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Sia Benefits Management 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

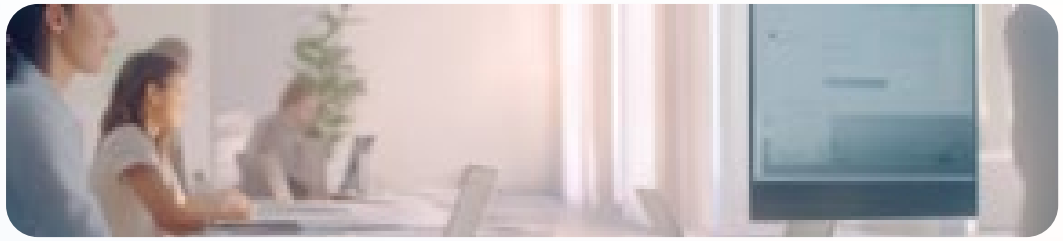
All of our clients are reference sites

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.

C2 - Confidential Client Data

How our values impact our delivery?



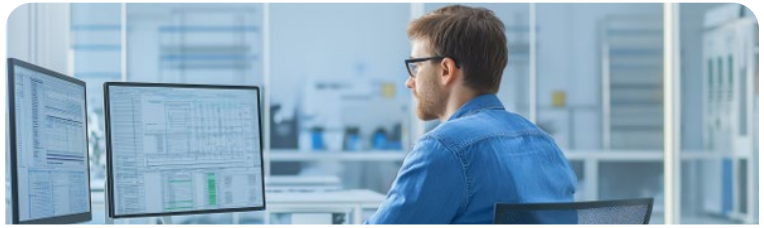
Teamwork

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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Benefits Management: A long-term problem

"I am unconvinced of the value my bank gets from its 1billion + p.a. investment in technology"

David Murray, World Congress on IT Conference, 2002

"Of the 788 completed projects, a little over 10 per cent have had their expected benefits assessed."

Victorian Auditor-General's Report,
Digital Dashboard: Status Review of ICT Projects and Initiatives, 2015

- The majority of executives involved in the sponsorship of projects report that they struggle to have confidence in the benefits planning and benefit estimates of their projects;
- Too many projects develop benefits at the beginning, obtain approval to commence the project BUT never critically monitor the status of expected benefits once the project is in delivery;
- Most projects that have realistic benefit models fail to effectively engage critical stakeholders such as Change Management, Benefit Owners and Project Finance experts or engage them only towards the end of the project;
- The actual realisation of project benefits is complicated by lack of consequences, poor base-line data, inadequate metrics and inconsistent reporting.

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Our Benefits Management Services

Benefits Management Framework (BMF)

Sia can provide a complete team to successfully tailor, design, deploy and support our proven integrated approach to Benefits Management. The approach, tools and artefacts for Benefits Management covers all types of projects, change management and includes comprehensive project risk tools. The Sia Benefits Management Framework is aligned to the other Sia services such as Program and Project Management.

The Sia Benefits Management Framework is based on the consulting, education and published books of internationally acknowledged Thought Leader, Rob Thomsett.

Sia can deliver tailored education on Benefits Management for Sponsors, Project Managers, Business Analysts, Finance and senior technical experts. Thousands of sponsors, project managers and other project experts globally have attended these exciting and powerful education sessions.

These sessions are tailored to reflect the client's unique culture, processes, methodologies and are compatible with PMI, Prince2, SAFe and other prevailing delivery methodologies.

Benefits Management Consulting and Coaching

Sponsors

Our Consultants provide coaching and mentoring based on our experience in supporting many hundreds of senior executives. We have coached these executives in these proven concepts, tools and techniques that enable full monitoring, tracking and, more importantly, real benefits realisation.

Project Management

Our Consultants can provide vendor-neutral, specialist and proven program and project management coaching in projects utilising the Sia Benefits Management Framework. All Sia professionals are trained in the Sia Benefits Management Framework.

Change Managers/Finance

Our Consultants can provide vendor-neutral, specialist and proven expertise in assisting Change Managers in defining and establishing the plan and realise benefits. We can provide coaching to your Change Managers in integrating our Benefit Management Framework into their existing methods.

