

CORPORATE REFORM

Seeing what's real, not just reflections...

Sustainability and Governance Services



Release

Growth & Delivery Partner

November 2025

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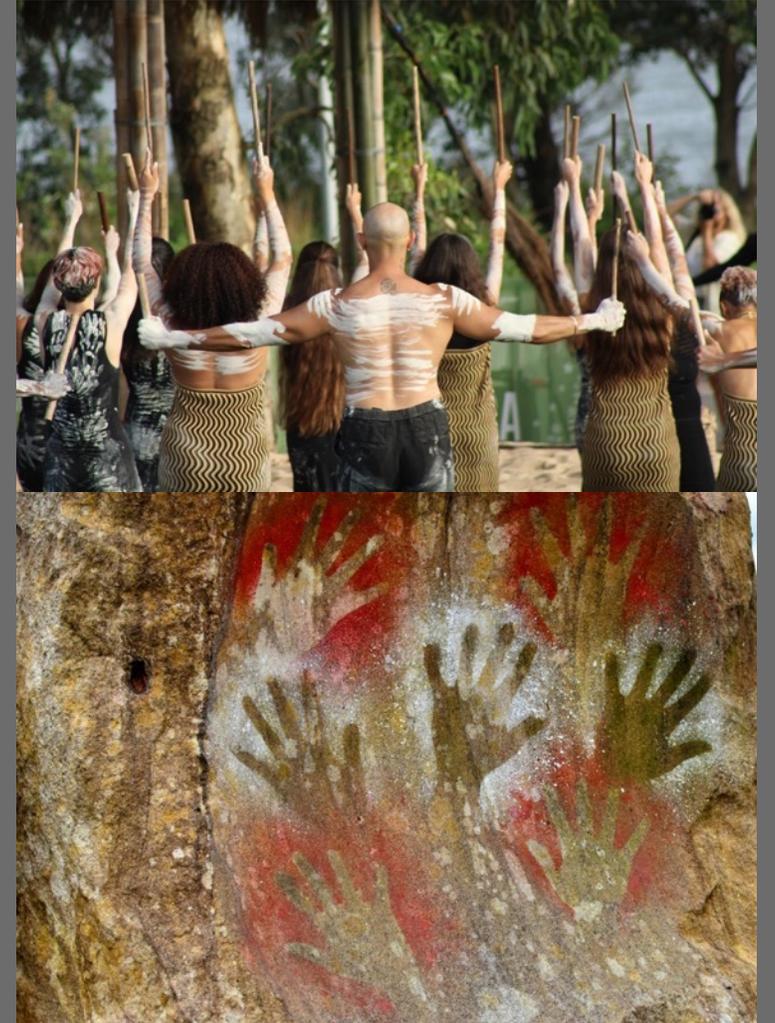
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Acknowledgement

I'd like to begin by acknowledging the Traditional Owners of the land on which we live and work. I would also like to pay my respects to Elders past, present and emerging.

In Aboriginal and Torres Strait Islander cultures, the meaning of Country is more than just ownership or connection to land, as Professor Mick Dodson explains:

“When we talk about traditional ‘Country’...we mean something beyond the dictionary definition of the word. For Aboriginal Australians...we might mean homeland, or tribal or clan area and we might mean more than just a place on the map. For us, Country is a word for all the values, places, resources, stories and cultural obligations associated with that area and its features. It describes the entirety of our ancestral domains. While they may all no longer necessarily be the title-holders to land, Aboriginal and Torres Strait Islander Australians are still connected to the Country of their ancestors and most consider themselves the custodians or caretakers of their land.”



CORPORATE REFORM

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CORPORATE REFORM

About Corporate Reform



CORPORATE REFORM

Overview – Who we are

CORPORATE REFORM focuses on helping organisations build capability, deliver operational efficiencies and embedding the mechanisms that enable the achievement of sustainable outcomes. CORPORATE REFORM is lead by two directors who have each over 30 years experience in business in Australia and internationally.

CORPORATE REFORM'S leadership team have worked across a broad industry spectrum which includes Aerospace & Aviation; Financial Services (Banking & Insurance); FMCG; Health; Higher Education; Infrastructure; Manufacturing; Not-for-Profit; Government (Local, State & Commonwealth); and Utilities (Power & Water).

Many of the organisations Corporate Reform has worked with over the last 20 years operate in heavily regulated environments.



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Our Expertise

STRATEGY & TRANSFORMATION

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage. Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in the organisation and its culture. They design the key elements, articulate the case for change and develop the roadmap for the change.

SUSTAINABILITY & GOVERNANCE

Rapid changes in business, technology and regulatory environments result in organisations continuously challenging their sustainability and governance efforts. We work with management and Boards to develop sustainable frameworks. The impacts delivered beyond simply the financial. We are also able to support the implementation of major regulatory, legislative and accounting standard changes.

TECHNOLOGY AND DATA

Our team is able to provide support to organisations on their digital change journey. What we are able to provide is the business' voice, thus, its perspective and needs. Our team acts as the interface between the business and the technology delivery partner. We can provide an unbiased assessment of the proposed technology solution from the business' perspective.

PROCUREMENT & SUPPLY CHAIN

Bringing procurement and supply chain to the next frontier of purpose, partnering and performance which goes far beyond cost reduction. Corporate Reform helps clients drive and achieve value through efficiency, innovation, risk management and sustainability. This covers the end-to-end aspects of a supply chain – category management, strategic sourcing, supplier relationship management, contract lifecycle management, inventory and warehouse management and procure-to-pay.

PROGRAM AND PORTFOLIO MANAGEMENT

Our team are all highly experienced project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support projects across their lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out. This includes capital planning, project development, value planning and engineering, business cases, bid advisory, and project evaluations

INFRASTRUCTURE AND ASSET MANAGEMENT

Our team is able to support throughout the infrastructure lifecycle from project business case and funding request development, procurement strategies and preferred delivery plans contract and commercial models, social and sustainability plans through to asset disposal. We are also able to support the in-life requirements through extensive procurement and supply chain experience.



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Our Public and Private sector
experience



CORPORATE REFORM

Public and Private sector experience

Our team has a unique blend of Public and Private Sector experience combined with to access our specialist teams that can leverage project specific IP and methodologies.



PUBLIC AND PRIVATE SECTOR EXPERIENCE

- We have deep experience and expertise in delivering Government projects across all levels and jurisdictions of government.
- We understand Private Sector challenges and compliance requirements particularly when dealing with governments.



SPECIALIST FRAMEWORK AND TECHNICAL WRITING TEAM

- We have a specialist Frameworks team that has delivered similar projects
- One of our core team is a CIPS accredited trainer and has designed and delivered several
- Our team has access to State specific SMEs.



LEVERAGE EXISTING IP AND METHODOLOGIES

- We can leverage existing frameworks designed for the Public Sector
- We have a proven methodology in assessing procurement practices and capabilities, and in designing training programs and material.



ADDITIONAL VALUE FOR MONEY

- Partner led approach with an absolute commitment to value delivery
- Our broad sector and commercial experience is underpinned by broader skillsets that cover research; innovation; operating model design; strategy, revenue growth; transformation, business improvement, governance and change



CONFLICT FREE AND HIGH COLLABORATION

- Providing a great client experience is equally important to us as proving a great client outcome
- We value solution and outcome-based thinking above bias ways of thinking
- We deal with project challenges positively.

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Sector Experience

Our team can help organisations respond to the domestic and global challenges facing the infrastructure and utilities sectors.

Sector Challenges

- Growing population and increase in urban densification is placing growing demand on aging infrastructure assets, complicated by local and global supply chain volatility.
- Rising costs and higher expectations which may be a driver of low-cost country sourcing.
- Emerging modern slavery concern areas, combined with existing bias may adversely impact Industry Standards.
- Security concerns may force organisations to source for 'high-cost' countries, especially in the Public sector which will adversely impact pricing models.
- The regulator landscape is shifting leading to increased regulatory pressure, particularly in the energy and water sectors.
- Unprecedented period of transformation with a focus on customer and technology.

The Team has observed

- Large scale transformations becoming more dominant across the sector, with a focus on:
 - Organisational positioning and outcomes
 - Technology enablement and uplift
 - Efficiency being driven across a more integrated value chain.
- Organisations moving to more modern and collaborative infrastructure delivery methods.
- Greater focus on data and analytics, and better use of technology.
- Higher levels of requirements focused on compliance – Safety, reliability, sustainability, commercial outcomes
- Organisations being proactive to ESG & MDS requirements and maintaining ethical supply chains.
- Climate variability placing additional pressures on scarce resources

How the team are supporting clients

- Infrastructure major projects, minor works programs and bid responses.
- Renewable energy infrastructure programs.
- Complex category management and sourcing projects.
- Procurement and Supply Chain transformation programs.
- Technology transformation programs.
- Procurement and Supply Chain analytics dashboards.
- Supply Chain Operation Excellence programs.
- Organisational & Functional Area Maturity Assessments, Supplier Financial Assessments, Risk Management, ESG Assessments, MDS Assessments & Initiation.

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We have deep experience and expertise across Public and Private industry sectors



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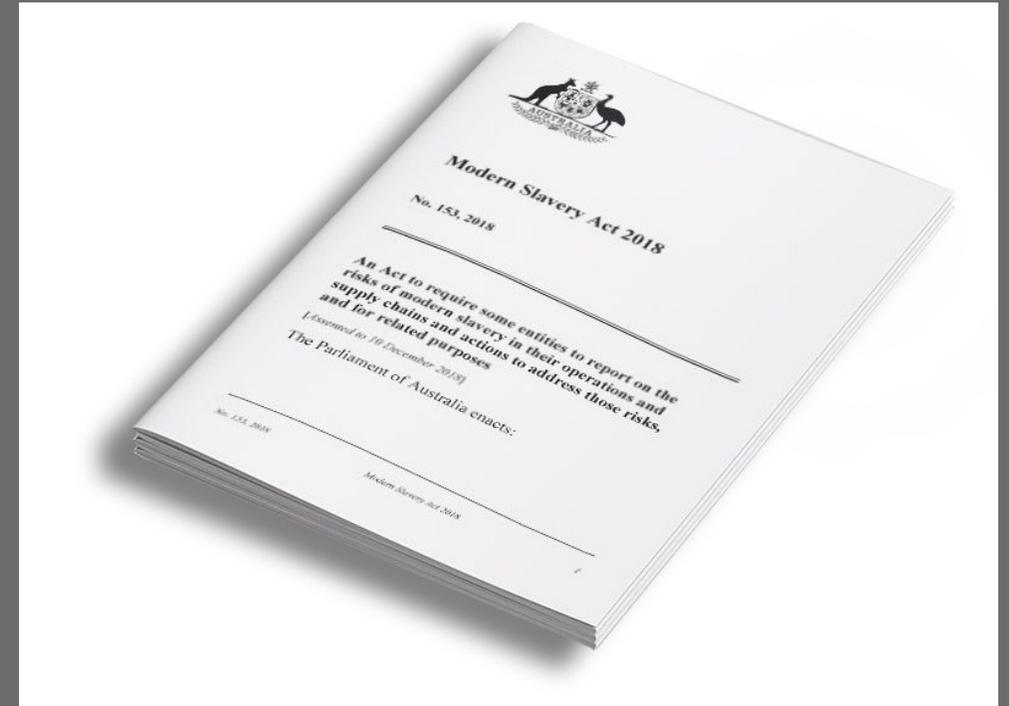
Modern Slavery Position Statements

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Modern Slavery mandatory requirements*

There are 7 mandatory criteria required in every position statement.
These include:

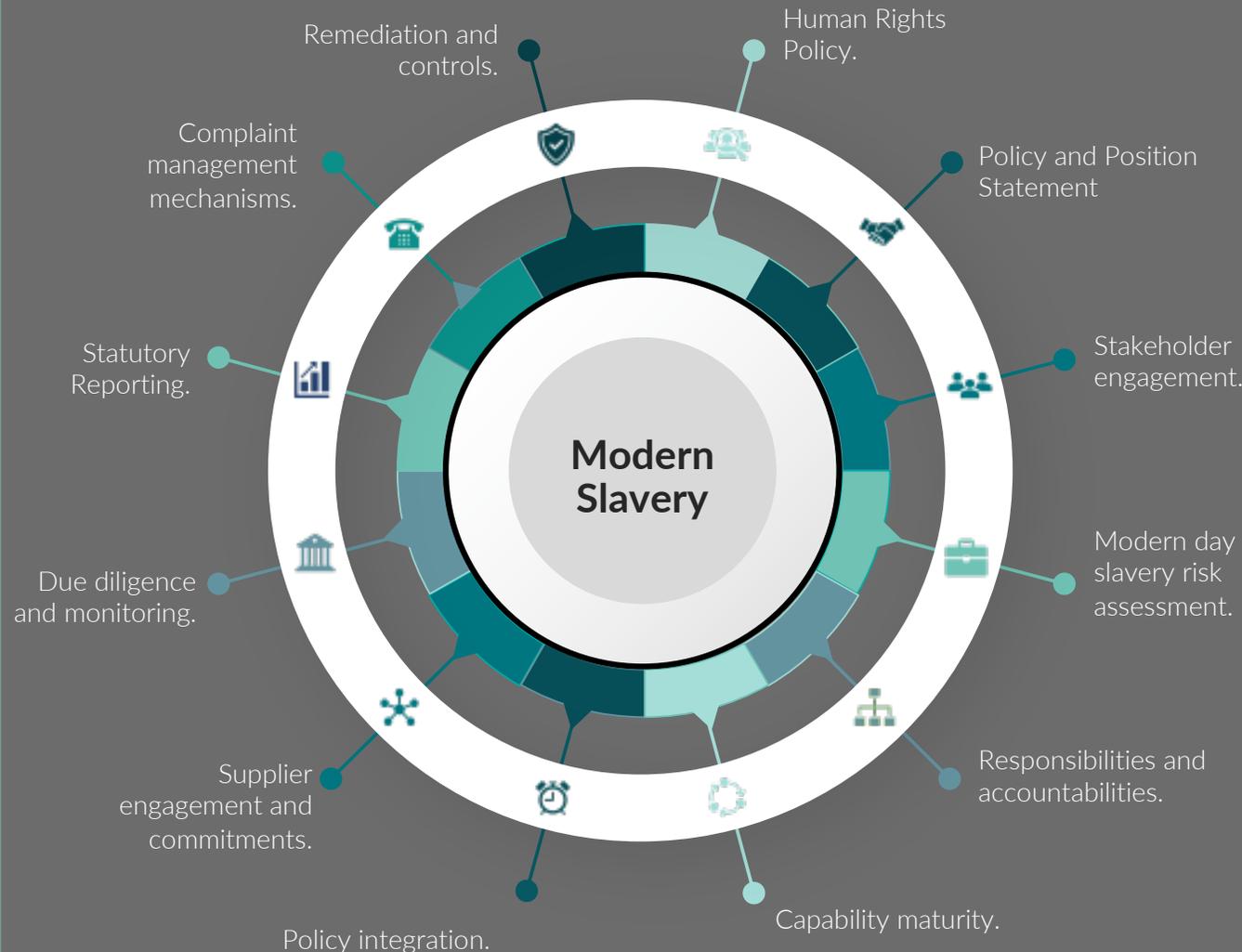
- Accurately identifying the reporting entity
- Clearly describing the reporting entity's structure, operations and supply chains
- Defining and articulating the risks of modern slavery practices that may be present in the consolidated reporting entities' operations and supply chains
- Clearly describing the actions to be taken by the consolidated reporting entity to assess mitigate and/or control these risks, including due diligence, supplier engagement and remediation processes
- Identifying how the reporting entity will assess the effectiveness of these control actions
- Describe the process of consultation with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity giving the statement); and
- Provide any other relevant information as required



*Commonwealth of Australia Act ❖ Note: NSW also has its own State-based Act

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Modern Slavery Assessment - Building a Positions Statement & Response Protocol



Samples of Data Requirements

Enterprise Level	Business Areas
<ul style="list-style-type: none"> Organisational Strategy Operating Model & Business Model Mission & Vision Statements Asset Creation Strategy Asset Strategy(s) Procurement Policy & Strategy &/or Supply Chain Policy & Strategy Leadership Structure Governance & Risk Management Policy & Procedure Enterprise risk register Audit Reports 	<ul style="list-style-type: none"> Mission & Vision Statements Governance Policy(s) & Procedure(s) Organisational Structure Position descriptions Operational cost breakdown Technology landscape Measurement system
Data & Examples	Frameworks & Guides
<ul style="list-style-type: none"> Performance data Spend data Category schema Category plans Procurement strategies Social & Sustainable Procurement outcomes Contracts & contract management plans RFx documents Current (active) Suppliers - (Local, National & International) Country of origin data Country of manufacture data 	<ul style="list-style-type: none"> Strategic Sourcing Category Management Supplier Management Contract Management Social & Sustainable Procurement Supply Chain Planning Disposals Risk Management Performance Management Data Governance Benefits Management Sustainability Finance Asset Management Fleet management

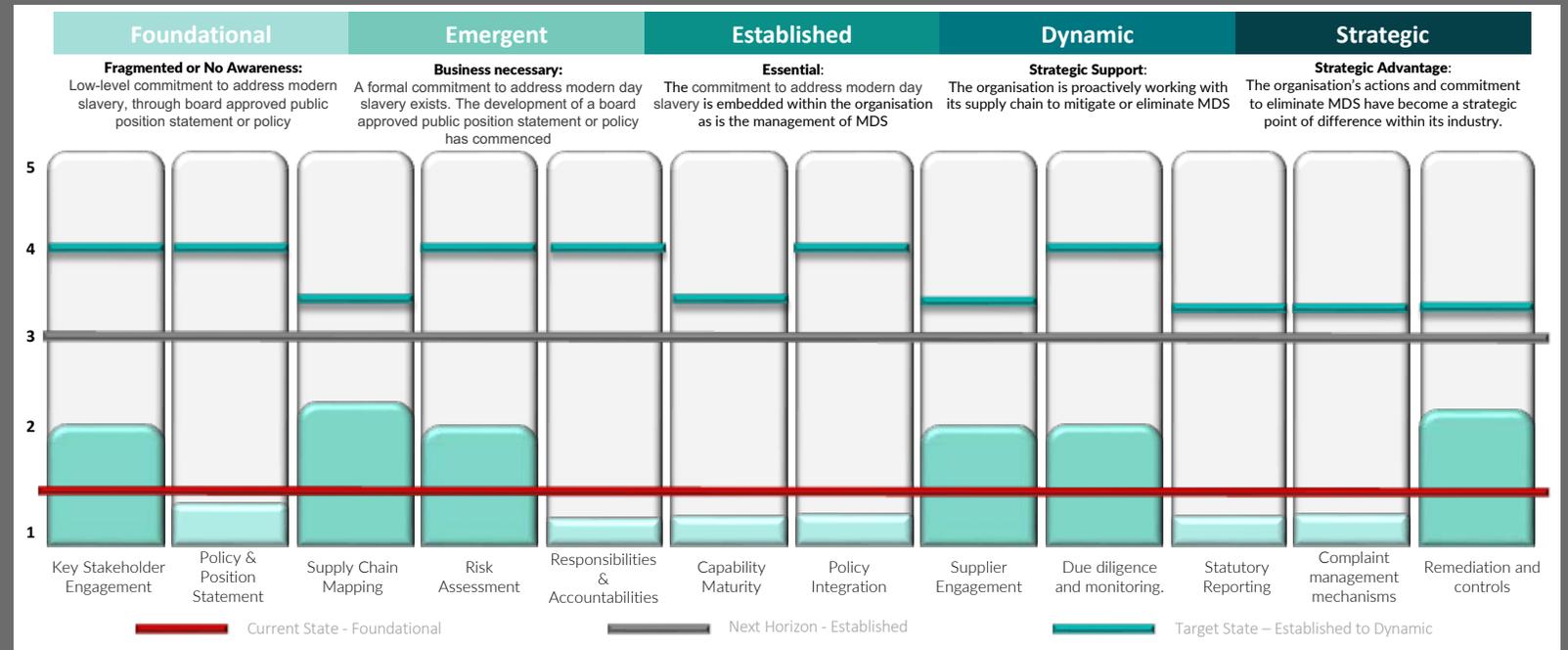
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Modern Slavery Maturity - Gap Assessment

Using our assessment framework, our team is able to provide an evidence-based assessment of the organisational position, its maturity for Modern Slavery management. Our assessments provide a baseline for the organisation and its modern Slavery management journey; they are not an audit.

Our gap assessments assess across 12 key criteria, These include:

- Human Rights Policy;
- Policy and Position Statement;
- Key stakeholder engagement;
- Modern day slavery risk assessment;
- Responsibilities and accountabilities;
- Capability maturity;
- Policy integration;
- Supplier engagement and commitments;
- Due diligence and monitoring;
- Statutory Reporting;
- Complaint management mechanisms; and
- Remediation and controls.



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Modern Slavery Assessment and Position Statement development



Position Statements and Supplier Questionnaires

Our team recognise that there is always a possibility of modern slavery risk in a supply chain given the diversity of regions we, and our suppliers procure from, and the wide range of products sourced. The review of publicly available information such as; Walk free – Global Slavery index, suggests the following modern-day slavery risk factors may be present in a supply chain.



Modern Slavery Risk Factors

It is more important to directly understand as accurately as possible your level 1 supply chain – where your suppliers are, and where your suppliers source their products and services – your level 2 supply chain.

In an ideal world, being able to identify information on the level 3 supply chain, the potential originator of the product or service (if applicable), can be a significant step towards combatting Modern Slavery.

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Modern Slavery Statement Structure

An MDS statement is not a set and forget, it is a “live” document that is driven by continuous improvement

Modern Slavery Statement Attributes

- ❖ The approach undertaken to develop the Statement,
- ❖ The organisation’s role in combating modern day slavery and the implementation of the mitigation program (procurement process, supplier requirements, contract management, inventory management, organisational resources)
- ❖ About the organisation – its vision, mission and purpose, its history and links to its customers
- ❖ The organisation’s corporate structure and any subsidiaries or holding companies
- ❖ The organisation’s organisational structure
- ❖ The organisation’s governance, risk and compliance framework
- ❖ The organisation’s procurement, due diligence and supply chain assurance approach
- ❖ The organisation’s global supply chain perspective – where and the volume of spend
- ❖ Modern Slavery risks in our operations and supply chains (including our subsidiaries)
- ❖ Actions taken to assess and address those risks, including due diligence and remediation processes (including case studies)
- ❖ How the organisation assesses the effectiveness of the actions taken
- ❖ Process of consultation with Subsidiary Companies in preparation of the Modern Slavery Statement
- ❖ Continuous improvement plan – future commitments
- ❖ Document management – review cycles and approvals

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Modern Slavery High Risk Focus Areas

In undertaking any Modern Slavery assessment, the organisation must, as needs, look inward to understand its own behaviours, particularly for the high-risk areas.

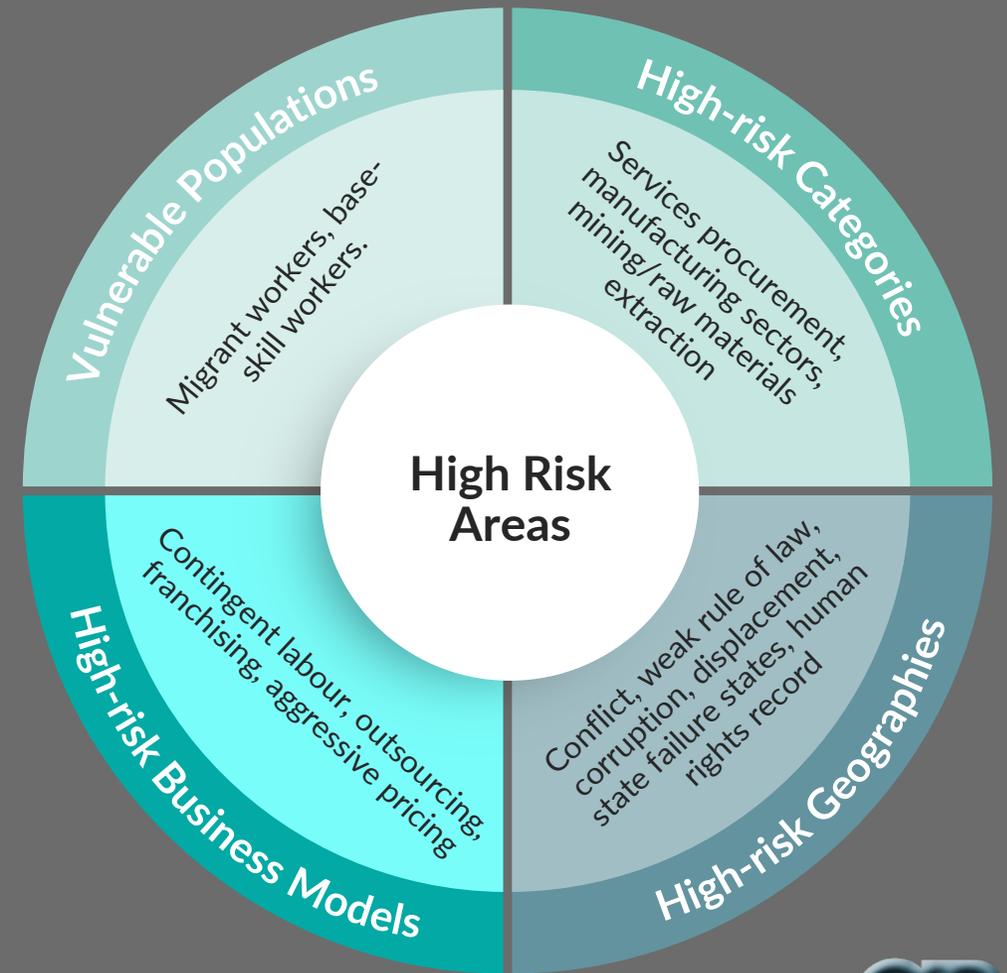
Despite the relevant protections enshrined in Australian law, many of these high-risk areas are still prevalent across multiple industry areas

It is how the organisation responds to these risk areas that will determine the success of the journey.

