practical tools proven to assist sponsors in gaining and retaining control of their projects. Given experience of senior management, this briefing has been designed as a series of tutorials.

1. The new project sponsor process – simple and transparent

This tutorial covers the various project contracts required by senior management for managing complex projects - and overviews the project management process based on Agile values. It focuses on the Business Case, Benefits and related Plans. It provides a check-list for sponsors on Project Health.

2. Sponsorship – doing the right project right

This tutorial explores the role of senior business managers in managing projects. This tutorial also examines senior managers' role in the critical issues of defining project success and managing project stakeholders or service providers. It also explores the role of stakeholders in benefits realisation.

3. Benefits Realisation/Added Value

This tutorial concentrates on tools and techniques for developing accurate and measurable project objectives/outcomes and the relationship between objectives and benefits. It also presents the critical executive roles and powerful tools for managing benefits realisation and ensuring added value from their project investment.

4. Quality Requirements

This tutorial concentrates on powerful techniques for modeling quality expectations or requirements. It also considers the impact on quality expectations on other project management issues such as estimation and risk. Senior management must define their quality expectations as part of managing the project.

5. Project Risk Assessment and Management

This tutorial examines the various approaches to project risk analysis, assessment and management. It also explores risk reporting, risk mitigation models and risk management plans and the role of senior management in project and benefit realisation risk mitigation and management.

6. Project Estimation Tips

This tutorial summarises the various estimation techniques available for projects. It explores practical tips for sponsors in improving estimation and examines the impact on estimates on quality, risk, skills and strategy.

7. Tracking and reporting

This tutorial summarises the various project reports that should be available for senior management. It also covers the critical issues of change control within the project development life cycle. It also takes a holistic view on tracking benefits, costs, risks and other key project information.

Flexible and agile delivery options

The Sponsor Coaching structure is designed to be flexible given the pressures on executive's time.

- It can be conducted as a formal workshop session for up to 10 executives in a one-day or intensive ½ day format for 3 to 5 people. If required, it can also be offered as a ½ day one-on-one Coaching session for selected individuals

/ Mentoring for sponsors following attendance at the Coaching is also available.

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3. Agile Project Management

Agile Project Management (APM) is an open, stakeholder-driven approach to project planning.

- Using techniques such as RApid Planning (RAP) sessions, critical stakeholders, including the Agile Sponsor, are fully involved in the planning and execution of the project.
- Coupled with the organisation's choice Agile Development Methodologies (ADM), the delivery of projects is more transparent, easier to track and more prepared for the everyday reality of constant change.
- APM uses face-to-face reporting and minimises static reporting models. Risk is a key determinant of the level and degree of governance. Benefits planning and realisation is fully integrated in the planning, monitoring and tracking of projects.