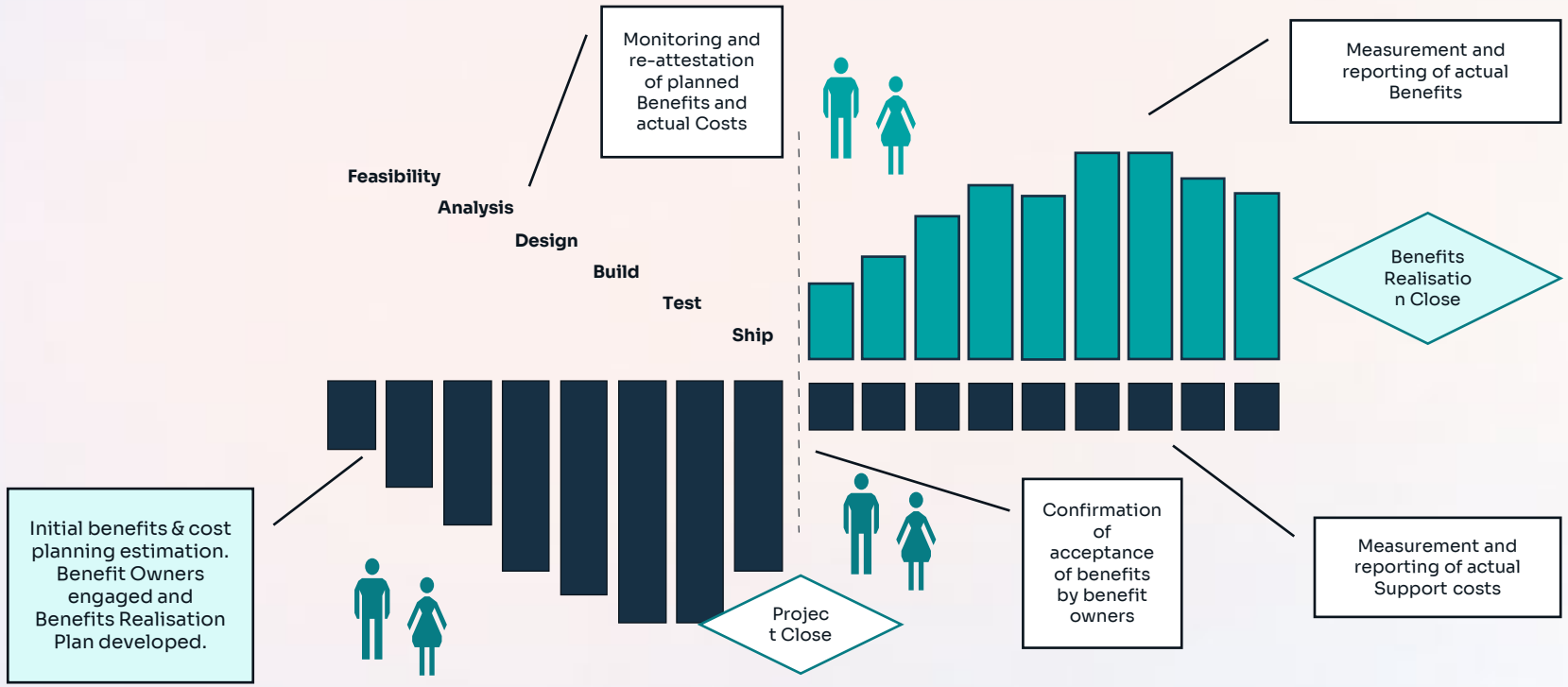
Benefits Management Lead/Coach

Our consultants can provide an end-to-end service to define, analyse, implement, roll out and then run a customised Benefits Management process for clients. This role is focussed on Benefits or Value Realisation and provides coaching in Benefits Management as well as review of the actual data to provide input into decision making.

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Benefits Management Approach: A proven solution

The Benefits Management Approach is an integrated suite of proven processes, tools and techniques focused on simpler, more realistic and collaborative benefits planning. It also addresses improved ongoing management of benefits across the delivery phase, the post-production support phase and the benefits realisation phase of the project life-cycle. Ongoing attestation of benefits by the Sponsor during delivery is a critical component.



Note: For Agile and Hybrid projects, the benefits realisation cycle above will be iterative and repeating for each production release.

Benefits Management Approach: Powerful, simple tools

Sia's Benefits Management Approach is built around a set of simple, powerful and integrated tools that enhance project management processes and greatly increase the depth of analysis and modelling of project benefits. These tools include:

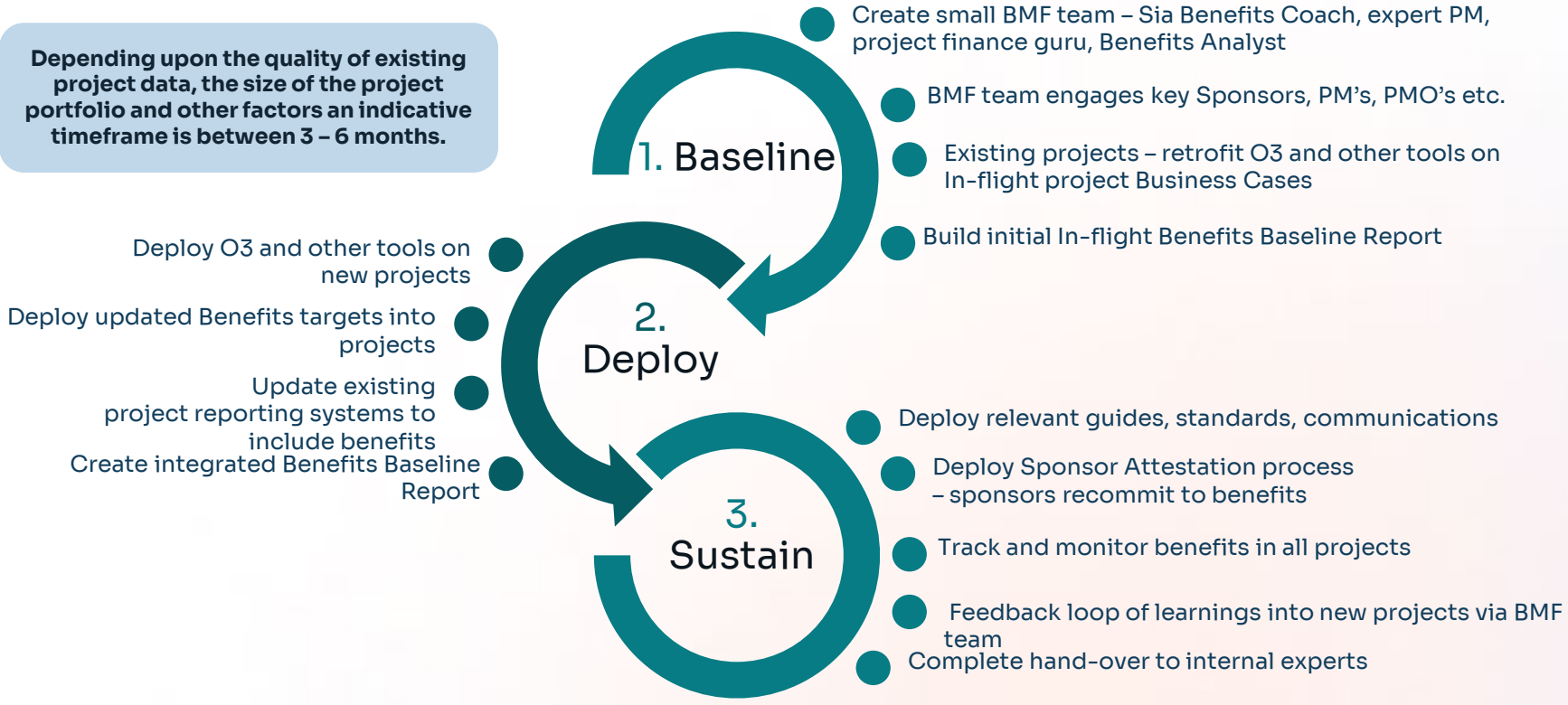
O3 (Objective, Output, Outcome)	Projects produce Outputs and Outputs lead to Outcomes. Understanding the clear, direct and provable links between Outputs and Outcomes is key to benefits realisation;
Benefit Categories	Financial and non-financial benefits are classified into a taxonomy that clarifies what specific benefits each Output and Outcome are expected to deliver;
Benefit Realisation Plans	A simple tool that identifies what actions stakeholders (Benefit Owners) must undertake to realise benefits and how those benefits will be measured and tracked;
Benefit Realisation Risk	A tool that enables a structured and consistent assessment of the risks associated with the actual realisation of benefits including mitigation strategies;
Sponsor Attestation	An essential tool that enables Sponsors to regularly review the status of their planned benefits and provide updates to governance and other relevant stakeholders;
Benefit Curves	Different projects have different profiles for the timing and dynamics of their benefits realisation. This tool enables a more fine-tuned approach to determining the frequency of benefits tracking and when benefits realisation tracking finishes.

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Benefits Management Approach: Implementation Approach

- Sia's Benefits Management implementation approach is one of partnering, coaching, consulting and skills transfer. Sia works with this team in deploying the tools and techniques on a set of pilot projects and then work with the team to ensure a full transfer of skills and knowledge.
- Typically implementing a Benefits Management Approach involves three stages summarised in the diagram below and on the next page:

Depending upon the quality of existing project data, the size of the project portfolio and other factors an indicative timeframe is between 3 – 6 months.



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Portfolio Benefits Management

Implementing an integrated Benefits Management Framework for the Australian Catholic University

ACU
AUSTRALIAN CATHOLIC UNIVERSITY



Deputy Vice-Chancellor and C.O.O. required a full Benefits Management Framework across $250 million project portfolio including several large building projects,

For 6 months, Sia provided the framework, associated tools and coaching to a an ACU expert – Manager Enterprise Portfolio. The team revised multiple Business Cases, created a Benefits Management reporting system and provided consulting to major projects and programs .