Examples include:

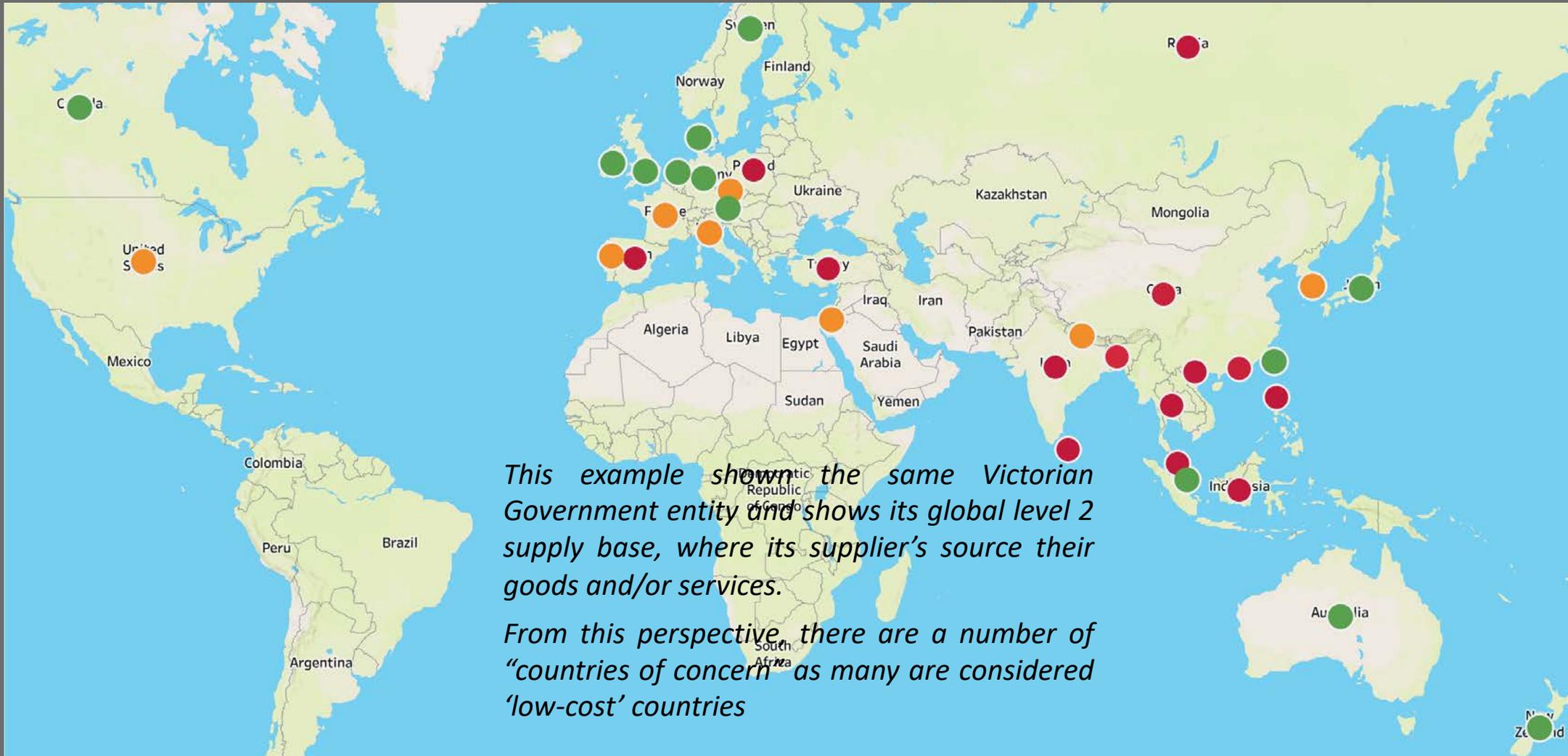
Vulnerable Populations – Australia has a number of migrant worker programs which have been known to be abused in the search for higher profits. Often, these workers are forced to live in substandard accommodations, have their movement highly controlled, and are not paid accordingly or are subject to unrealistic charges resulting in little or no real income.

High-risk Business Models - Contingent labour is common choice across multiple Australian sectors. These models often drive uncertainty, low rates of pay and unrealistic expectations of the individuals in regards of hours works or location of work.



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Level 2 - Supplier Sourcing Locations



This example shows the same Victorian Government entity and shows its global level 2 supply base, where its supplier's source their goods and/or services.

From this perspective, there are a number of "countries of concern" as many are considered 'low-cost' countries

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Modern Slavery - Supplier Surveys, developing supplier profiles

Total Numbers	Count	% total workforce	% Permanent
Permanent male workers	9167	62.30%	91.09%
Permanent female workers	4209	28.61%	90.52%
Seasonal or contract male workers or otherwise in non-permanent employment	598	4.06%	
Seasonal or contract female workers or otherwise in non-permanent employment	251	1.71%	
Male workers provided through contingent labour hire, and/or outsourced labour companies	74	0.50%	
Female workers provided through contingent labour hire, and/or outsourced labour companies	55	0.37%	

The Procurement due diligence and supply chain assurance activities also include developing supplier profile; an important perspective are their human capital profiles and how your suppliers manage their own modern slavery risks.

The supplier profile can include:

- gender profile of their workforce;
- the levels of seasonal and contingent labour utilisation;
- the ratios of full time to part time employees.

Key Questions	% YES	% NO	% Indeterminate	% No Response
Are all workers provided with a written contract in a language they understand	89.67%	1.63%	0.54%	8.15%
Are workers free to lawfully resign their employment without restriction or penalty?	90.76%	0.00%	0.00%	9.24%
Are workers paid their legal pay entitlements, on time and provided with pay slips	91.30%	0.00%	0.00%	8.70%
Is your organisation required to report under the Modern Slavery Act	14.13%	78.26%	0.00%	7.61%
Does your organisation have a policy or policies in place to deal with modern slavery?	45.65%	47.28%	1.09%	5.98%
Does your organisation conduct due diligence for modern slavery risks on your suppliers?	40.76%	47.28%	0.54%	11.41%
Does your organisation require your suppliers to conduct due diligence for modern slavery risks on their suppliers?	26.09%	61.96%	1.09%	10.87%
Does your organisation have a person or team responsible for overseeing modern slavery risks	33.70%	52.17%	2.17%	11.96%
Does your organisation perform screening of all prospective suppliers to assess the risks of modern slavery	38.04%	50.54%	0.00%	11.41%
Are you aware of low-skilled migrant workers working in your organisation's supply chains?	6.52%	82.07%	0.00%	11.41%
Are all your goods and services sourced from within Australia?	50.54%	40.22%	0.54%	8.70%
Do workers have mechanisms to anonymously raise concerns related to labour conditions or workplace grievances	60.33%	27.17%	1.63%	10.87%
Is your organisation on a Government Scheme	1.63%	66.85%	0.00%	31.52%

It is also necessary to understand the maturity levels of your suppliers. This can include:

- Reporting requirements
- Policy and policy maturity
- Due diligence practices
- Supplier assessments
- Vulnerable worker use
- Employee information access
- Grievance management

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Our Partnering Approach



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Our Three-Tier partnering model

No matter the challenge, requirement or complexity our Three Tier Partnering model provides organisations maximum flexibility as well as several engagement options.

Tier 1 – Consultancy

Major
Infrastructure
Projects

Technology
Enablement

Capability
Development

Transformation

Tier 2 – Managed Service Provider (MSP)

Dedicated
Outsourced
Programs of
Work

Tier 3 – Project Contracting

Contracted Resources

Tier 1 – Consultancy

- Infrastructure Projects
- Transformation Programs
- Capability Development
- Technology Enablement

Tier 2 – MSP

- Outsource option for:
 - Minor Works Programs
 - Category Programs & Pilots
 - SRM Programs
 - Commercial Services
 - Global and Low-cost Country Sourcing
 - Dashboards and Analytics

Tier 3 – Project Contracting

- Fixed or long-term resources
 - Projects
 - Programs
 - Internal Roles – BAU

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Our Leadership Team



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MICHEAL MALLON

DIRECTOR

Micheal leads the strategy and transformation practice. He is transformation & business improvement executive with a functional operational excellence focus. Micheal has over 30 years' experience in leadership roles within SME, corporate and public sector organisations.

Micheal's experience has encompassed : Aerospace & Defence, Utilities (Power & Water), Manufacturing, Infrastructure; Government; FMGC; Design & Construction; & Facilities Management



 **SHANE LAMONT**

GROWTH & DELIVERY PARTNER

Shane is part of the broader Corporate Reform team. Shane is a former CPO / Head of Supply Chain at Sydney Water and has extensive experience commercial leadership experience across multiple asset-heavy industry sectors including manufacturing, rail, petrochemical & mining.

Shane's experience has encompassed: Renewable Energy; Utilities (Power & Water); Rail; Oil & Gas; Government; Infrastructure; and Heavy Manufacturing



DR SALLY-ANN JOSEPH

DIRECTOR

Sally leads governance and sustainability practice within Corporate Reform. Sally focus is ensuring regulatory and legislative compliance as well as lead in the ESG offerings.

For nearly 20 years Sally has focused on the implementation of major regulatory, legislative and accounting standard and governance changes. Sally's experience covers Financial Services (Banling Insurance & Superannuation), Petrochemical & Higher education



CHRIS GOULD

DELIVERY PARTNER

Chris is part of the broader Corporate Reform team. Chris is a former Chief Commercial Officer at Sydney Water and seasoned strategy and infrastructure executive with over 20 years of experience across 25 countries, blending global insight with local expertise.

His focus spans consulting (Strategy & Transformation), utilities (Power & Water), transport (Rail & Aviation) and multiple government agencies

CORPORATE REFORM

Seeing what's real, not just reflections...

