Corporate Reform

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

Procurement and Supply Chain Services
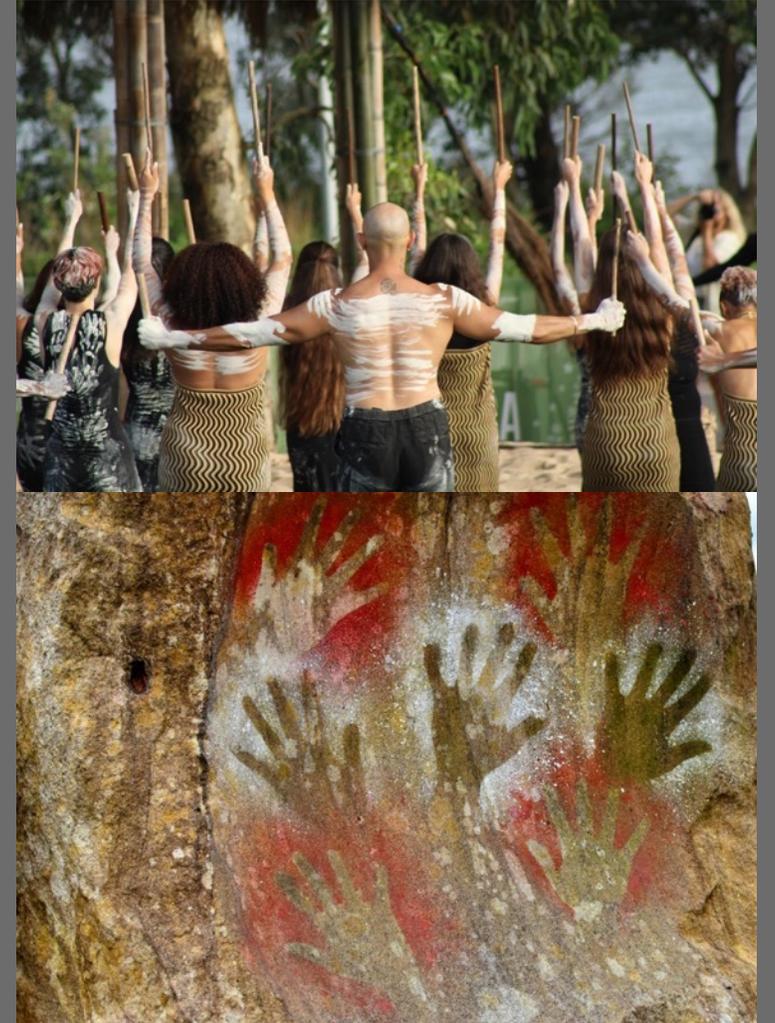
Growth & Delivery Partner

Release

November 2025

CR
CIS

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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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.

Corporate Reform

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 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 experiences 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 form 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.

November 2025

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Our Public and Private sector experience

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Australia's Progress towards Net-Zero

Australian procurement and supply chains face pressures from inflation, geopolitical shifts, and renewed disruptions

>47%

Of organisational experienced experienced supply chain disruptions, increasing costs and impacting growth

Cost Control

Inflation is an ongoing concern, procurement teams need to innovative to manage costs without sacrificing quality.

81%

Of organisations view their **supply chains as a competitive advantage.**

Resilience

Diversification has become a critical risk management approach. Organisations are seeking other key supply markets to reduce single-point reliance

Evolving Preferences

Customers expect products that align with their values & environmental consciousness

AI & Digital Procurement

Technology continues to revolutionise procurement, with a higher dependence on AI and automation

Sustainability

ESG is a core component of procurement strategies. Scope 3 is a key focus area for procurement leaders

<50%

Of organisations have a proactive risk process, with most organisations relying on on past disruptions as indicators

Supplier Diversity

Diversity & inclusion is gaining momentum, with an emphasis on supporting Indigenous-owned and minority-led businesses.

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Public and Private sector experience

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

GOVERNMENT AND PRIVATE SECTOR SUPPLY CHAIN EXPERIENCE	SPECIALIST FRAMEWORK AND TECHNICAL WRITING TEAM	LEVERAGE EXISTING IP AND METHODOLOGIES	ADDITIONAL VALUE FOR MONEY	CONFLICT FREE AND HIGH COLLABORATION
• We have deep experience and expertise in delivering procurement and supply chain programs and projects across all levels and jurisdictions of government. • We understand Private Sector challenges about doing more with the same or less and compliance requirements particularly when dealing with governments.	• We have a specialist Frameworks team that has delivered similar projects • One of our leadership team is a CIPS accredited trainer which incorporated the design and delivery • Our team has access to State specific SMEs.	• 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.	• 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	• 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 realised in a revision Pricing Frameworks requiring savings within organisations.

- Emerging environmental concern areas (PFAS, diffused pollution sources, ESG compliance), combined with need to be more sustainable.

- Increased community/customer expectations on sustainability with pressure to boost renewable assets and reduce emissions.

- The regulatory landscape is shifting leading to increased regulatory pressure, particularly in the energy and water sectors.

- Unpresented 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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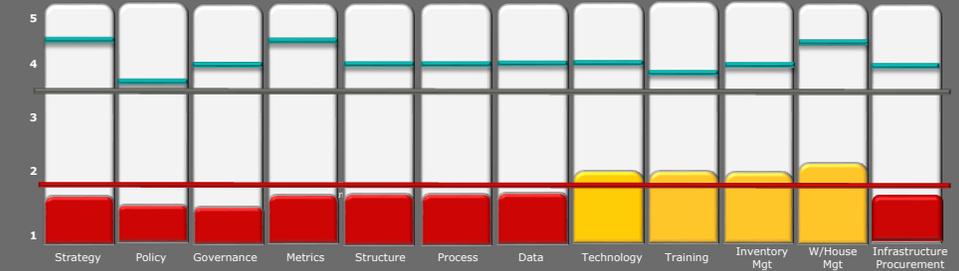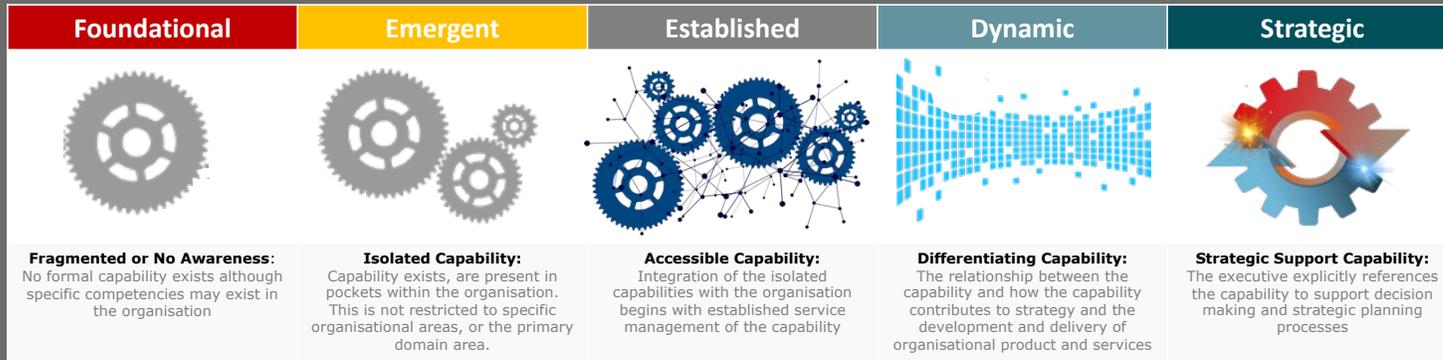# Procurement and Supply Chain Services

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Transformation and Capability Maturity Assessment
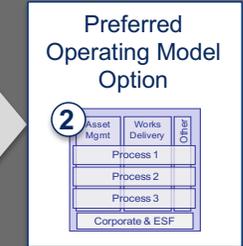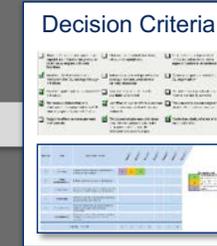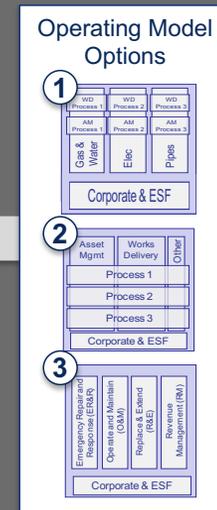
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Capability Maturity Assessment

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

Foundational	Emergent	Established	Dynamic	Strategic
Fragmented or No Awareness: No formal capability exists although specific competencies may exist in the organisation	**Isolated Capability:** Capability exists, are present in pockets within the organisation. This is not restricted to specific organisational areas, or the primary domain area.	**Accessible Capability:** Integration of the isolated capabilities with the organisation begins with established service management of the capability	**Differentiating Capability:** The relationship between the capability and how the capability contributes to strategy and the development and delivery of organisational product and services	**Strategic Support Capability:** The executive explicitly references the capability to support decision making and strategic planning processes

Bar chart categories: Strategy, Policy, Governance, Metrics, Structure, Process, Data, Technology, Training, Inventory Mgt, W/House Mgt, Infrastructure Procurement

Strategic:
Governance, Risk & Control

What does it mean
Ability to develop rules for the organisation to follow to ensure value generation, performance and accountability.