An integrated benefits planning, tracking and reporting system was deployed successfully across the major ACU project portfolio. Monthly reports on planned versus actual benefits were integrated into existing portfolio reporting systems. Sponsors were held responsible for realising benefits and their performance measures were adjusted to include benefits realised.

Sia & Rob Thomsett's BMF Consulting Experience

Australian Government
Australian Taxation Office

Sia developed and deployed an early version Sia Benefits Management Framework across the entire $1 billion ATO Modernisation project portfolio. Sponsored by the Commissioner and Deputy Commissioner, this consult involved an innovative ROI regime where a 20% p.a. dividend (profit) had to be returned to Department of Finance and Treasury. Sia consultants trained, coached and mentored all sponsors, project and change managers.

AMP

Sia continued to develop and deploy an evolving version of Sia Benefits Management Framework across the entire $150 million AMP (UK) strategic project portfolio. Sponsored by the CEO and CIO, this consult led to a revised project governance model and a number of projects being cancelled for lack of real benefits. Sia trained, coached and mentored all sponsors, project and change managers.

MACQUARIE

The Sia's BMF and associated Agile project management approach was adopted across the Macquarie Bank Group. A highly-focused approach to real benefits had a significant impact on Macquarie's "best of breed" financial performance.

nab

In an initiative sponsored by the CFO, Sia provided thought leadership, innovative tool development and practical support to improve the processes and practices for governing, planning, monitoring and realising benefits from the $1billion/pa NAB project investment. This involved extensive reviews and consulting on a number of very large projects.

agl

Sia designed, implemented and ran the Benefits Management Approach for AGL's Customer Experience Transformation program. The approach took account of the Agile methodologies that was used for the program and was used in reporting value to the board. We then customised and ran the Value Tracking System that tracked benefits for the Customer Markets Division portfolio.

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Benefit Management Consultant



Rob Thomsett

Thought Leader

Achievements:

- Consulting and implementing a relationship and values-driven model of project management and sponsorship in many international organisations including the top Australian banks.
- Fellow of the Australian Computer Society in recognition of his education and advocacy for emphasising the central point that project management was really the management of creative people working to improve business value.
- Consulting Director on the first Tax Modernisation Program in the late 1980's, a $1bn program.
- 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.
- Developed a comprehensive BMM for the Australian Catholic University.
- Author of 7 books including *The Real Benefits Workbook* available from Sia.

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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



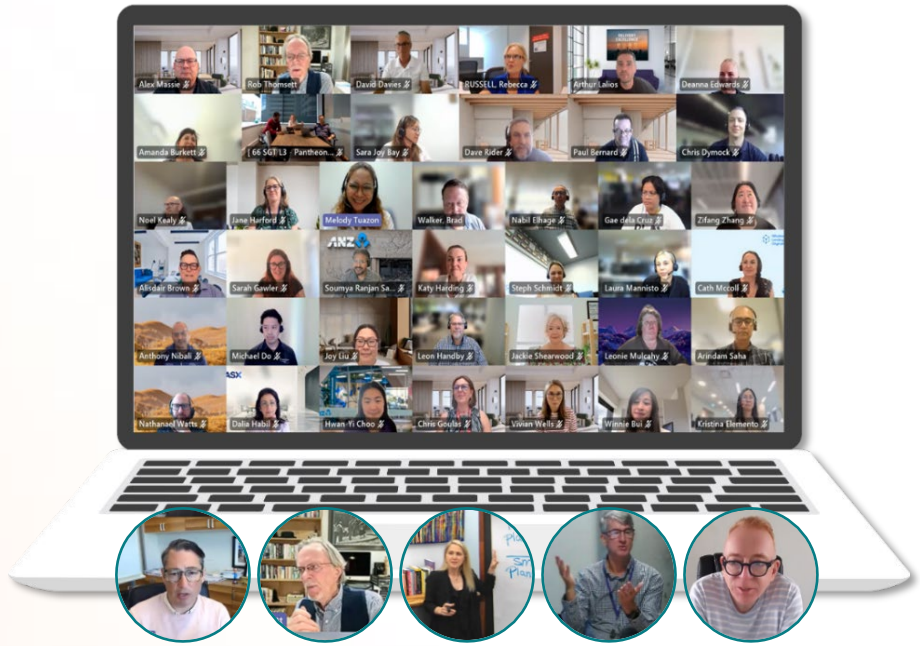
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Lunchtime Brown Bag Expert Sessions

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.

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

SIA

Optimists for change