Our Broader Product suite

CORPORATE REFORM

Strategy

- Vision and mission
- Policy development
- Corporate and Functional Strategy development
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models

Transformation

- Transformation Design
- Business Architecture
- Capability Models and Maturity Assessment
- Operating Model Design
- Value Chain Design
- Program Development and delivery



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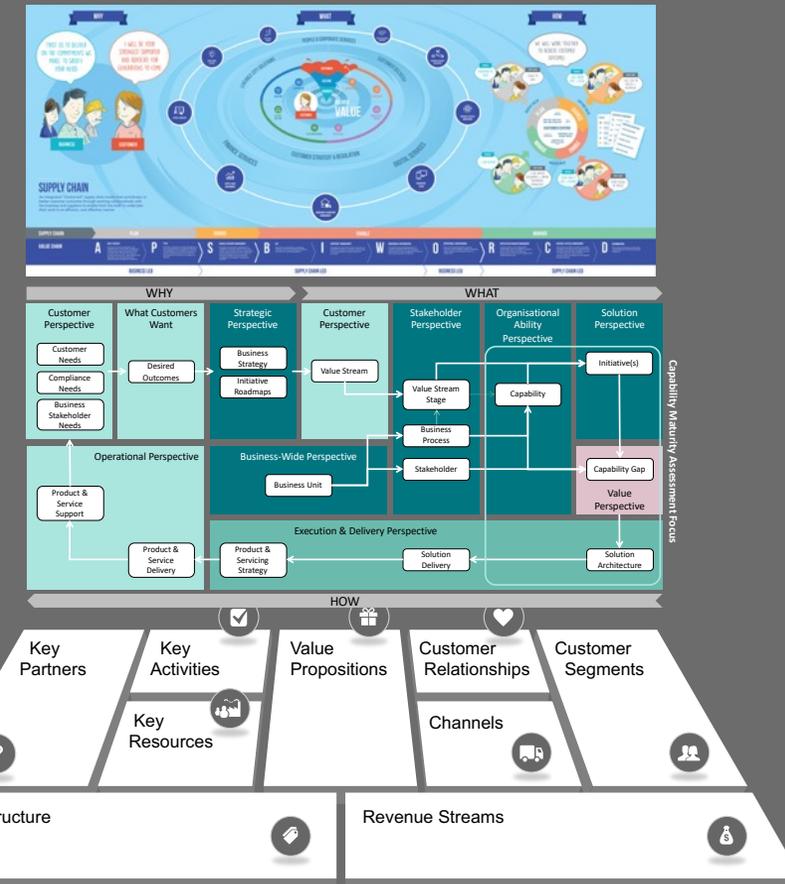
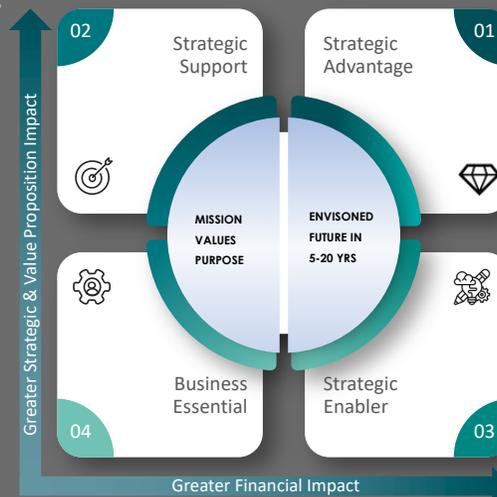
Corporate and Business Area Strategy

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage.

It involves making key decisions about markets to enter or exit, how to allocate resources, how to manage current aspects and functions of the organisation, and what needs to be added to the organisation to achieve the required outcomes. Importantly, it is about creating value across the entire organisation.

Some of the components include:

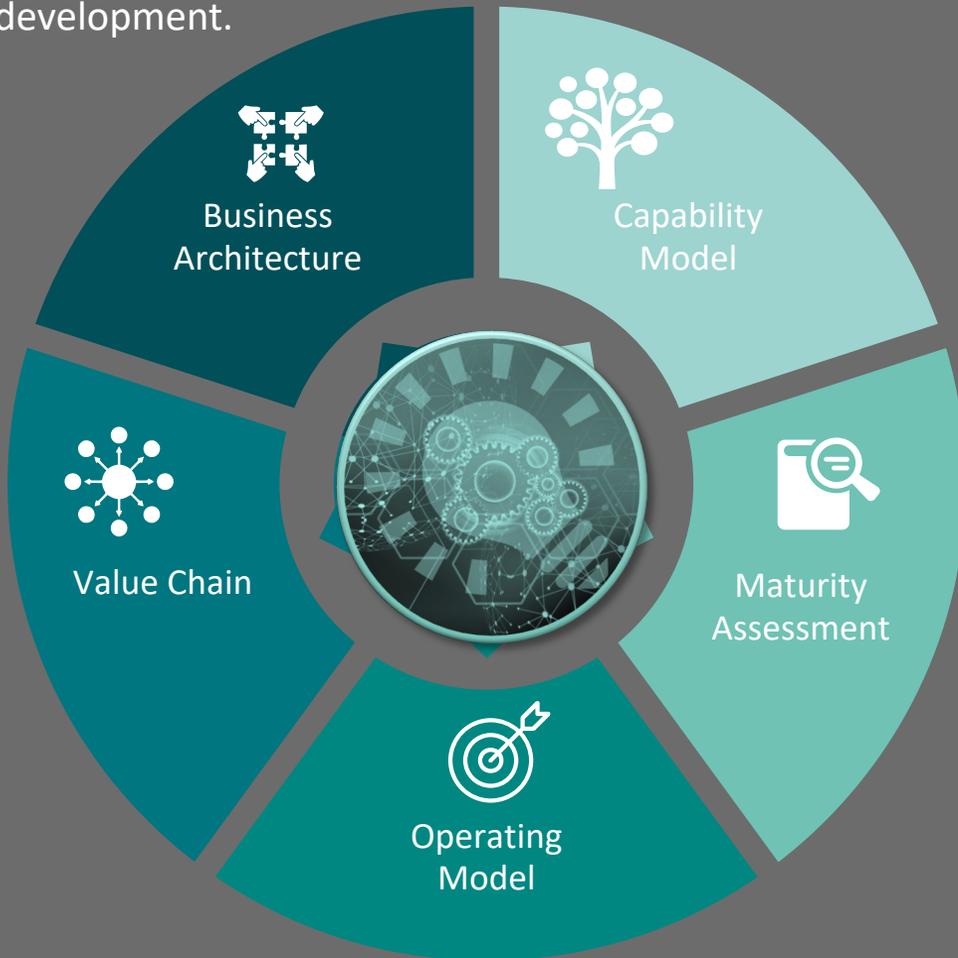
- Vision and mission
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models



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Transformation Design and Capability Maturity Assessment

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.



Business Architecture

The what why and how that defines the future-state organisation.

Capability Models

Definition of what the organisation does, and will need to do in the future to achieve its ambition.

Maturity Assessments

The assessment of how well the organisational or functional area capabilities are enacted

Operating Model

The higher order structure of the future-state identifying the key areas and functional elements

Customer	Customer Centre of Expertise		Residential	Business	Developer	Other/New Segments
Strategy	Market Influence & Regulatory	Direction Setting				
Planning and Infrastructure Management	Plan & Build					
Core Operations	Customer Support					
	Customer Operations Hub					
	Product and Service Delivery					
Support & Enablement	Supply Chain					
	Integrated Analytics & Insight (Digital)					
	Innovation & Improvement					
	Business Partnering / Shared Services					

Value Chain

Definition of contextualised functional or organisational representations describing what they do

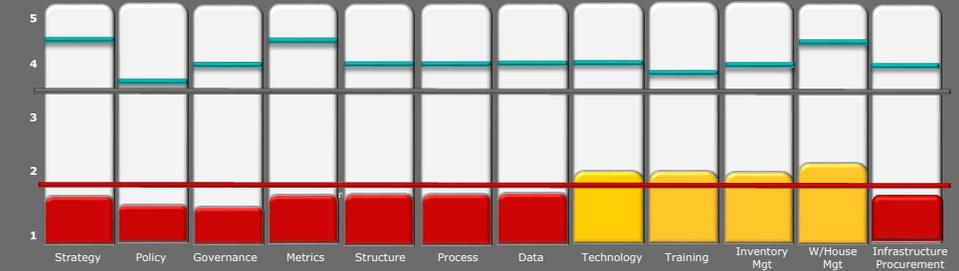
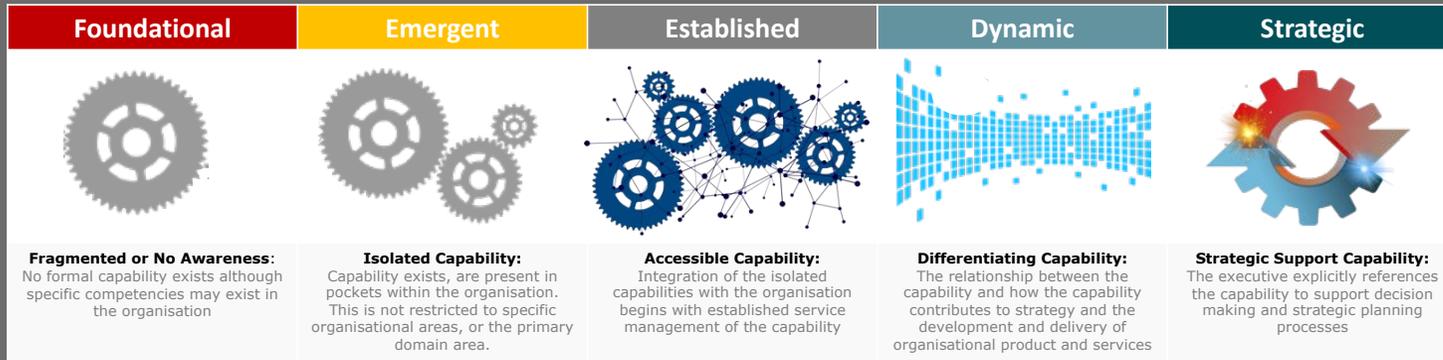
Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
<i>Business led</i>		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery							<i>Business led</i>		
An integrated supply chain provides insights and support to asset strategy and planning		Integrated supply chain capabilities							An integrated supply chain enables operational and business efficiencies		



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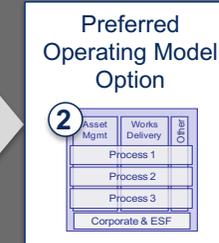
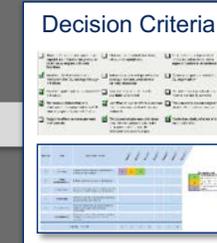
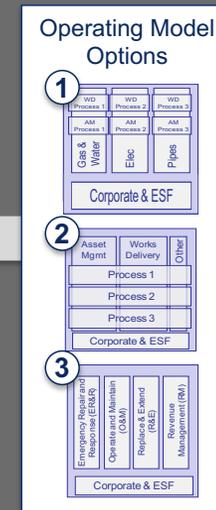
Capability Maturity Assessment

The approach to deliver the options and final preferred approach combines multiple perspectives and attributes whether at the whole of organisation level or at the functional level.



Strategic: Governance, Risk & Control

What does it include	Impact on Customer	What does it mean
<ul style="list-style-type: none"> Legal & Regulatory Compliance Business Continuity Management Organisational Risk Management Audit and Assurance 	High	Ability to develop rules for the organisation to follow to ensure value generation, performance and accountability.
		What if we get this right
		<ul style="list-style-type: none"> We are continually engaged early to identify and manage the financial risks and validate financial impacts of Business continuity plans
		Why are we here now?
		<ul style="list-style-type: none"> There is a high dependency on the business telling us what the business risks are and things are slipping through the cracks We do not get involved with the business risk management plan
		Where do we want to be – what does it look like
		<ul style="list-style-type: none"> We are addressing risks earlier, not fixing after something has gone wrong We understand the recovery plans and the direct and indirect financial impacts
		What stops us or holds us back
People Enablers	Process	Technology & Data
<ul style="list-style-type: none"> No engagement from the business to assist with risk identification or controls. No involvement of finance in the development of Business Continuity Plans Lack of role clarity for the finance team No workload capacity Limited understanding of the information within the business continuity plans 	<ul style="list-style-type: none"> Manual processes within the business lead to data entry errors No consistent approach between all business units Lack of governance for change approval (e.g. prices in LinenWeb) 	<ul style="list-style-type: none"> No visibility of business data Business systems not integrated with Finance system Poor categorization of data as financial data or operational data No definition about the business data that is provided. Limited understanding of the information within the business continuity plans
		Assets / Business Infrastructure
		<ul style="list-style-type: none"> Network issues No information about operational system upgrades No engagement when considering upgrades for the Finance system