What does it include
- Legal & Regulatory Compliance
- Business Continuity Management
- Organisational Risk Management
- Audit and Assurance

Impact on Customer
High

What if we get this right
- 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?
- 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
- 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 — Medium	Process — Medium	Technology & Data — Medium	Assets / Business Infrastructure — Medium
- 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	- 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)	- 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	- Network issues - No information about operational system upgrades - No engagement when considering upgrades for the Finance system

Inputs → Design Principles & Implications → Operating Model Options → Decision Criteria → Preferred Operating Model Option
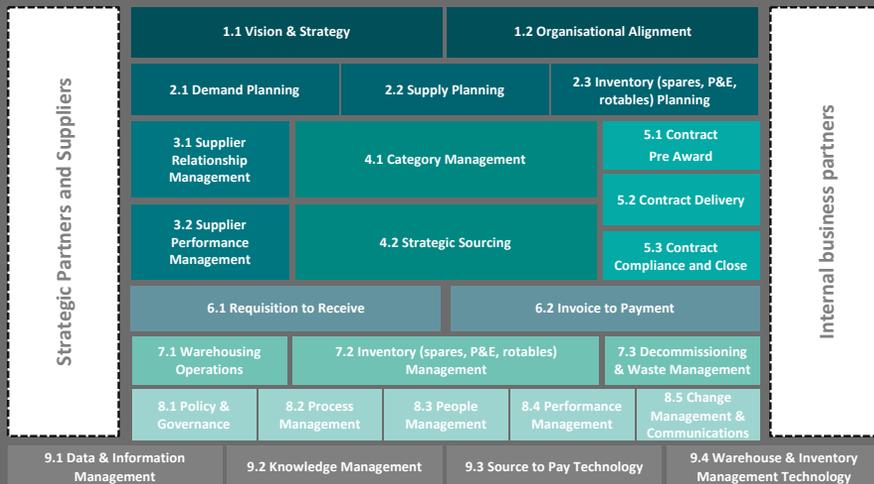
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Procurement and Supply Chain Functional Assessments

Utilising an approach consistent with our transformation and capability maturity assessments Our team focus on the functional areas of, or within procurement and supply chain. The assessments may include operating model, organisational design, capability maturity, functional maturity, the skills and competencies of the team(s), the organisational design and the level of digital enablement and utilisation.

From these assessment lenses, our team will develop recommendations, identify any benefit profile for the recommendations and design the roadmap to deliver those recommendations.

Our team is also able to support the delivery of the recommendations either through a business led, Corporate Reform supported, or a Corporate Reform led approach to manage the change. The degree of involvement is based solely on organisational preference and capacity to deliver. The delivery is also available with contextualised frameworks that provide the necessary tools, template and guides to support the future-state.

Operating Model
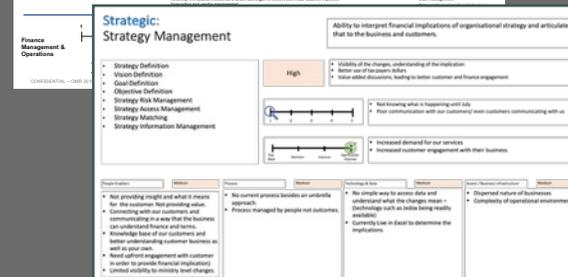
Capability Definition
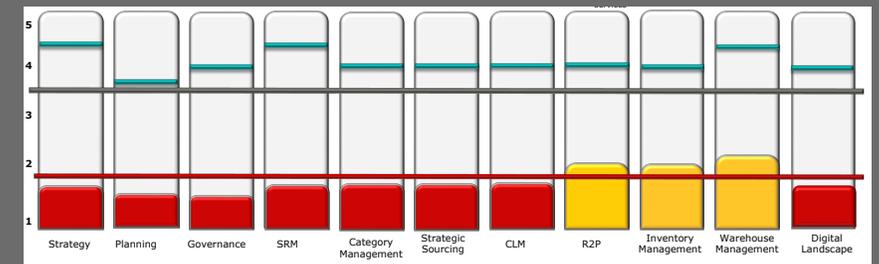
Capability Maturity Assessment

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Aligning the Supply Chain to the Value Chain & Organisational Strategy

A key activity or outcome of the work we do across an end-to-end Supply Chain is to ensure that the end-state is aligned across the organisational value chain.

This is a critical structural piece because without this alignment, the delivery of the organisational strategic goals and intent can be sub-optimal, or even heavily compromised.

These value chains exist in every organisation, there effectiveness is mandatory for true success. Each successive stage builds organisational value.

The reality is that a value chain encompasses the suppliers, internal processes, and customers.

Undertaking a value chain approach provides a common baseline for envisioning how to deliver highly visibility value while also prioritising and focusing how to achieve value. It also allows for the prioritisation and managed deployment of capabilities.

Although represented as linier, in application it becomes circular.

Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy / P2P	Material Management	Warehouse & Logistics	Design & Construct	Operations & Maintenance	Decommission

| Business led | | An integrated procurement & supply chain provides collaboration and the link between strategy and delivery | | | | | | | | Business led | |
| 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 | | |

- Provides the best outcome for customers
- Embraces diversity, forward thinking & enables our people to deliver value
- Operates as a lean and efficient business that is looking for growth opportunities
- Builds trusting relationships
- Delivers sustainable shareholder outcomes
- Manages assets to deliver safe and reliable services
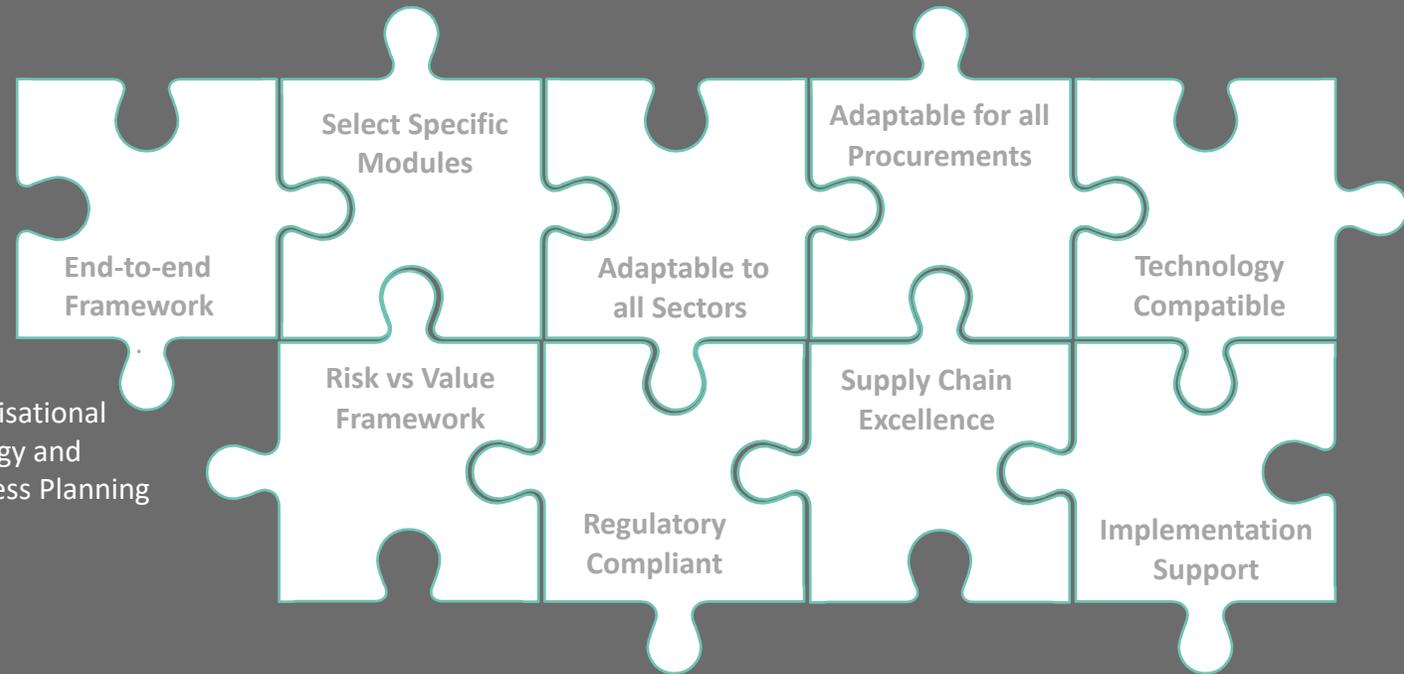
Energy Utility example