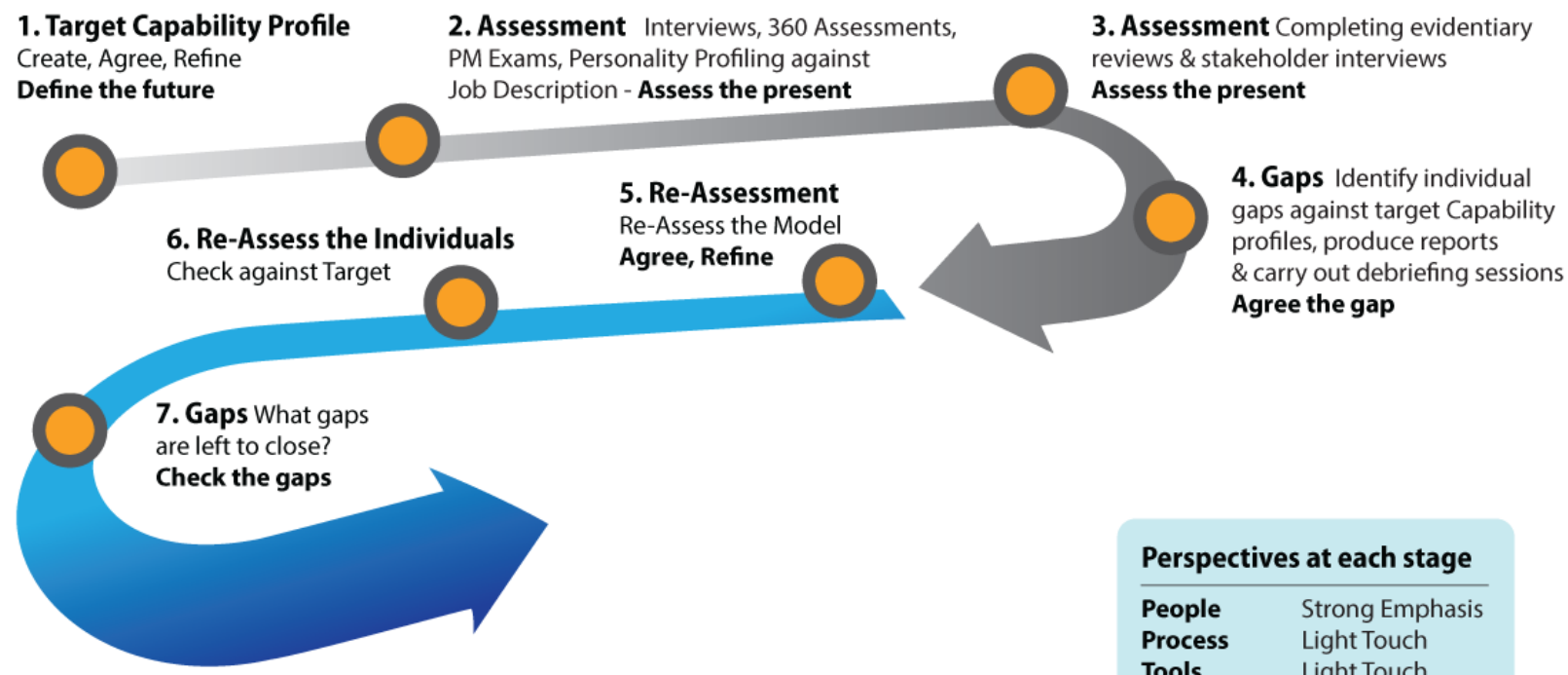
Training, mentoring and transferring of skills to in-house Agile Project Management Coaches role is critical. It involves pro-active mentoring, coaching and support of the Agile methods.

Sia will:

- For Project Managers and other relevant experts e.g. (Change Management) design and deliver Agile Project Management master classes, deep-dives and over-the-shoulder coaching and mentoring
- All training is based around the Sia Agile Framework suite of tools, charters and templates (e.g. Sponsor Charter, Project Manager Charter, Agile Business Case, etc.)

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Individual Agile PM Capability Uplift Roadmap



Perspectives at each stage	
People	Strong Emphasis
Process	Light Touch
Tools	Light Touch

> This approach will drive a cycle of continual improvement

> Targets can be raised in subsequent years

> Clusters of Excellence and Concern will be identified

>A continual cycle of gap analysis, assessing and reassessing performance will enable refinement of the underlying Capability Model

>This proposal delivers up to step number 4. This is then fed into the individuals development plans & re-assessments carried out when required

Individual Agile PM Capability Uplift

Sia has developed a proven process to assess individual Project Managers' capability and identify gaps where Project Management capability building to be capable in Agile DevOps is required.

- Project Manager Individual Capability uplift
  - The development of an organisation Target Capability Profile, based on best practice
  - The execution of Individual Assessments covering both a Project Manager's Agile knowledge and ability to execute
  - via a Project Manager's personal profile against a Job Description, a Project Management capability exam and an evidential review of recent delivery to assess how well this knowledge is applied
- The Agile PM Capability Uplift would be performed in 7 stages as outlined on the following page, however stages 5,6 and 7 can be carried out at a later date as part of a Program of Continuous Improvement

The enhancing of Sponsor and Governance body members Agile ability is generally achieved through one-on-one coaching and mentoring.