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Procurement & Supply Chain

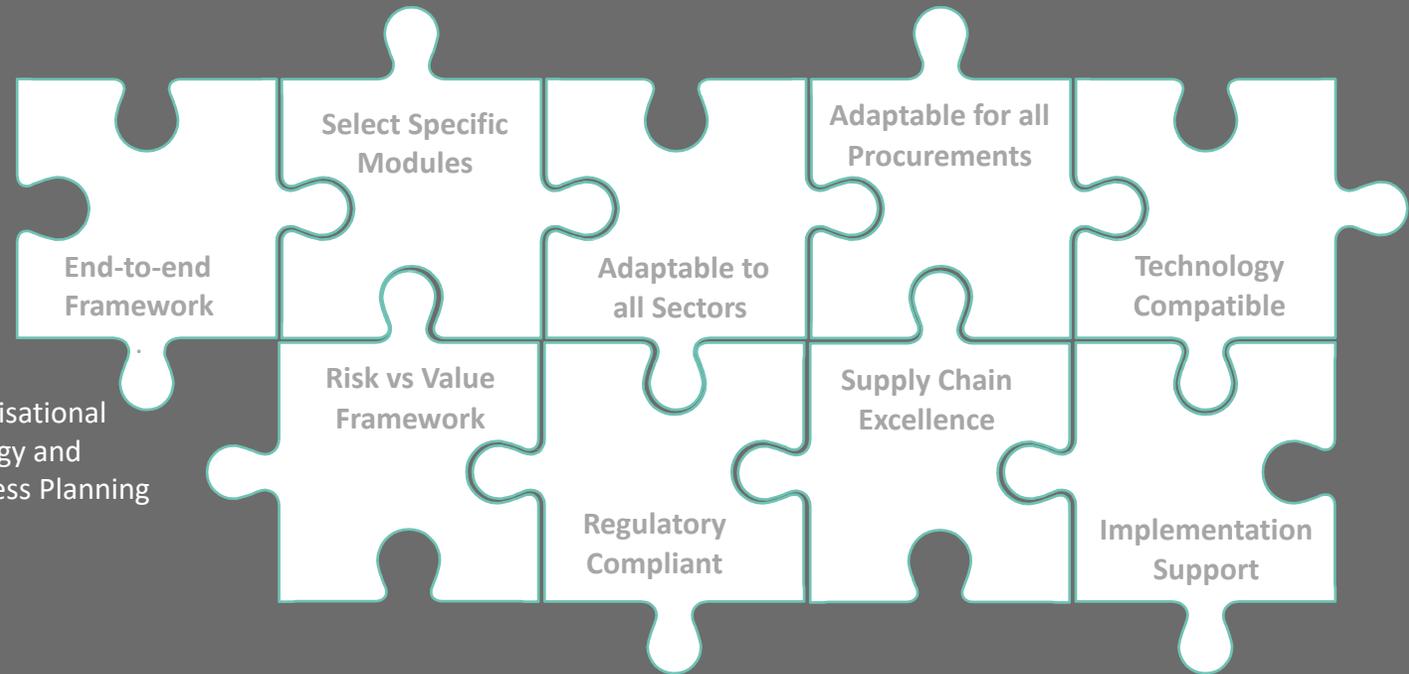
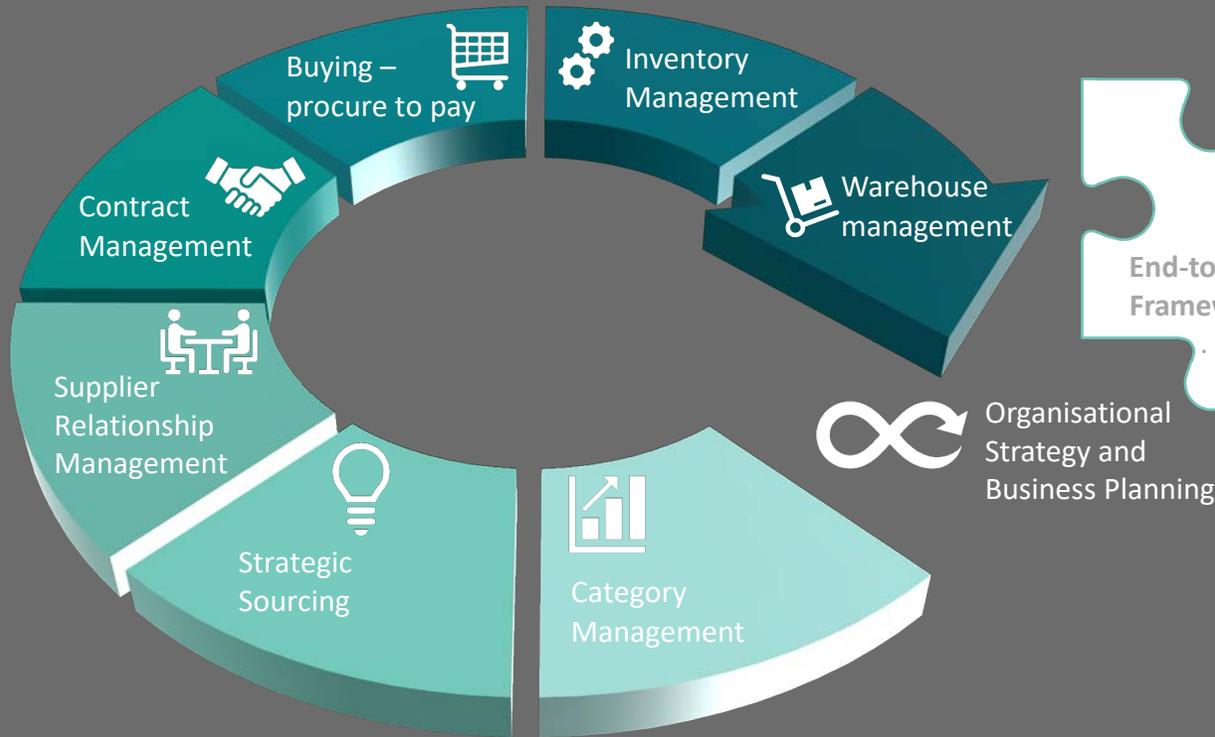
- Procurement and Supply Chain Functional Assessments
- Procurement and Supply Chain Frameworks
- Procurement & Supply Chain and Lean Six Sigma integration
- Complex procurement strategies for projects (e.g. Infrastructure, IT, Assets, Acquisitions)
- Category Schema development
- Category Management Pilots and Benefit Identification
- Supply Chain Network Design
- Inventory Optimisation
- Master Data Management
- Probity and Compliance
- Training



CORPORATE REFORM

End to End Procurement & Supply Chain Frameworks

Our procurement and supply chain framework coordinates and integrates several capabilities to identify, capture and realise value



End-to-end Framework
Adopted as an end-to-end framework to enable whole of value chain outcomes

Select Specific Modules
Select specific modules to introduce new capabilities or address current capability gaps.

Adaptable to all Sectors
Tailored and scaled to public and private sector, and all industries

Adaptable for all Procurements
Outcome-based design for Infrastructure, Goods & Services and ICT Procurement.

Technology Compatible
Framework can be solutionised and enabled in ERP and Procurement technology solutions.

Risk vs Value Framework
Risk vs Value practical approach to align with project needs to ensure the right project outcome is achieved.

Regulatory Compliant
For public sector clients – exceeds Government accreditation and probity requirements.

Supply Chain Excellence
Inventory and Warehouse Management that can be tailored to MRO or S&OP supply chain operations.

Implementation Support
Framework is available with contextualised implementation, program and change support.

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Social and Sustainable Procurement

Social Impact should be a standard assessment criteria (Capability, Capacity, Price and Risk) assists the considerations as part of value for money

In considering Social Impact those procuring on behalf of their constituent communities should consider their own policy considerations as well as those of their State or Territory for the following:

- Australian Disability Enterprise
- Indigenous Business
- Gender equality
- Small to Medium Enterprise (SME)
- Sustainability and Governance
- Innovation and Competitiveness.

Procurement templates and guidance needs to reflect and include Social Impact as part of the approach to market and evaluation stages.



CORPORATE REFORM

Modern Slavery Assessment and Position Statement development



Position Statements and Supplier Questionnaires



Our team recognise that there is always a possibility of modern slavery risk in a supply chain given the diversity of regions we, and our suppliers procure from, and the wide range of products sourced. The review of publicly available information such as; Walk free – Global Slavery index, suggests the following modern-day slavery risk factors may be present in a supply chain.



Modern Slavery Risk Factors

It is more important to directly understand as accurately as possible your level 1 supply chain – where your suppliers are, and where your suppliers source their products and services – your level 2 supply chain.

In an ideal world, being able to identify information on the level 3 supply chain, the potential originator of the product or service (if applicable), can be a significant step towards combatting Modern Slavery.

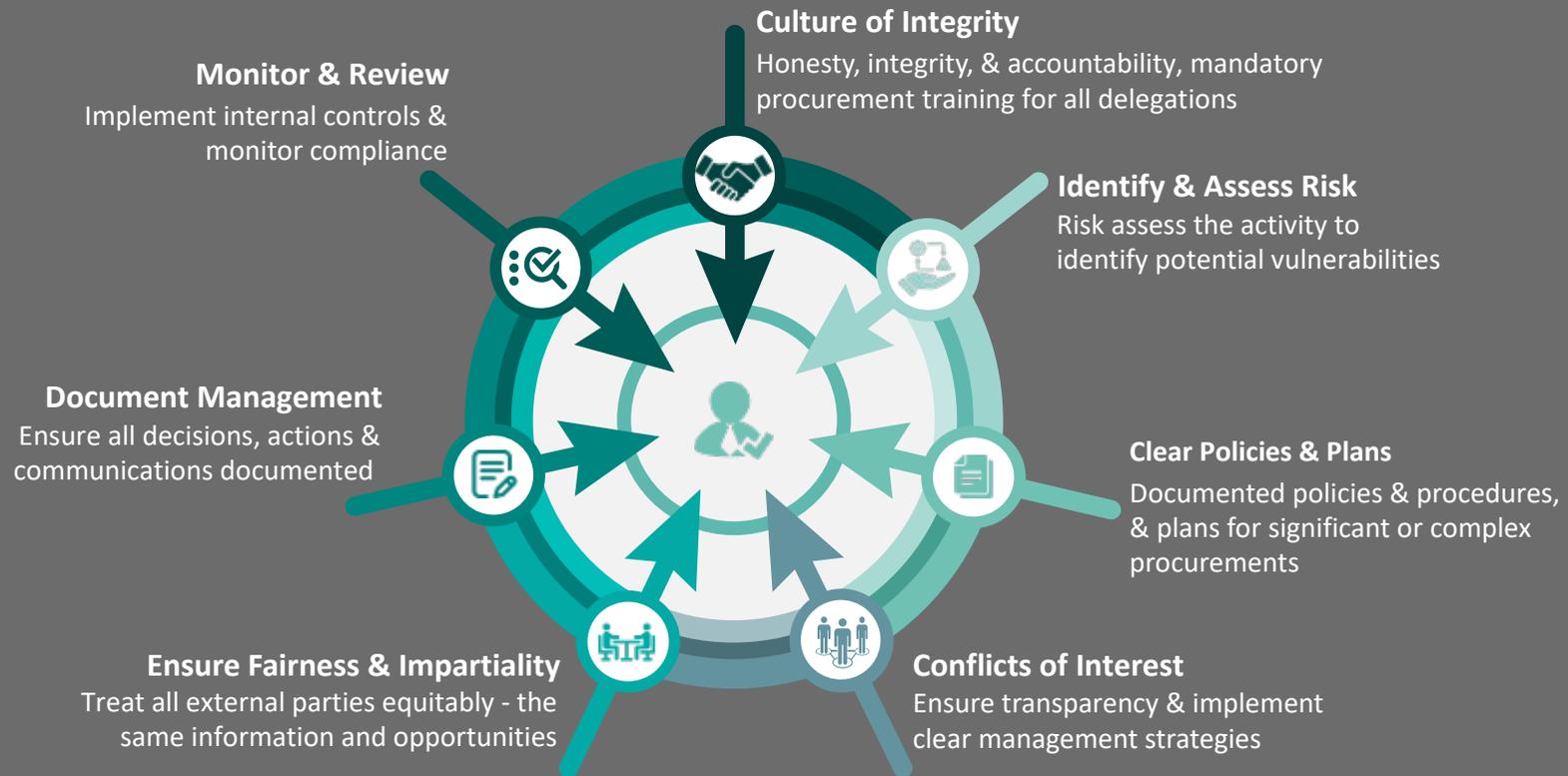
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Probity Services

Probity is a fundamental part of every procurement project and activity. As probity issues can arise at any stage of a procurement activity, probity needs to be anticipated as early as possible when planning a procurement (pre-procurement) and must be considered throughout the entire procurement lifecycle including category management, early market engagement, market analysis, sourcing and the entire contract phase.

Effective probity ensures organisational and community confidence in the integrity and accountability of procurement processes. It reinforces and suppliers to work together on the basis of mutual trust and respect

Our team has extensive experience in probity across the public and private sectors and backgrounds that includes: accounting, corporate governance, law, business, commerce, procurement and supply chain.



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Value Stage elements - Inventory and Warehouse Management

Inventory optimisation is about performance. This performance is driven by one mantra: Right Part, Right Place, Right Time...