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End to End Procurement & Supply Chain Frameworks

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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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End to End Procurement & Supply Chain Frameworks

5 Performance metrics to measure process performance

4 Optional templates and tools for specific strategic application

3 Process maps to support visualisation of guidelines

2 Base set of templates and tools to achieve good practice

1 Practical procedural guidelines at a module level

Framework Key Attributes

Contextualised client examples

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Value Stage elements - Category Management

Category management is a systematic, cross-functional approach designed to strategically manage the goods and services procured by TasNetworks. It approaches this by grouping segments of spend to support the delivery of organisational value, reducing organisational risks, while optimising Supply Chain's value to support the organisational strategy.

Category management has three interconnected elements that represent the commencement of organisational-level procurement activities – PLAN. These elements are:

- Strategic alignment

- Category Development

- Organisational Pipeline Planning

In use, Category management becomes a strategic framework to support the organisation's strategic outcomes. It defines the set of practices used to develop, optimise and manage the supply groups for goods and/or services to meet these objectives.
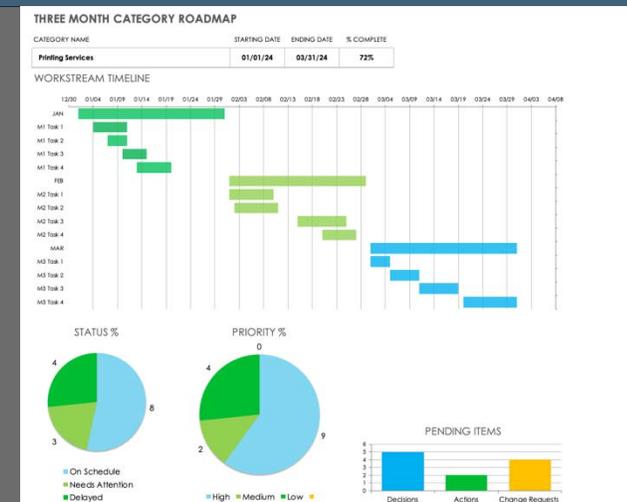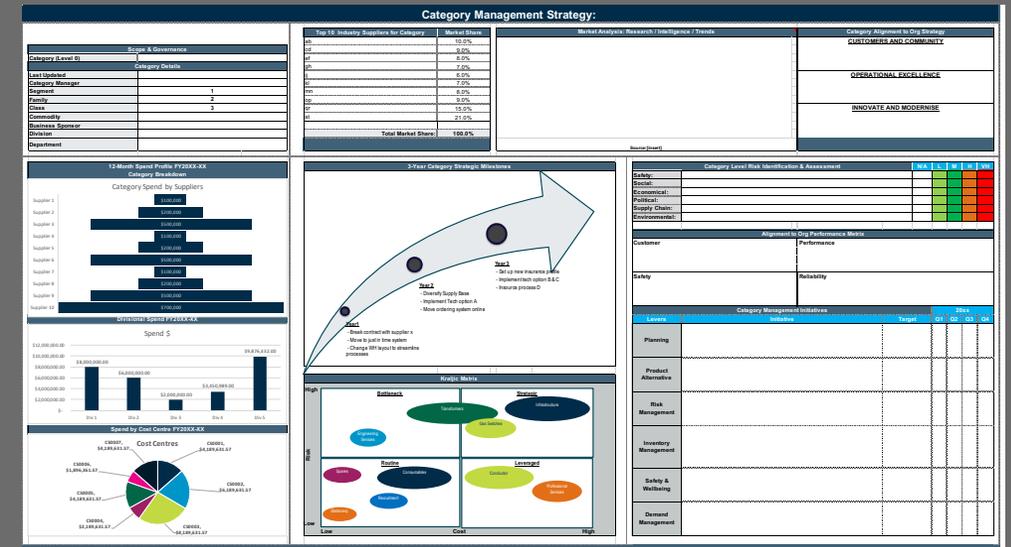
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Value Stage elements – Category value drivers and Market Positioning

Category reviews typically focuses on ten specific category value drivers.

The level of maturity of the specific category, the level of spend for the category as well as the level of supplier fragmentation will determine the recommendations that should be incorporated into an initial or updated category strategy.

CATEGORY VALUE DRIVERS

- TECHNOLOGY
- SUSTAINABILITY
- COST
- DIVERSITY
- INNOVATION
- POLICY
- SPECIFICATION
- DEMAND
- EFFICIENCY
- SERVICE LEVEL

Kraljic Matrix

- Bottleneck
- Partnering
- Transactional
- Leverage

Greater Risk

Greater Spend
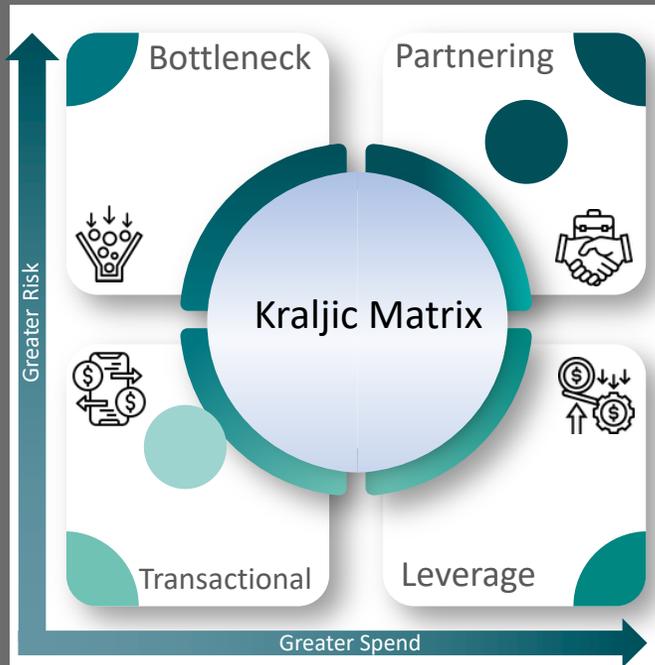
Current State

- Category is being managed at a transactional level.
- There is a high number of suppliers – this has resulted in fragmented spend and a high level of tail spend.
- The impact of the category being managed at a transactional level – increase cost, inconsistent service levels and high-level of process and administration burden