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Case Studies

CBA – Project Bell

Transforming the commercial lending experience for its customers and employees

Commonwealth Bank



Setup in 2017 Project Bell is a marque initiative as part of CBA's growth strategy, sponsored by the Group Executive of Business Banking. Its vision is to transform the commercial lending experience for its customers and employees.

Aware of the rising competition by new disruptors and constrained by the current process which can take up to 68 days for approving a small business loan, CBA decided to design and build a new platform underpinned by a revised credit risk assessment model, to not only improve the process for its employees, but to offer a seamless and omnichannel experience to its small business customers and reducing the approval time to 2 days (for existing customers), with the vision to grow market share.

The 3-year program ($100Mil) has grown to over 150 people across various streams (business, technology systems, data science, risk, models, operations being the main ones) and has faced its share of challenges in scaling agility and eliminating silos across the various streams, in its initial year. Sia was engaged to join the initiative with the charter to get it back on track and drive it forward in line with the vision set by the bank's leadership team. First phase ($33m) recovered and delivered in Nov 2018. Currently delivering second phase ($44m).

3. Agile Project Management – Case Studies

Agile Lead and Program Manager for NAB Wealth Customer Remediation Initiative (CRI). As part of CRI, led Agile Transformation through Wealth Advice, business and technology. Worked closely with business to develop strategy for identifying customers impacted due to poor financial advice. This lead to investment into data analytics utilising IBM Watson for propensity modelling to identify customers impacted against key risk indicators. Led a team of 50 resources ($10m) including multiple vendors to drive delivery of data analytics platform effectively showcasing 'Agile Principles' against changing regulatory requirements/scope.

Sia consultants developed a DevOps support model utilising Cloud/Infrastructure as-a-Service (IaaS) and Platform-as-a-Service (PaaS) concepts to support Telstra's Big Data environment with multiple agile Big Data projects running Kanban.

The Sia consultant produced the Big Data Support RFP focused on proactive management that would blend well with DevOps (it wasn't the traditional IT support model), managed the vendor responses and drove the evaluation leading to contract negotiation and finalisation.

Sia provided Program Management for the Customer Engagement Program (CEP) a high priority, confidential, strategic initiative to centralise banks data analytics platform to allow consistent exchange and display of information through distribution channels. Deployed a successful proof of concept within a short period to provide strategic confidence into the program to all senior stakeholders. Successfully rolled out phase 1 pilot to 3 regions. Team size 80 FTE ($120m)

Sia also provided Program Management for Commonwealth Bank's Cardless Cash Program developing the business case and delivering a large complex, multilayered integration program (ATM to mobile) within 8 weeks. The program was delivered ahead of schedule, under budget and show cased effective agile techniques including MVP, continuous deployment, self-sufficient teams and burn charts. Team size 40 FTE ($7m).

Working across various portfolios, Sia successfully established and implemented Agile Project Management and Delivery blended with existing waterfall into the SDLC and project management practices at CGU. It encompassed the training and ongoing support for staff across business and IT departments.

3. Agile Project Management – Case Studies (cont.)

Our Sia Consultant performed, at various times, both the Product Manager and Release Train Engineer role for a $85m Payments focused delivery Release Train. Our engagement included driving business and technical uplift focused on achieving the objectivities as committed at Program Increment events. This multi-year engagement included the construction of reporting and governance structures catering for a lack of Agile maturity and understanding. As the organisation evolved and priorities were changed, the Consultant then successfully collapsed multiple trains into a single entity while maintaining in flight delivery schedules.