The ability of an organisation to achieve this (Inventory Optimisation) is critical to both strategic and operational outcomes. It requires balancing demand satisfaction, cost of holding and capital investment.

The underpinning requirement is Data. Master Data, Demand Data, Utilisation Data and any losses (damage, obsolescence, waste etc) .



- Reliability: the speed at which it is able to perform its tasks
- Reliability: the ability to perform tasks as expected
- Agility: the ability to respond to internal and/or external influences
- Cost: the ability to effectively manage the operation of the supply chain
- Asset Efficiency: the ability to efficiently utilise assets or support asset utilisation
- Sustainability: the ability to minimise or mitigate environmental and financial impacts

CORPORATE REFORM

Infrastructure Procurement & Asset Lifecycle Management

- Infrastructure projects business cases
- Funding request development
- Value Engineering
- Infrastructure projects procurement and transaction services
- Asset life and performance improvement
- Infrastructure asset decommissioning and disposal services
- Asset Lifecycle Management Frameworks



CORPORATE REFORM

Procurement and Supply Chain's value contribution the Infrastructure lifecycle

The team has extensive experience working across the entire infrastructure asset lifecycle

1. Plan

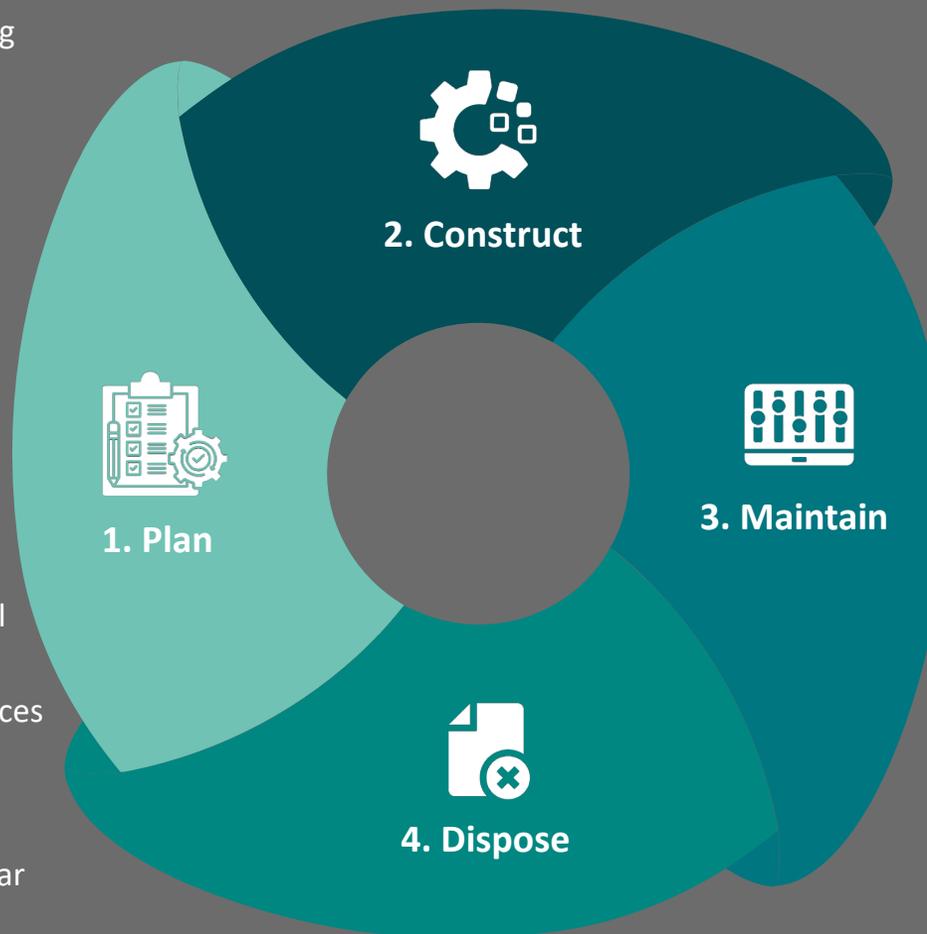
Infrastructure projects business case and funding request development, including:

- Cost Analysis and Benchmarking
- Supply Chain Market Analysis
- Social and Sustainability Opportunity Assessment
- Understand the Project Requirements
- Test and Select the preferred Infrastructure Procurement Strategy
- Develop the Infrastructure Procurement Strategy and Delivery Plan

4. Dispose

Infrastructure asset decommissioning & disposal services, including:

- Procurement of Asset Decommissioning Services
- Community consultation
- De-integration with wider network
- Asset Disposal Strategy that aligns with Circular Economy outcomes.



2. Construct

Infrastructure projects procurement and transaction services, including:

- Project Procurement Strategy.
- Preferred Delivery, Contract and Commercial Models.
- Social and Sustainability Plan
- Procurement Delivery.

3. Maintain

Using procurement and supply chain to improve asset life and performance

- Capital Minor Works Programs.
- Maintenance, Engineering, MRO, Property & FM, Waste Mgt, Fleet, Plant & Equipment procurement support.
- Supply Chain Operations development – Inventory and Warehouse mgt.

CORPORATE REFORM

Unlock success – Infrastructure Projects Procurement Strategy

Our Infrastructure Procurement Strategy method selects the right procurement approach to best balance time, cost, quality, and risk factors – helping you achieve your project’s aspirational full lifecycle benefits.

1. Understand the Infrastructure Project Requirements

Business Case

Funding

Project Requirements

Risks

Value for Money

Market and Supply Chain

2. Test and Select the preferred Infrastructure Procurement Strategy



Contract “Delivery Model” Options
CO, D&C, DCM, ECI EPC, EPCM, PPP, MP, IPD, or CMAR



Commercial Options
Cost Plus Fee, Lump Sum (Fixed Price), Guaranteed Maximum Price, Target Sum, or Hybrid.



Procurement Options
RFI, EOI, RFP / RFT. One stage approach. Two stage approach, industry briefings, collaborative dialogue

3. Develop the Infrastructure Procurement Strategy and Delivery Plan



Infrastructure Project Procurement Strategy

4. Procurement Strategy Delivery
Our team provides delivery lead or support ensuring consistency and alignment between project strategy and delivery

Infrastructure Procurement Project Delivery Plan



- Selecting the right procurement strategy and delivery approach for your infrastructure project

CORPORATE REFORM

Asset Lifecycle Management

Asset lifecycle management is the strategic approach to managing physical assets throughout their entire lifespan, from initial identification and acquisition, through strategy development to management, and final disposal or replacement. The goal is to maximize an asset's value while minimizing costs, waste, and risks by using a data-driven process to make informed decisions at each stage.

Identification and Planning :

Identifying needs, defining requirements,

Assessment:

Selecting the right asset type, features and fit with current portfolio.

Acquisition/Procurement:

Research, vendor selection, purchasing, financing, and initial setup.

Asset Strategy:

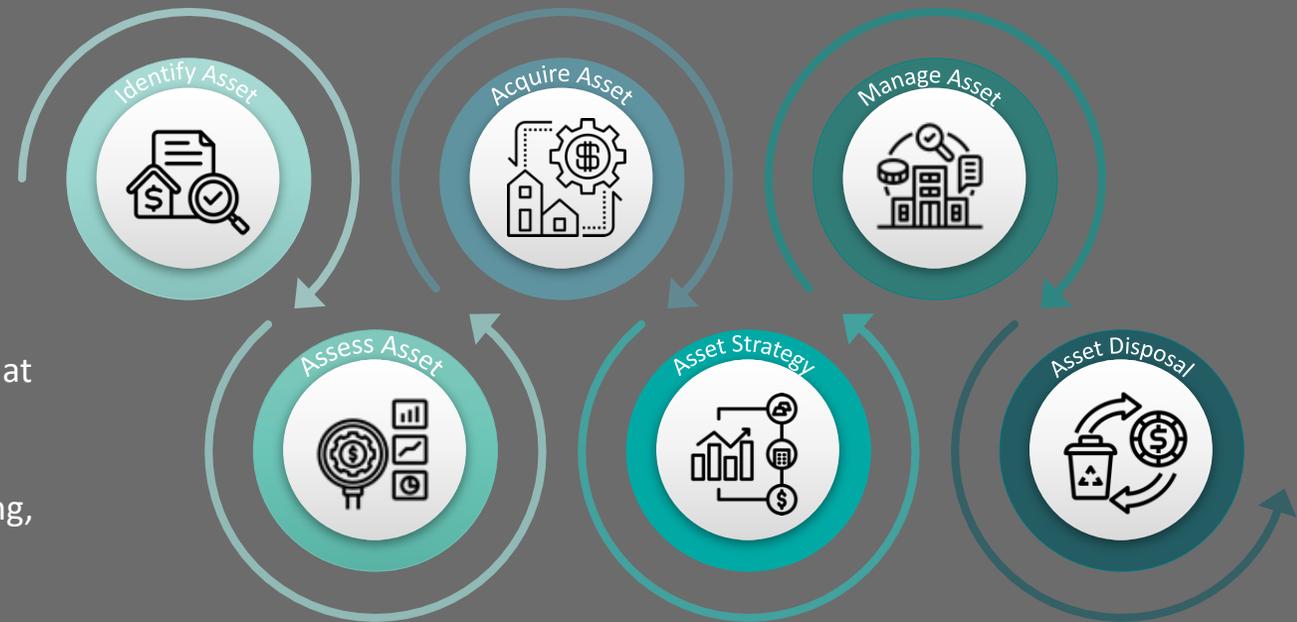
The approaches developed to maximise the utility of the acquired asset throughout its operational life to maintain or improve potential returns at disposal.

Asset Management:

Integrating the asset, training users, and running it efficiently, monitoring, and managing availability and performance.

Disposal or Retirement:

Decommissioning, sale, or replacing the asset when it reaches the end of its identified life.



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Program & Portfolio Management

- Capital Planning
- Portfolio Management
- Project Development
- Business Cases
- Project Evaluations

Commercial Transaction Support

- Initial Setup
- Franchising support services
- Dispute resolution, legal and operational support
- Due diligence
- Negotiation
- Compliance
- Financial planning
- Training



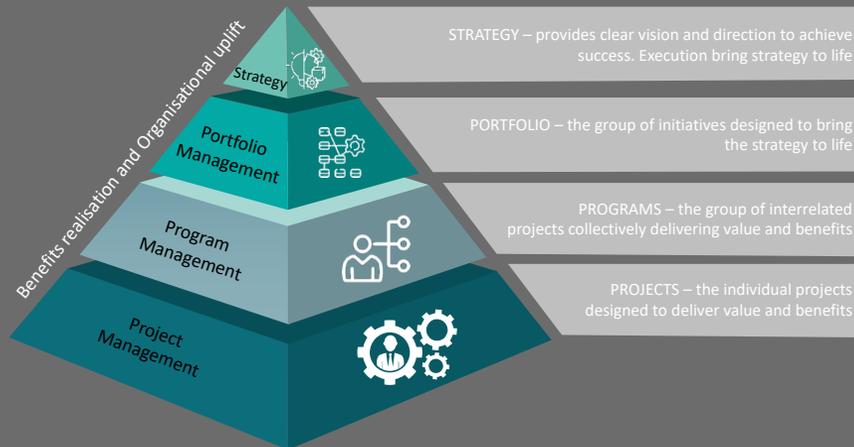
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Program and Portfolio Management

Capital Planning and Portfolio Management

Our team utilise a framework to ensure that projects align with the organisational and strategic goals. This framework encompasses the evaluation of proposals base on key parameters, risk reduction assessments and the prioritisation of the projects.

Additionally, to ensure strategic alignment we can also undertake the management of the apportionment of resources (capital and human) monitor performance and organisational integration.



Project Development, Business Cases and Project Evaluations

Our team are all highly experiences project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support across the project lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out.