Target State

- Category strategy needs to move the Kraljic profile from "Transactional" to "Leverage / Partnering"
- The supply market is a competitive market – opportunity to leverage spend through market competition – but also to create stronger supplier relationships and partnerships for:
  1. Acquisition
  2. Operations services
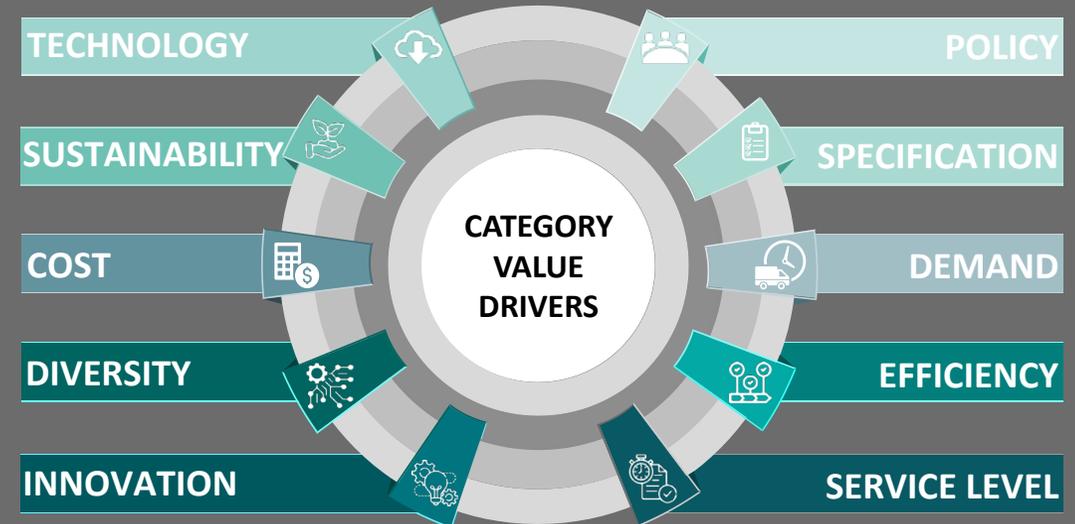
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Value Stage elements - Category Reviews
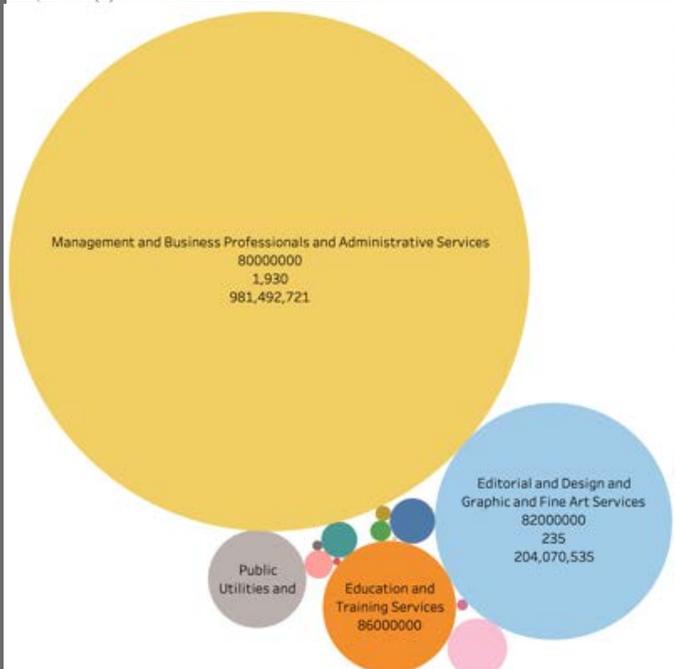
Top 5 Spend Areas - Sub-Categories

Management advisory services, $251,499,732

Project administration or planning, $239,312,850

Business administration services, $162,517,233

Advertising, $127,656,503

Temporary personnel services, $123,862,926

Management and Business Professionals and Administrative Services
80000000
1,930
981,492,721

Editorial and Design and Graphic and Fine Art Services
82000000
235
204,070,535

Public Utilities and

Education and Training Services
86000000

	Spend Under Contract	#Contract Executed	#Suppliers	#Invoices	Transaction value	%Spend
FY 23-24	$982,446,382	1340	381	5852	$309,359,232	22.35%
FY 24-25	$333,888,820	967	442	8822	$427,079,784	21.06%

CATEGORY — Developing / Undeveloped / Mature

BENEFIT — Medium / Low / High

Benefit Range	Low 4%	High 6%
FY 24-25	$13,355,552	$20,033,329

Insights

Observations	Currently not delivered as a category across the Department
	A very siloed approach is likely to be limiting large scale spend value
	Fragmented engagement of the supplier – no central accountability of commercial engagement.
	No SRM of effective performance/contract management
Opportunities	Test and validate smaller providers for delivering outputs and not a hiding place for long-term contractors
	Organisational specific panel implementation – standard terms/template and fixed engagement models
	Explore the use of technology to for larger projects e.g. advisory workbench for standard positions that projects can use.

Corporate Services Example

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Functional area (Value Stage) – Pilot programs

Following a transformation or significant functional uplift across Procurement and Supply Chain, it is often advantageous for the organisation to pilot the new or uplifted areas of the organisation. Our experience allows our team to either support the organisation through these pilot programs, or undertake them on behalf of the organisation while providing hands-on training to key staff members.

The usual candidates for many organisations are Category Management, Supplier Relationship Management and Contract Lifecycle Management. Strategic sourcing may also be included, particularly where an organisation is undertaking a new types of sourcing e.g. capital programs (ICT, Infrastructure, M&A).

While these pilot programs generally focus on the "front-end" of the value chain, there deployment at any stage is possible.

The other areas may include:
Spend Analytics;
Benefit Management; and/or
Inventory Management.

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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.

Environmental Sustainability
Reduce the adverse environmental, social and economic lifecycle impacts of products and services.

Industry Sustainability
Strengthen the economy and ensure its financial and environmental sustainability.

Social Inclusion
Promote openness and equal opportunity for community groups, building social capital

Employment and Training
Develop practical training to build long-term employment opportunities.

Diversity and Equality
Ensure opportunities, a diverse & vibrant market, access to SMEs, ADEs & Indigenous business.

Developing Innovation
Foster a new social economy, pilot joint ventures, build skills and connections, develop new capabilities.

Corporate Reform

Modern Slavery Assessment and Position Statement development

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-DAY SLAVERY POSITION STATEMENT - 2024

MODERN-DAY SLAVERY SUPPLIER SELF-ASSESSMENT
QUESTIONNAIRE – IDENTIFYING MODERN-DAY SLAVERY RISKS

Position Statements
and Supplier
Questionnaires

Forced, Bonded and/or indentured Labour	Deceptive Recruitment	Child Labour	Low Skilled Labour	Dangerous Conditions	Absence of Grievance Mechanisms
Exploitation of Migrant Workers	Wage Underpayment	Excessive Hours	Complex Supply Chains	Withholding of Identity Documents	Excessive Sub-contracting

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.

Monitor & Review
Implement internal controls & monitor compliance

Culture of Integrity
Honesty, integrity, & accountability, mandatory procurement training for all delegations

Identify & Assess Risk
Risk assess the activity to identify potential vulnerabilities

Document Management
Ensure all decisions, actions & communications documented

Clear Policies & Plans
Documented policies & procedures, & plans for significant or complex procurements

Ensure Fairness & Impartiality
Treat all external parties equitably - the same information and opportunities

Conflicts of Interest
Ensure transparency & implement clear management strategies

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Infrastructure Procurement Services

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Asset and Infrastructure Procurement Support