Sia provided the Agile Advisor (Program Director), Tribe Central Director (PMO Director) and Tribe Services Consultant for NAB Home Lending Portfolio (HLEX). Sia consultants worked with the NAB HLEX Portfolio Team in establishing Tribe Central across the portfolio, scale up from current pilot stage and to deliver outcomes using a scaled agile approach to support the targeted scaled delivery state. Our team analysed the portfolio of works, key risks and issues, resource capability and loading, learnings from the Agile pilots and found 4 major areas for improvement: 1. Governance and Reporting, 2. Delivery Visibility vs Commitment, 3. Flow of Works and 4. Financial Management. A roadmap was established to implement key operating processes, project dashboard and financial reporting, backlog prioritisation, consolidated Jira board for progress tracking and metrics reporting and high level roles/responsibilities for the future state Agile Delivery Model. Furthermore, our team developed and implemented PI planning framework and led the team through the first Quarterly PI planning workshop.

Our Sia Consultant performed the role of Release Manager on the key deployment of a Core Banking replacement program. This activity was focused on the fortnightly agile production releases of a new Home loan and Transaction account system. Our engagement included driving business and technical delivery concentrated on achieving milestones to allow the creation of a base for eventual data migration.

Additionally our Consultant assisted in the transformation of hybrid agile and waterfall delivery teams into a fully functional Agile Release Train while maintaining delivery timelines.

4. Agile Development

Agile Development involves a cultural as well as a procedural and technical change in how projects are planned and delivered.

- The Sia Agile Framework can integrate with all major Agile Development Methods (ADM) such as Scrum and SAFe;
- Coupled with the organisation's choice of Agile Development Methods (ADM), the delivery of projects is more transparent, easier to track and more prepared for the everyday reality of constant change
- Training, mentoring and transferring of skills to in-house Agile Project Management Coaches and PMO roles is critical. It involves pro-active mentoring, coaching and support of the Agile methods.

Sia will;

- For Project Managers design and deliver "shoulder-coaching" and mentoring to integrating ADM with Agile Governance and Agile Sponsorship.
- All Agile Development PM coaching is based around the Sia Agile Framework ag suite of tools, charters and templates (e.g. Sponsor Charter, Project Manager Charter, Agile Business Case, etc.)

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4. Agile Development – Case Studies