CORPORATE REFORM

Bid Advisory Services

- Bid strategy and approach
- Capability statements
- Proposal writing
- Supporting document development
- Market assessment – preliminary commodity sourcing
- Editing and Review
- End-to-end management
- Negotiations

Grant Management Services

- Grant response strategy and approach
- Capability statements
- Requirements development
- Supporting document development
- Editing and Review
- End-to-end management
- Reporting



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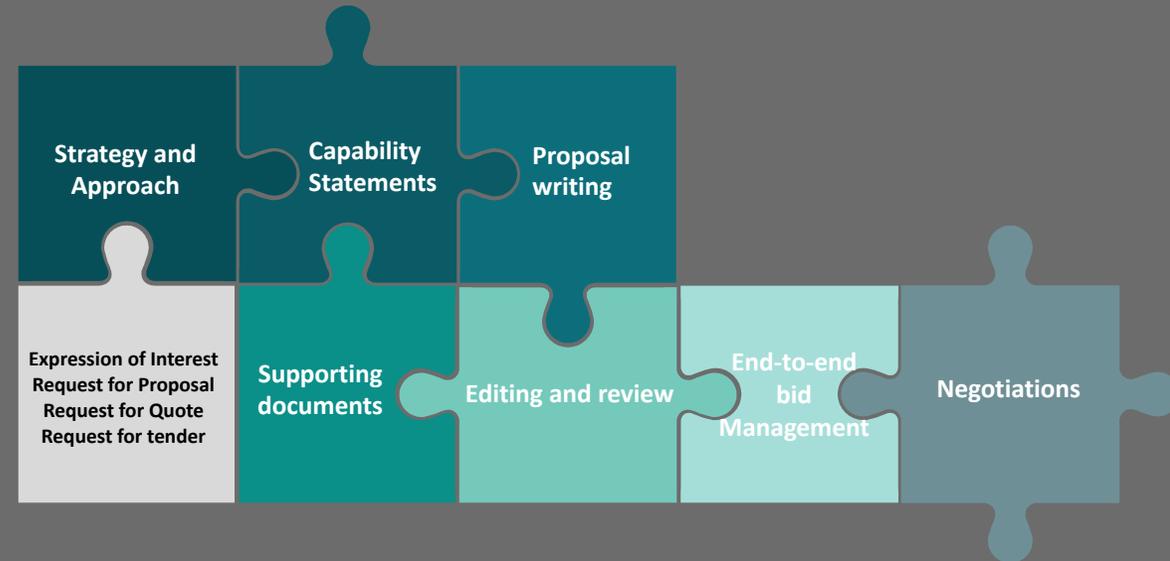
Bid Advisory Services

Our team is able to support organisations through the response development process, from initial strategy and planning to submission and negotiations as required.

Our framework encompasses a wide range of activities, including developing the response or bid approach, analysing client needs, wants and requirements, undertaking market assessments (preliminary commodity sourcing), preparing financial models, and ensuring compliance. In essence, managing the complete bid lifecycle.

Our goal is to increase the chances of success by presenting the strongest possible proposal.

We are also able to conduct evaluation of proposals to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the organisation's market approach. When conducting the evaluation, we will highlight areas for remediation as we review, then, at the conclusion, prepare a comprehensive evaluation report and supporting recommendations.



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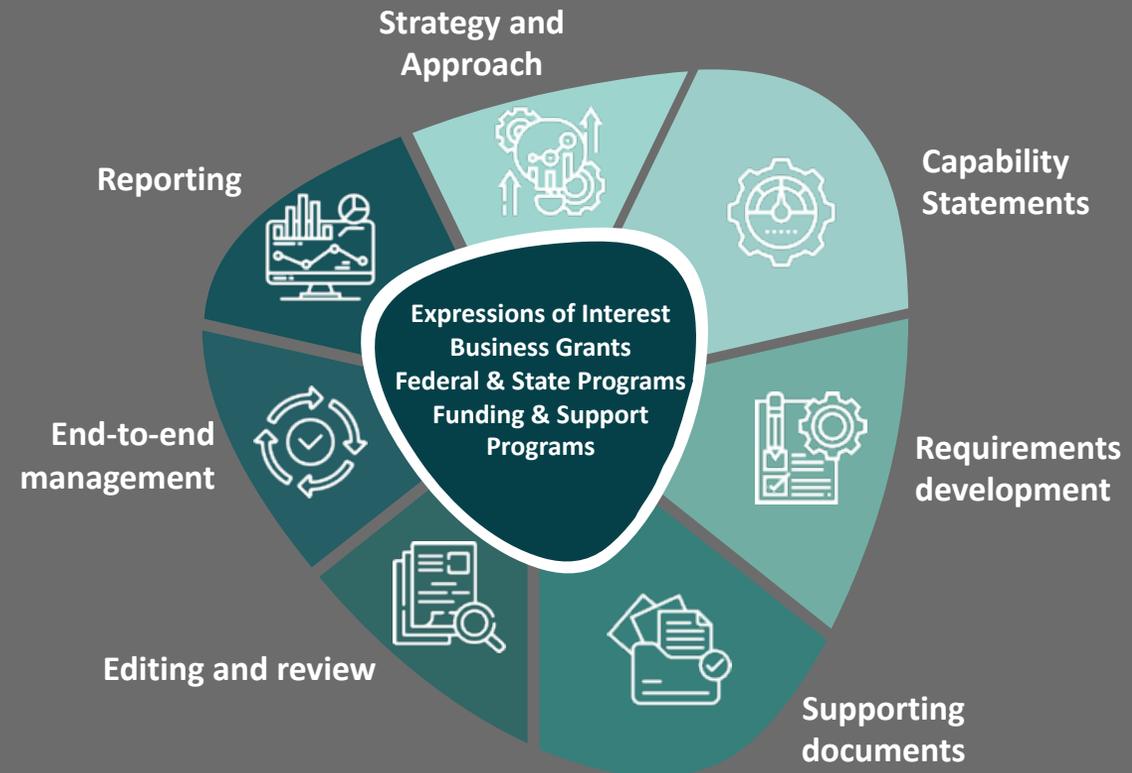
Grant Management Services

Our team is able to support organisations through the response development process, from initial strategy and planning to submission and reporting against the grant expenditure as required.

Our framework encompasses a wide range of activities, including developing the strategic approach and/or response, analysing the grant requirements and expectations, preparing financial models, business cases, program and project plans as well as ensuring compliance. In essence, managing the complete grant lifecycle.

Our goal is to increase the chances of success by presenting the strongest possible proposal.

We are also able to conduct evaluation of grant responses to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the grant documentation. When conducting the evaluation, we will highlight areas for remediation as we review, then, at the conclusion, prepare a comprehensive evaluation report and supporting recommendations.



CORPORATE REFORM

Sustainability and Governance

- ESG Maturity Model Assessment
- Procurement and Supply Chain integration
- ESG Compliance improvement
- Corporate and procedural governance
- Legislative and regulatory governance

Modern Slavery Assessment

- MDS Maturity Assessment
- Position Statement development
- Response Protocol development
- Modern Slavery Risk Factors
- Procurement due diligence and supply chain assurance

Management Operating Systems

- Management Operating System Design
- Management Operating System Maturity Assessment
- Management Operating System Scope development



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ESG Maturity Assessment Services

Our team is able to support organisations through their ESG journey, particularly those at the beginning of that journey. Our primary service is the provision maturity assessments and roadmaps. These are designed to help deliver your aspirations rather than merely getting a compliance audit and report.

Our framework encompasses a wide range of activities, including developing the response to your ESG requirements and your ability to comply with standards and legislation.

Our goal is to support your journey, rather than simply telling you what you are not doing “right”. It is more important to understand ‘where you are’ so you are able to start the journey and, importantly, to develop at a pace your organisation is able to sustain, then excel.



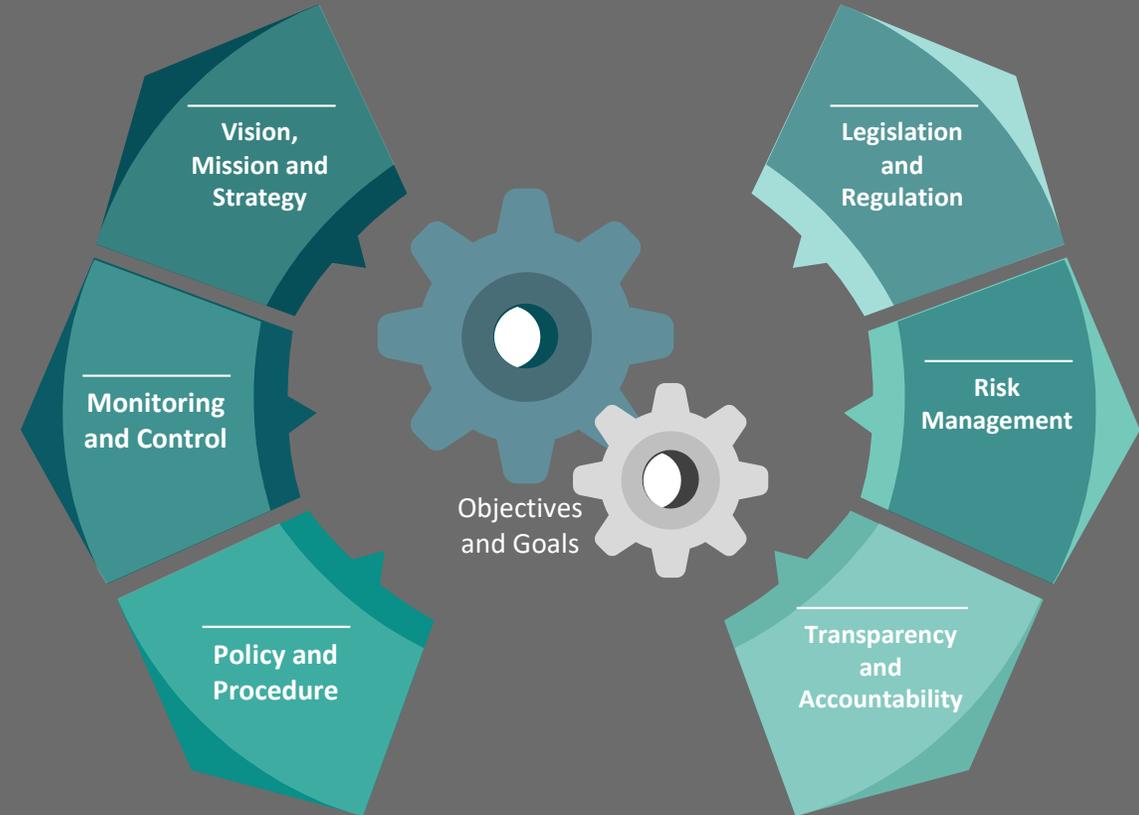
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Core Governance Services

Our team is able to support organisations through their governance landscape - Corporate, Procedural, Legislative and Regulatory through the development and/or review of vision, mission and strategy as well as enterprise risk, policy and procedural requirements.

Our leadership team has extensive experience working with and in, heavily regulated environments such as aviation, financial services, and utilities.

Appropriate levels of governance are essential for an organisation's long-term success, sustainability, and their ability to deliver effectively and maintain the trust of customers, shareholders and stakeholders.



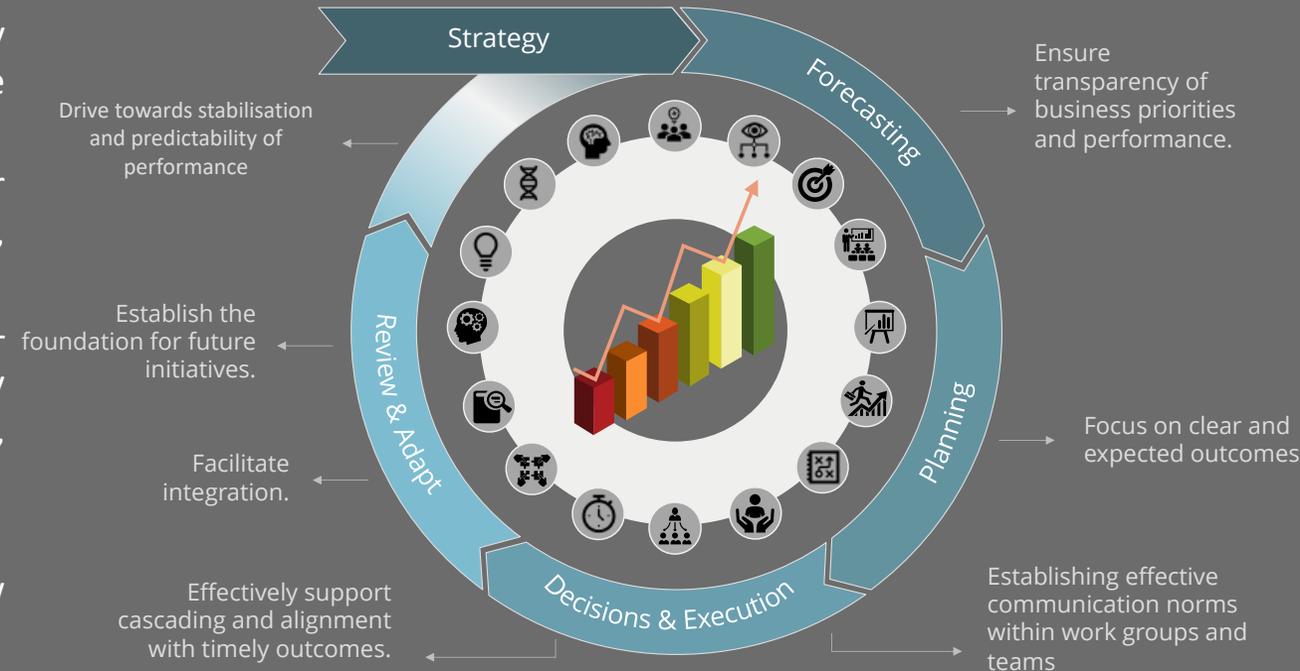
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Management Operating Systems

A Management Operating System (MOS) is a structured framework of tools, processes, meetings, and behaviours that align daily activities with strategic goals, ensuring consistent execution, performance measurement, and continuous improvement, delivering efficiently, reliably, and productively.