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

▶

2. Test and Select the preferred Infrastructure Procurement Strategy

▶

3. Develop the Infrastructure Procurement Strategy and Delivery Plan

Business Case	Funding

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

Infrastructure Project Procurement Strategy

Project Requirements	Risks

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

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

Value for Money	Market and Supply Chain

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

Infrastructure Procurement Project Delivery Plan

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

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Procurement and Supply Chain's value contribution across the asset 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.
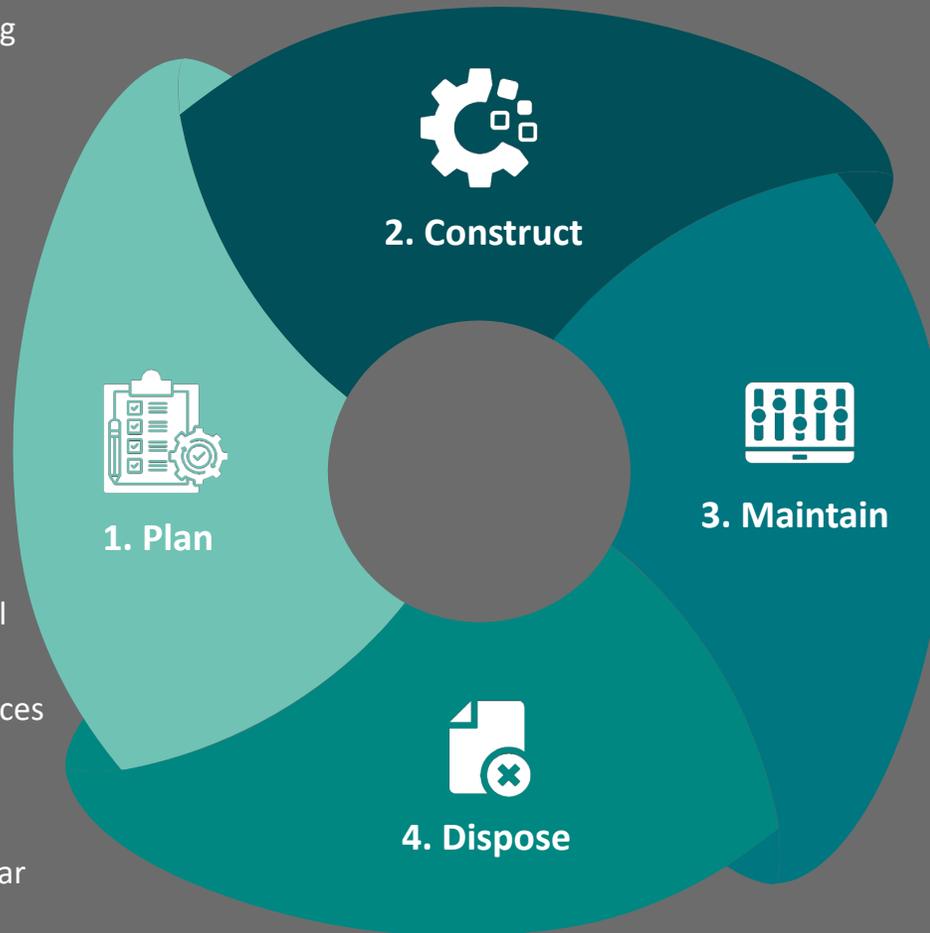
2. Construct

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.

2. Construct

3. Maintain

1. Plan

4. Dispose

Corporate Reform

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.

Strategy and Approach — Capability Statements — Proposal writing — Expression of Interest Request for Proposal Request for Quote Request for tender — Supporting documents — Editing and review — End-to-end bid Management — Negotiations
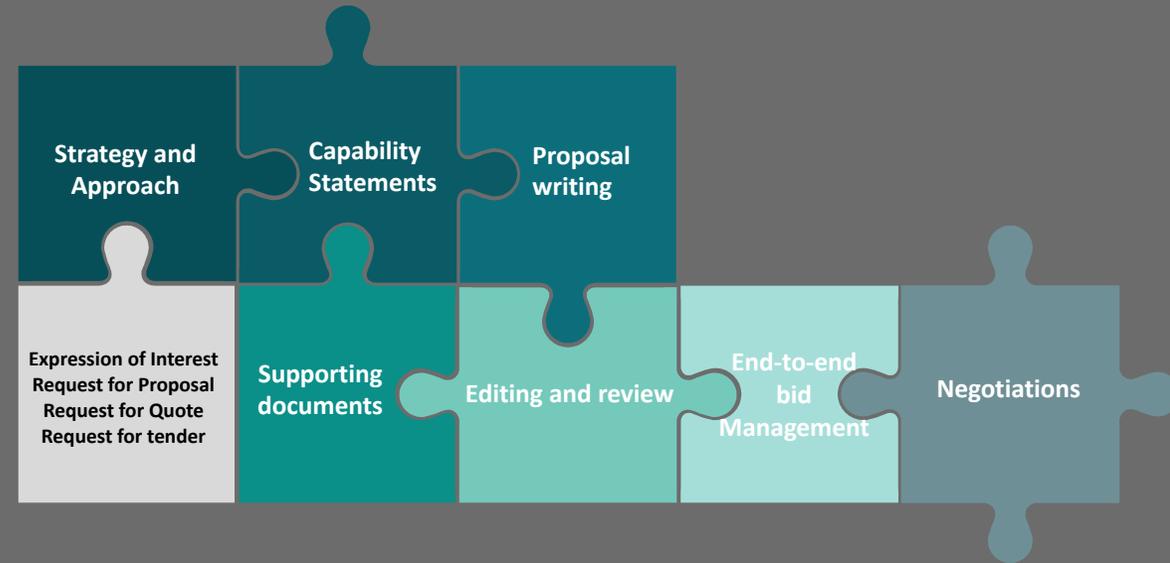
Corporate Reform

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.