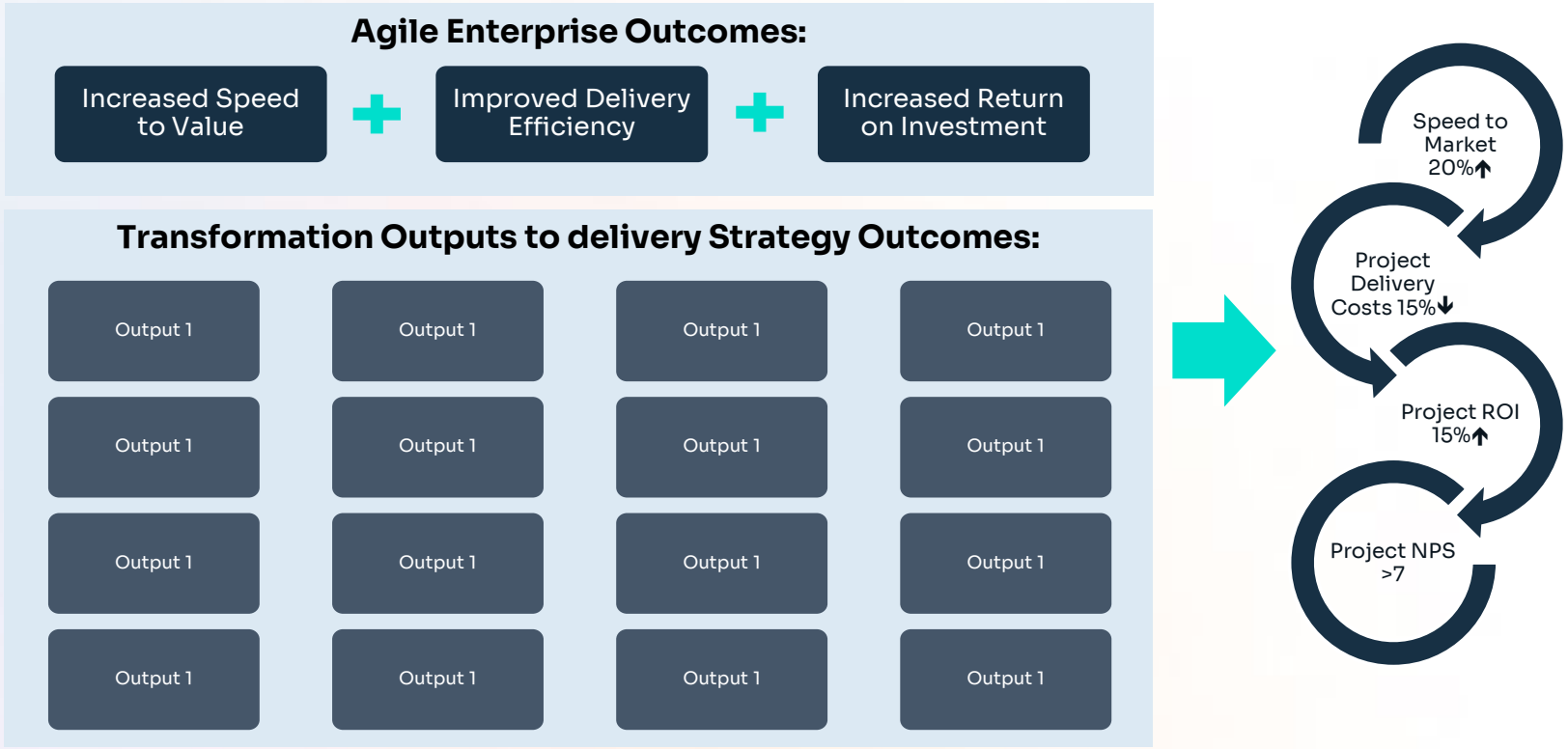
The Sia consultant successfully delivered a global credit origination, approval and fulfilment project within NAB Wholesale that improved credit decisions and reduced operational risk. This was an 18 month, 30+ staff, agile project with multiple releases. The Sia Consultant delivered coaching and mentoring to the entire project team in technical delivery, Agile Principles, and project control practices. Due to the success of the project, the Sia Consultant's role was expanded to drive the adoption of Agile into NAB Wholesale to support its delivery portfolio which included training and mentoring for project managers, executive staff and steering committee / PCB members.

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Agile Enterprise Strategy

As part of the Agile Enterprise Framework approach, Sia works with our clients to develop a vision which would guide the Agile Enterprise transformation strategy.