A MOS focuses on how work gets done through:

- **Structured Practices:** Standardised ways of working, underpinned by a continuous improvement ethos to complete tasks and manage workflows.
- **Communication & Alignment:** Ensuring everyone understands their role in the organisation, their connection to the customer, organisational and team goals and expectations
- **Meeting Cadences:** At the various levels of the organisation – Executive, Management, Teams and Frontline employees (Daily huddles, weekly reviews, shift handovers) for communication, commitment and feedback
- **Performance Measurement:** KRO and KPIs to monitor outcomes
- **Data & Tools:** Using data for decision-making and workflow automation.
- **People Development:** Coaching and mentoring to build competencies and skills



CORPORATE REFORM

Technology Interface & Enablement

- Blueprint assessment
- Voice of the business
- Business requirements
- Scope definition or re-design
- Case for change
- Program delivery oversight
- AI Readiness Assessments

Data, Analytics & Dashboards

- Data and analytics management
- Performance framework design
- Decision Support and business case inputs

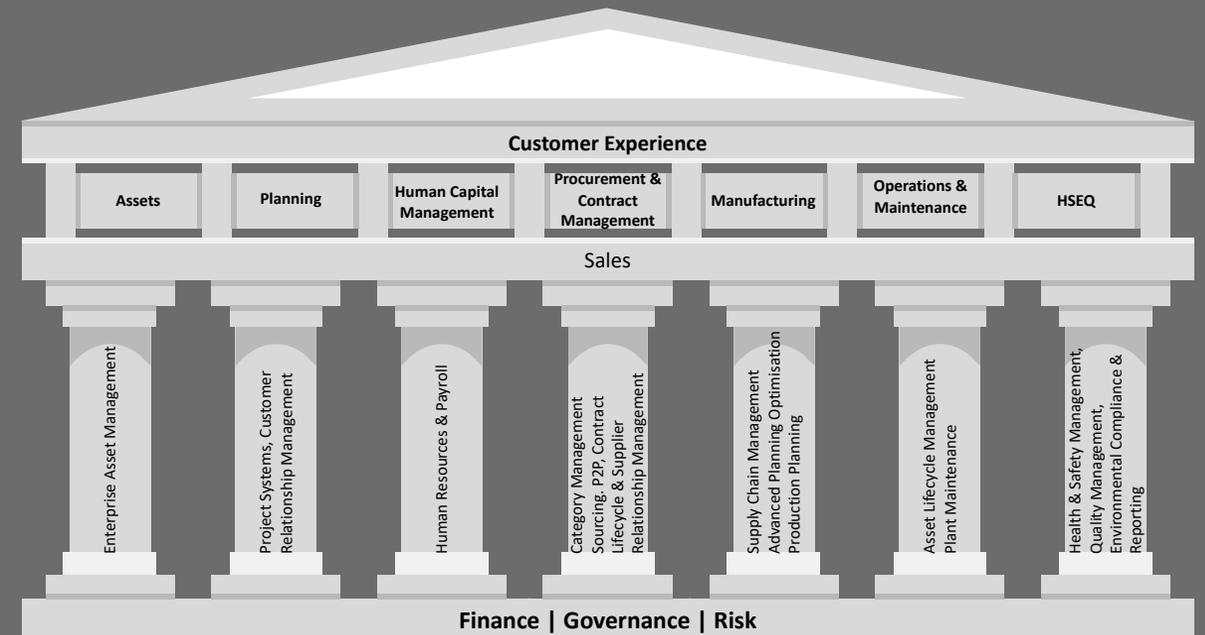


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Alignment of technology to the Value Chain

Creating alignment through the value chain through and integrated technology platform enables:

- Presentation of the organisation in an end-to-end perspective;
- Enables streamlined collaboration
- Improves the availability of information
- Increases visibility of, and connection to your strategy
- Provides the vehicle to harmonise process
- Provides the standardised data
- Improves planning and scheduling activities.
- Aids in embedding or improving sustainability;
- Improved management of contractor workforce and assets;
- Enables better management or minimisation of risk



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Data Governance and Management

Data Governance is described as a system of decision rights and accountabilities. Its focus is information-related processes, that need to be executed according to agreed-upon models. These models describe who can take what actions with what information, and when, under what circumstances, using what methods.

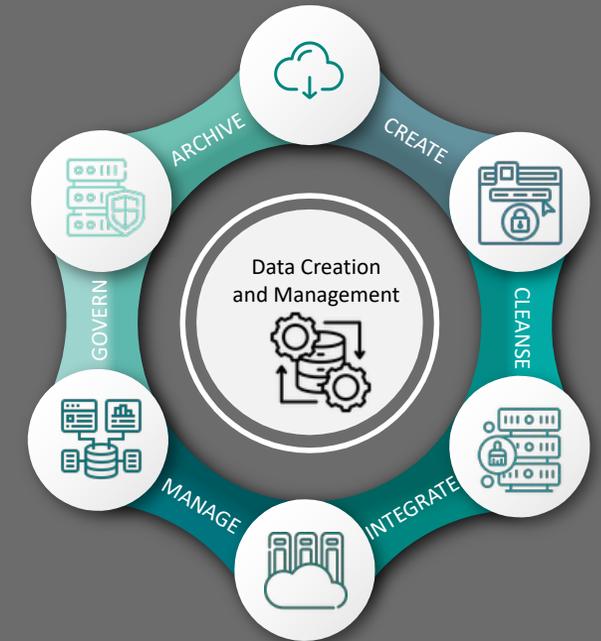
Its aim is ensuring “One Single Source of Truth” – Data quality, transparency, consistency and currency.

The Principles of Data Governance include:

- Rules & Standards
- Roles & Responsibilities
- Controls
- Risk Management
- Quality
- Infrastructure
- Training
- Communication
- Security
- Consolidation

Key to enabling effective data governance are:

- Ownership and accountability of data and its sources
- Roles and responsibilities associated with all aspects of the data
- Segregation of duties – create, change, view and review
- Active management of currency and quality

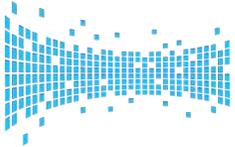


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AI Assessment Model

AI is becoming a critical driver of efficiency, and competitive advantage as well as a support structure for innovation. Successful adoption is not just technology – it requires focused strategy, organisational alignment, and the appropriate governance and security structures.

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.

Exploring	Experimenting	Operational	Systemic	Transformative
				
<p>At Risk or Limited Awareness: No formal capability exists although specific competencies may exist through small concepts and ad-hoc projects. Limited or no governance increases risk of over-early reliance and over-hyped or adverse outcomes</p>	<p>Isolated Capability: Capability exists; it may be present in pockets within the organisation with stand-alone tools. It may not be restricted to specific areas, or solely within the primary data domain area.</p>	<p>Accessible Capability: Integration of the isolated capabilities with the organisation begins. AI now capable of creating value with data and process governance now established. AI now presents a positive ROI</p>	<p>Differentiating Capability: The relationship between AI and how the AI contributes to strategy and the development and delivery of customer services and internal workflows. Governance, risk management and continuous improvement are key attributes.</p>	<p>Strategic Support Capability: The executive explicitly utilise AI to support decision making and strategic planning processes. AI now underpins innovation, automation and refinement of the business model</p>

Readiness is the foundational stage for determining if an organisation has the prerequisites (strategy, data, skills, governance, security) to commence the AI journey, then move towards an embedded and scalable, approach that drives operating model adaptations, business model revision, and presents organisational and customer value through its integration.

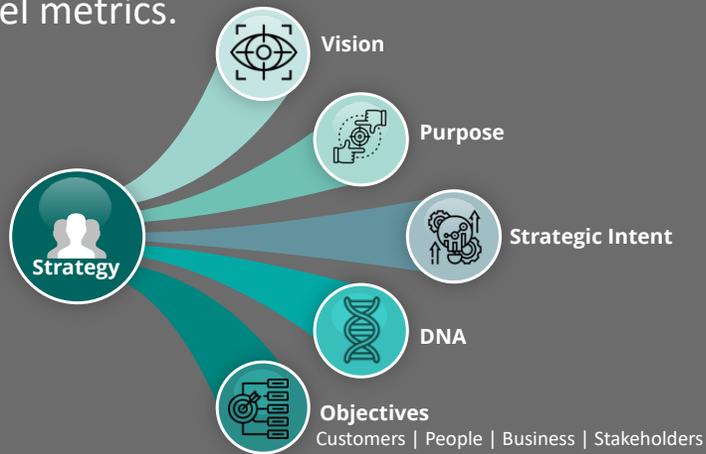


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Performance Framework Design

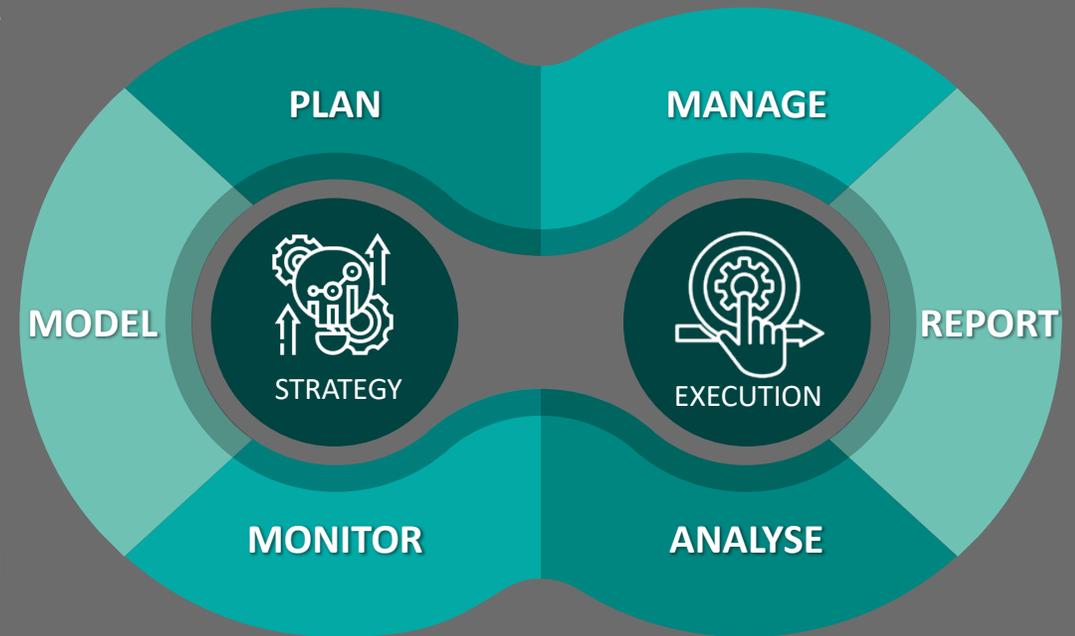
Any performance management framework begins with the measurement of the achievement of the strategic objectives or perspectives.

Key metrics must be defined against these objectives. What needs to be measured, how does it get measured and its significance against the other organisational level metrics.



For each key organisational functional area, objectives, measures and targets must be defined and linked to, and aligned with, the organisational-level (strategic) objectives.

These measures can be presented as key result areas, key metrics (top line performance) and key performance indicators (maturity and/or achievement of functional objectives).



CORPORATE REFORM

Seeing what's real, not just reflections...



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