Strategy and Approach
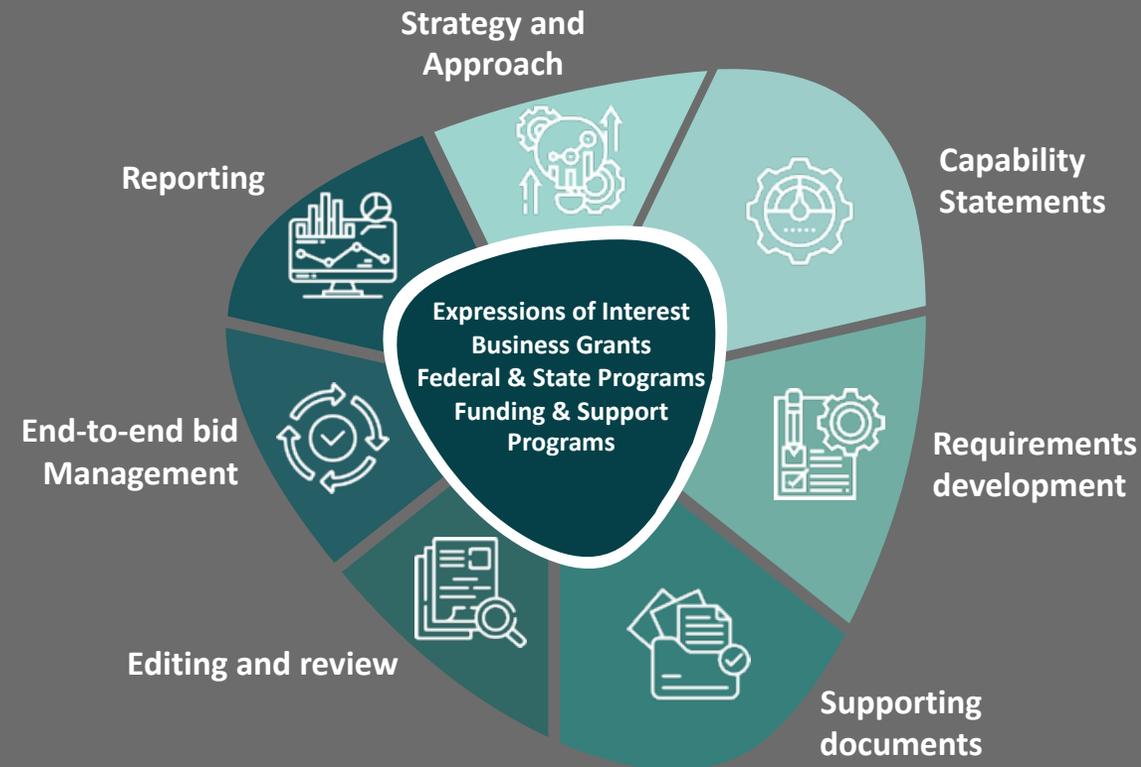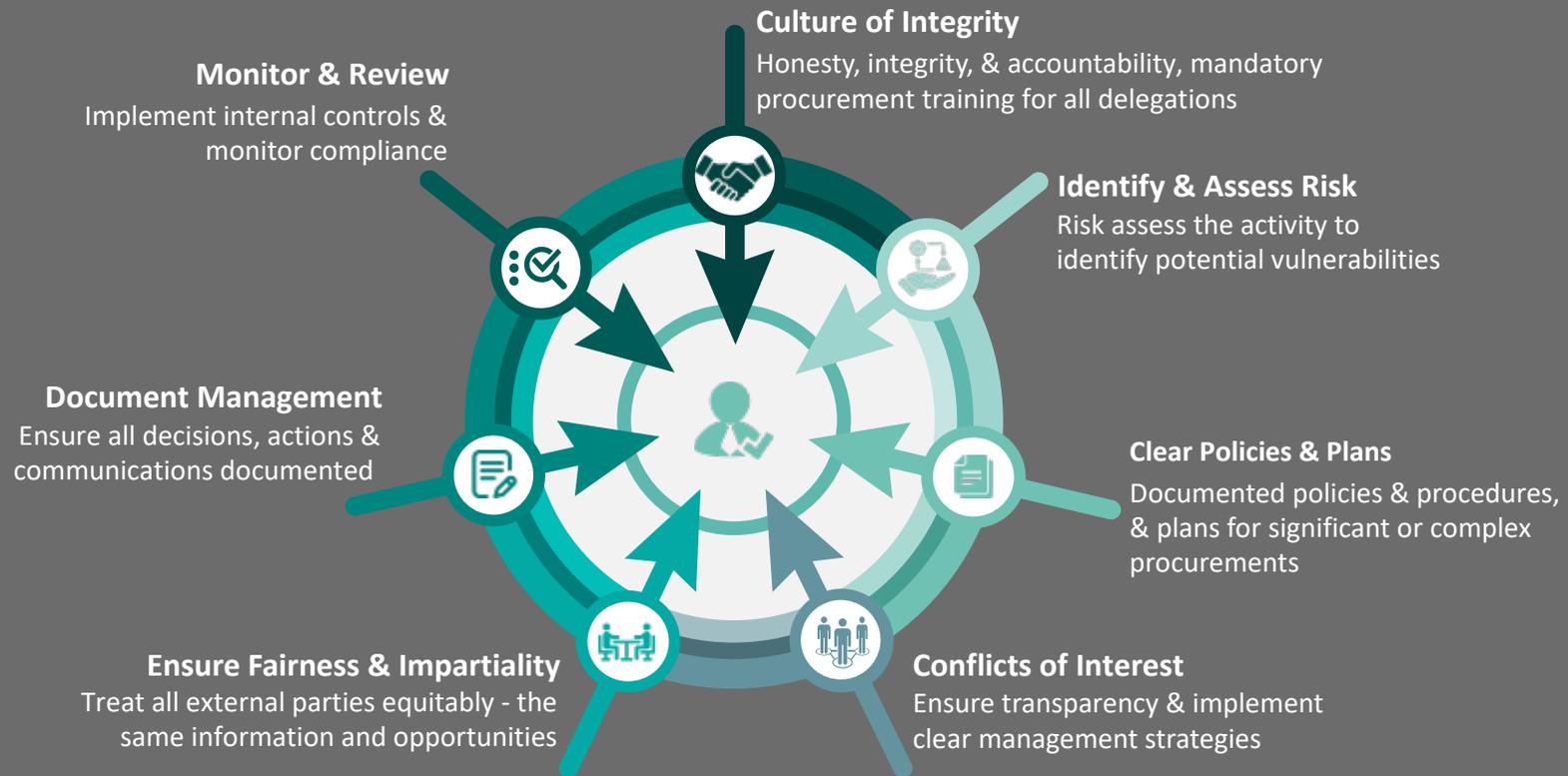Capability Statements
Reporting
Expressions of Interest
Business Grants
Federal & State Programs
Funding & Support Programs
Requirements development
End-to-end bid Management
Editing and review
Supporting documents

Corporate Reform

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.

Monitor & Review
Implement internal controls & monitor compliance

Culture of Integrity
Honesty, integrity, & accountability, mandatory procurement training for all delegations

Identify & Assess Risk
Risk assess the activity to identify potential vulnerabilities

Document Management
Ensure all decisions, actions & communications documented

Clear Policies & Plans
Documented policies & procedures, & plans for significant or complex procurements

Ensure Fairness & Impartiality
Treat all external parties equitably - the same information and opportunities

Conflicts of Interest
Ensure transparency & implement clear management strategies

Corporate Reform

Inventory & Warehouse Management and Network Design

Corporate Reform

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…

Right Part
- Fit, Form, Function
- Accurate & Complete Data

Right Place
- Inventory Lifecycle Visibility

Right Time
- Supplier Leadtime Reliability
- Demand Satisfaction

Right Quantity
- Inventory Controls
- Replenishment

Right Quality
- Order Fulfilment
- Item Management

Demand Planning and Forecasting
Replenishment, Max-Mins and Safety Stock
Inventory Visibility
Shelf-life & Maintenance Managed items
Rotable & Repairable Item Management
Measurement & Reporting
Continuous Improvement

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) .
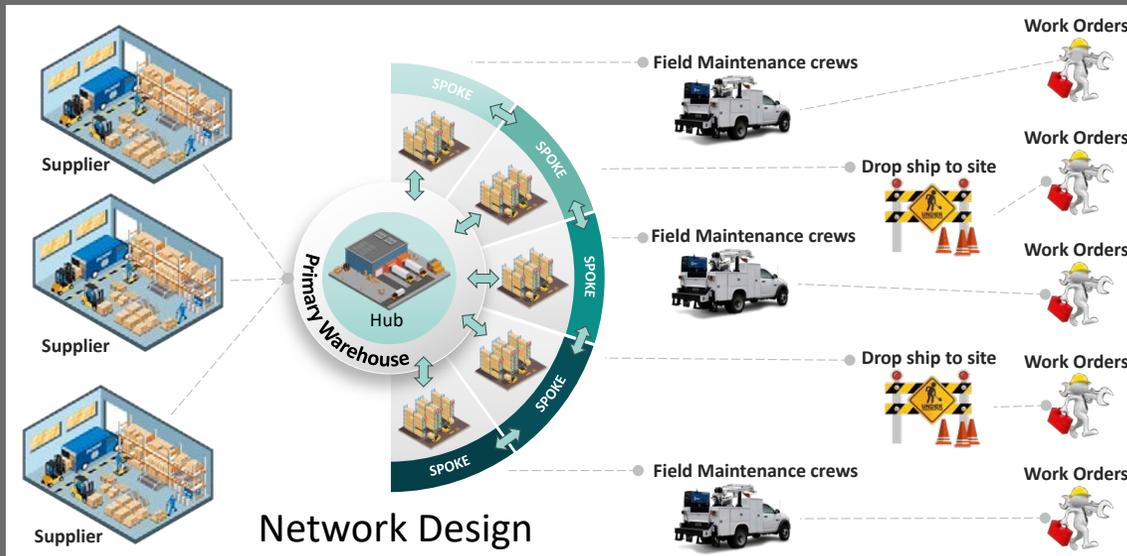
Reliability: the speed at which it is able to perform its tasks

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

Value Stage elements - Inventory and Warehouse Management

Supply Chain Network design (Warehousing, Inventory and Logistics) is about the systematic flow and control of material from identification of need through to delivery to the end user. All of these aspects contribute to the management of life-cycle costs, inventory turn, continuity of supply, consistency of quality and the management of data and information. It encompasses the processes of planning, acquiring, storing, moving, and controlling materials to effectively support the operations and function of the organisation.