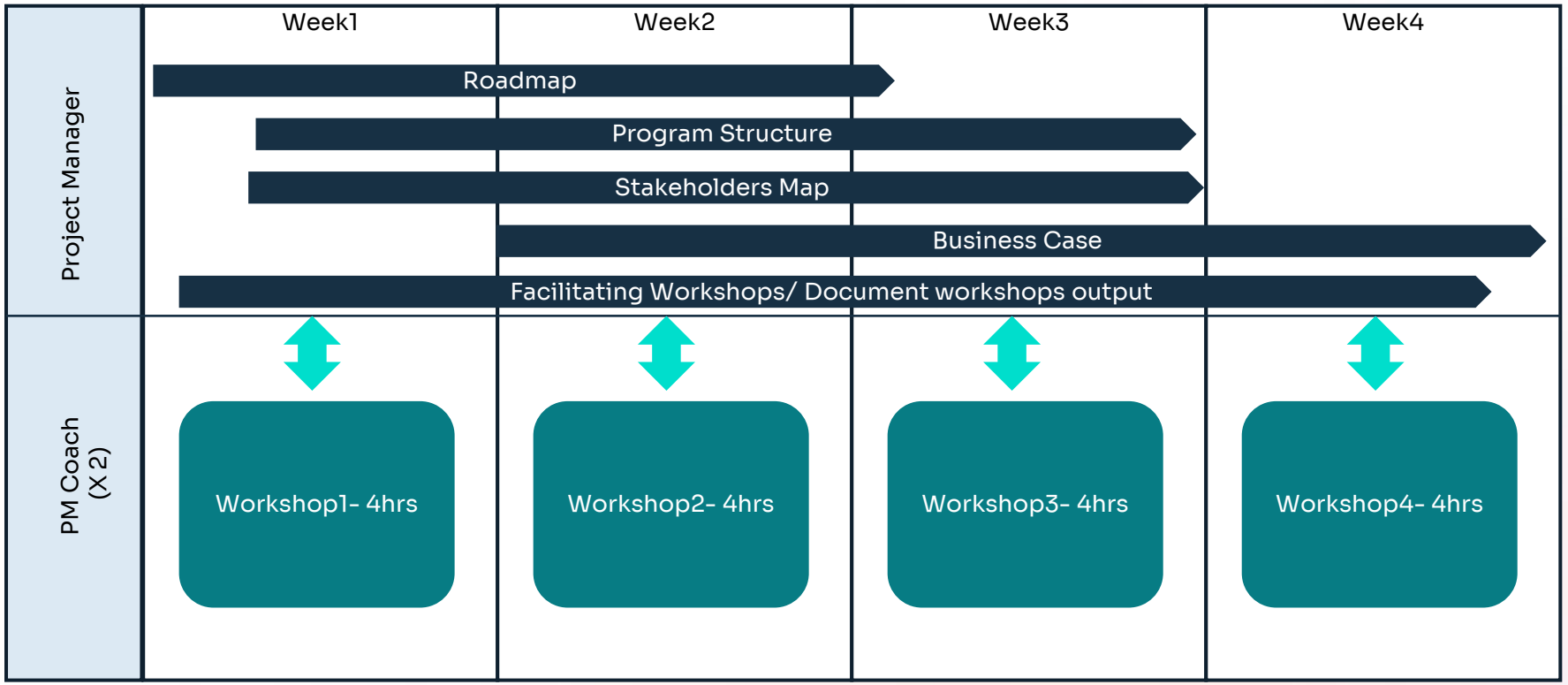
The transformation strategy would start to look something like the below – the workshops would result in key outcomes, and what the inputs to those outcomes would be. We would then be able to stipulate what the results for the business would be.



Our Approach

Sia can provide a view of best practice in Agile Enterprise elements - Agile Sponsorship, Project Management and Project Delivery to executives and their senior delivery experts. This is based on an initial evaluation and developing an integrated value proposition.

A sample approach is:



Deliverables

As part of an Agile Enterprise assignment, a number of deliverables would be produced, socialised and approved by the project sponsor, such as:

Deliverable	Description
Roadmap	High level timeline that illustrates how the journey from As-Is state to Target Agile state will unfold. It contains high level deliverables, major milestones, and their indicative timing
Program Structure/ Agile Governance Model	Defines the Agile governance structure that needs to be in place in order to ensure successful transformation. It outlines decision making structure, management methodology, risk and issue management forum, reporting cycles, etc.
Stakeholder Map	Comprehensive list of the stakeholders that will be impacted by this initiative. It outlines how their expectation should be captured, managed and responded to during the transformation process
Workshops (Outcome)	Four workshops (once a week), run by Declan Boylan (Partner & Business Unit Leader) and/or Rob Thomsett (author of The Agile Project Manager Tool Kit and Agile Sponsorship), to provide a view of best practices in Agile Project Management/ Program Delivery to client project delivery audience.
Business Case	Provides a view of the end-state benefits to the business; and the cost, duration, and risk of achieving them; to be approved by senior executives

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A selection of our Agile Experts



Rob Thomsett

Thought Leader

Achievements:

- His 2001 *Radical Project Management* book published by Prentice-Hall, N.Y laid the foundation of Agile-oriented project management approaches which he had developed during collaboration with Agile pioneers such as Kent Beck, Jim Highsmith and other founding members of the Agile Coalition in the US.
- Developed the RAP (RApid Planning) model which used simple but powerful tools to rapidly accelerate project and benefits planning aligned to Agile and SAFe concepts.
- Implemented relationship and values-driven model of Agile project management and sponsorship in many international organisations in U.K, Europe, U.S and Asia.
- Consulting with NAB Group as it implements his Agile approach to executive sponsorship, benefits realisation, project management and governance across a $1bn/year project portfolio.
- His focus is enabling senior executives in sponsor roles to adopt Agile principles in working with project managers in Hybrid and Agile projects.
- Fellow of the Australian Computer Society in recognition of his education and advocacy for emphasising the central point that project management is really the management of creative people working to improve business value.



Shiraan Fernando

Program Director

Achievements:

- As Program Director/ Acting CTO at ipSCAPE, Shiraan delivered a company wide agile transformation. Embracing customer centricity, innovation, quality and speed-to-value, Shiraan helped scale-up IPScape's software delivery enabling long-lasting improvements in product performance and market competitiveness.
- As General Manager at Telstra, Shiraan oversaw the expansion of Mobile Application Delivery from 13 resources to over 130 FTE across 6 Agile Release Trains with capabilities onshore and offshore and delivering a portfolio in excess of 95 projects / $45m p.a. - servicing over 4.5m customers.
- As Sia's in-house SAFE curriculum trainer, Shiraan helped train, mentor and certify 60+ resources across the organisation
- As Program Director at Hunter Water, Shiraan established the organisation's first Agile delivery framework and successfully delivered Billing System Replacement and Online Customer Portals.
- As Program Director – Project Methodologies at City of Melbourne, Shiraan developed tailored Agile methodologies to support digital innovation within a government framework. Leveraging expertise in Agile, Waterfall, and PMO, he designed fit-for-purpose project management framework that integrated with City of Melbourne's traditional lifecycle whilst enhancing agility, governance, innovation and delivery effectiveness.

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A selection of our Agile Experts



Alex Massie

Program Director

Achievements:

- Alex is SAFe certified and has worked on large Agile programs at Telstra, NAB and ipSCAPE.
- Program Director for the core Digital component of the Digital Transformation of Telstra Enterprise. The program budget was in excess of $200m p.a. and had a project team over 1,000 - It one of the largest Agile programs in Australia.
- As Program Director at NAB on the Switch Replacement program, Alex established a multi-year delivery plan based on the business priority of epics, software capabilities, dependencies and lowest business implementation risk.
- As Program Director at ipSCAPE, Alex conducted an end-to-end review of software development processes making a number of key recommendations, which were accepted. Alex scoped out an Agile transformation program which included Agile training, PI planning, recruiting key roles and changing the delivery cadence.



Paul Bernard

Program Director

Achievements:

- SAFe Practice Consultant (SPC) qualified. Certified Scrum Master (CSM) qualified.
- As Program Director at Australia Post, developed “Agile@Post” playbook and team maturity assessment tool which was rolled out across 70 squads.
- As Executive General Manager, Transformation and Delivery, at Equifax, led the transformation to a full scaled agile operating model from establishment of VMO through to day-to-day squad delivery cadences and practices (14 value streams).
- Successfully transformed the agile digital delivery portfolio for Australia's largest funeral care provider, InvoCare. Bought together scaled agile cross-functional team of 40+ people across 5 organisations in 6 weeks and negotiated new contracts. Launched B2C e-commerce presence as part of overall digital enablement strategy for company.