Material Flow

Put-away

Pick, Pack & Ship

Material Flow

Quantity Flow

Movement Types

Network Design

Supplier

Primary Warehouse

Hub

SPOKE

Field Maintenance crews

Work Orders

Drop ship to site

Work Orders

Field Maintenance crews

Work Orders

Drop ship to site

Work Orders

Field Maintenance crews

Work Orders
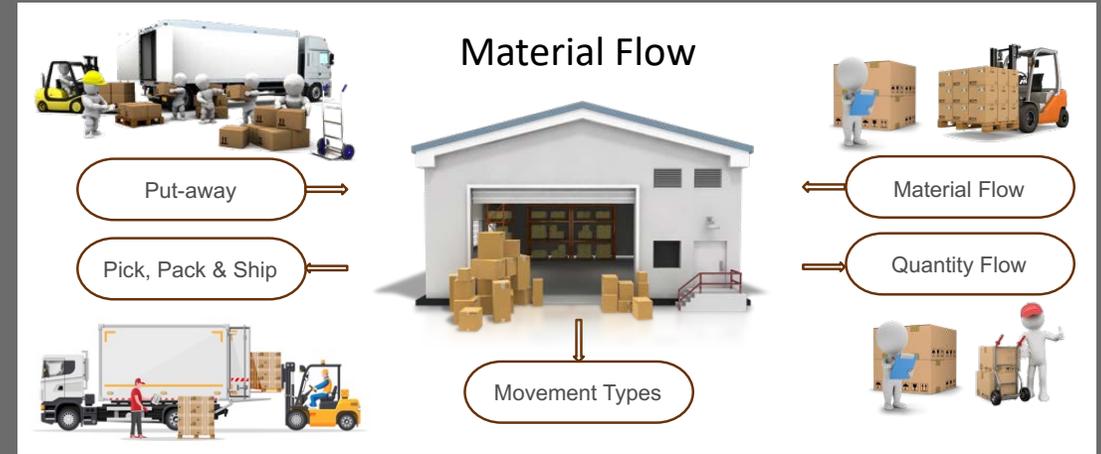
MRO example

The principle strategic rationales underpinning any supply chain network design is optimisation. That is, the ability to deliver reductions to the overall supply chain costs as well as improvements in service levels by better aligning supply chain and organisational strategies.

Supply chain network design also aims to reduce operational complexity and de-risk operational outcomes. These activities determine the physical configuration and infrastructure of the supply chain. Key to the design decisions are the number and type of locations, and the relationship of the size of plants and/or activities undertaken and the stores and/or warehouses.
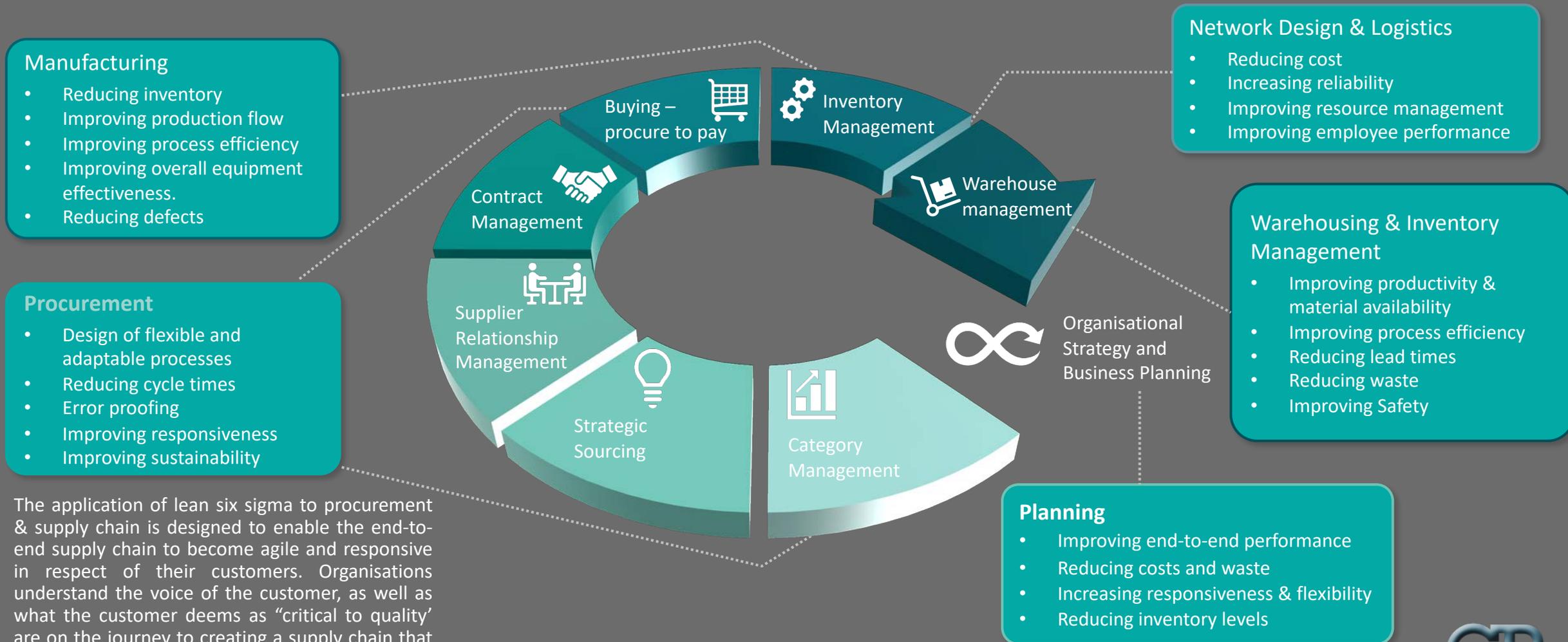
Corporate Reform

Lean Six Sigma in Procurement and Supply Chains

Corporate Reform

Procurement & Supply Chain and Lean Six Sigma

Manufacturing
- Reducing inventory
- Improving production flow
- Improving process efficiency
- Improving overall equipment effectiveness.
- Reducing defects

Network Design & Logistics
- Reducing cost
- Increasing reliability
- Improving resource management
- Improving employee performance

Procurement
- Design of flexible and adaptable processes
- Reducing cycle times
- Error proofing
- Improving responsiveness
- Improving sustainability

Warehousing & Inventory Management
- Improving productivity & material availability
- Improving process efficiency
- Reducing lead times
- Reducing waste
- Improving Safety

The application of lean six sigma to procurement & supply chain is designed to enable the end-to-end supply chain to become agile and responsive in respect of their customers. Organisations understand the voice of the customer, as well as what the customer deems as "critical to quality" are on the journey to creating a supply chain that is customer focused and able to meet, or exceed their needs.

Buying – procure to pay

Inventory Management

Contract Management

Warehouse management

Supplier Relationship Management

Strategic Sourcing

Category Management

Organisational Strategy and Business Planning

Planning
- Improving end-to-end performance
- Reducing costs and waste
- Increasing responsiveness & flexibility
- Reducing inventory levels

November 2025

Corporate Reform

Our Partnering Approach

Corporate Reform

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

CORPORATE REFORM

Our Leadership Team

Corporate Reform

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
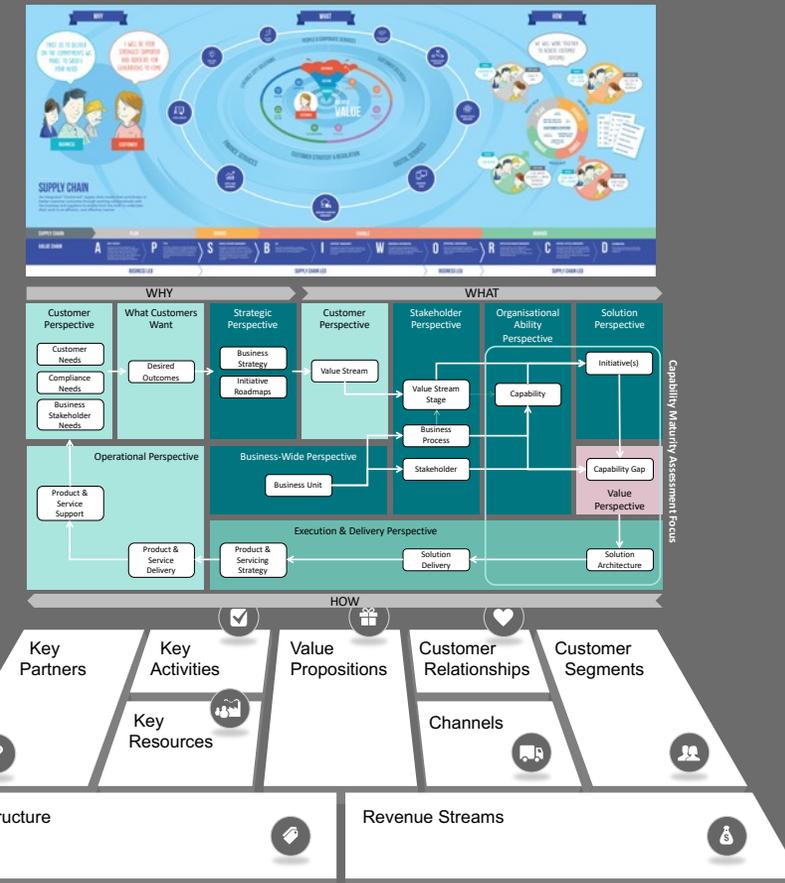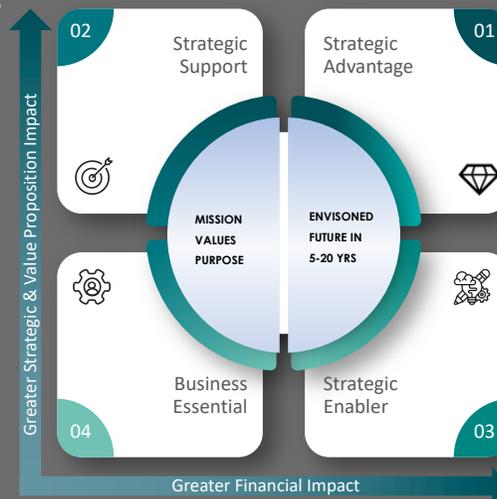
Corporate Reform