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A selection of our Agile Experts



Sreekanth Badam

Senior Project Manager

Achievements:

- Certified SAFe Practice Consultant and Certified Scrum Master (CSM)
- Sreekanth leads and delivers Scaled Agile certification for fellow Sia consultants and customers at all levels.
- As Senior Project Manager at Cuscal, Sreekanth led a successful agile transition for a key Product Team (Acquiring), enabling improved delivery and team collaboration.
- As Senior Project Manager at ASX, Sreekanth established 3 agile teams in a major program working under a Scaled Agile framework. Sreekanth successfully delivered 6 program increments (PIs) – including facilitating PI planning, sprint planning, reviews and retrospectives.
- As Scrum master at a major Australian banks, Sreekanth transformed a Payments Delivery Team and led the successful delivery of a Generic Payments Framework .



Niall Burke

Project Manager / Scrum Master

Achievements:

- Niall is a SAFe certified Scrum Master and has worked on large Agile programs at Sanofi, Novartis, Allied Irish Bank and Pepper Money.
- As Global Agile Site Deployment Lead at Sanofi, Niall led 5 Scrum teams across global sites to deploy a Laboratory Information Management System (LIMS). Niall integrated SAFe agile practices into the organisation, trained site leads, and ensured compliance with agile methodologies and tools across all deployments.
- As Agile PMO Lead at Novartis, Niall aligned the Program's Scrum Masters to the agile delivery methodologies. The role included delivering agile training, configuring agile tools (Jira/Confluence), developing reporting dashboards, and supporting PI Planning and Release Train activities.
- As Scrum Master at Novartis, Niall facilitated agile ceremonies while managing 3 workstreams. The role involved backlog refinement, facilitating team dynamics and supporting delivery cadence using scrum practices.
- As a Technology Consultant at Allied Irish Bank, Niall led the lean process redesign of the clients Complaints Department. This engagement delivered a new operating model using agile and design thinking principles, improving throughput efficiency and customer outcomes.

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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

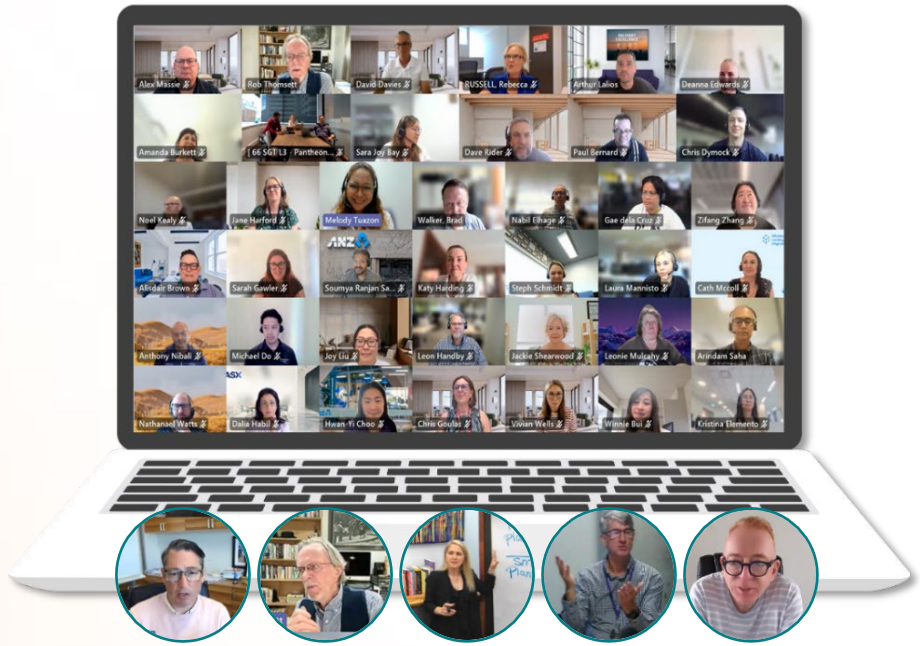


Lunchtime Brown Bag Expert Sessions

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.



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.

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SIA

Optimists for change