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

Corporate Reform

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
- Capability Model
- Value Chain
- Maturity Assessment
- Operating Model
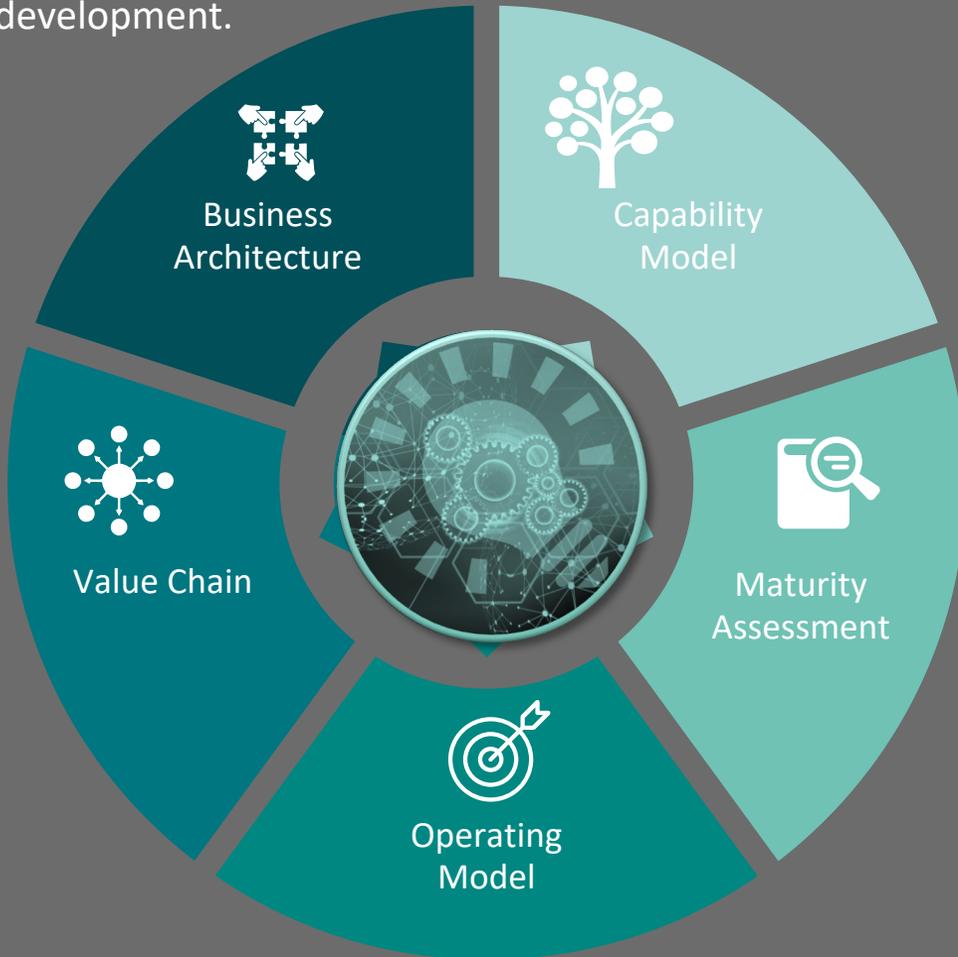
Business Architecture
The what why and how that defines the future-state organisation.

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

Value Chain
Definition of contextualised functional or organisational representations describing what they do

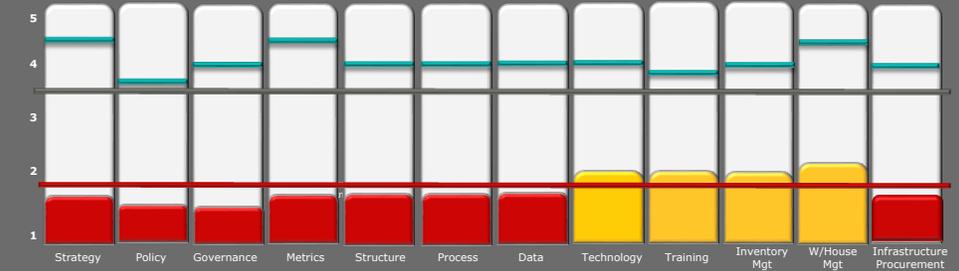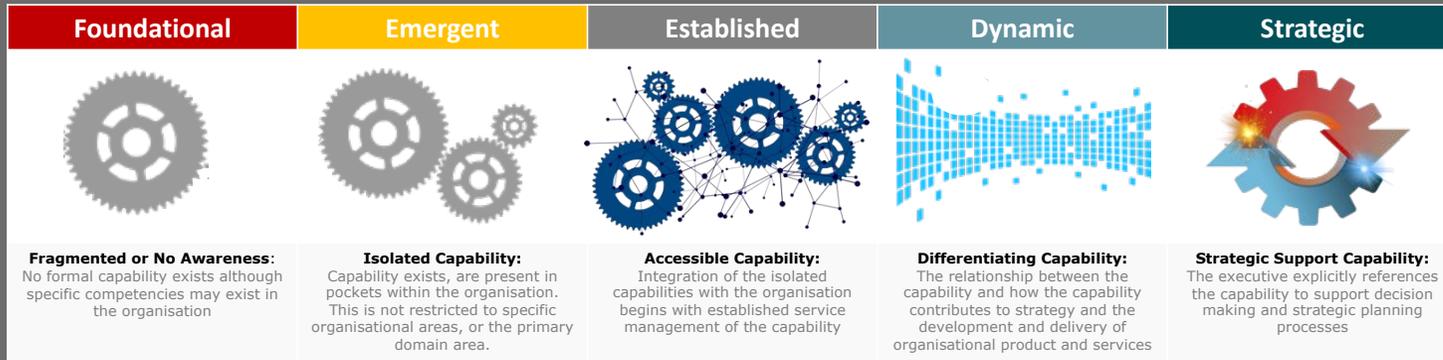| Customer | Customer Centre of Expertise | | | | | | |
Strategy	Market Influence & Regulatory		Direction Setting	Residential	Business	Developer	Other/ New Segments
Planning and Infrastructure Management	Plan & Build						
Core Operations	Customer Support						
	Customer Operations Hub						
	Product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

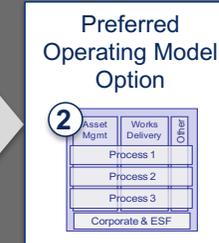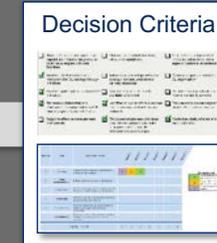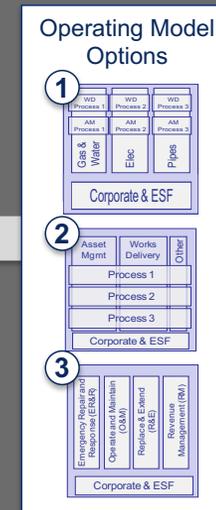| Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
Business led		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery								*Business led*	
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		

Corporate Reform

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.

Foundational	Emergent	Established	Dynamic	Strategic
Fragmented or No Awareness: No formal capability exists although specific competencies may exist in the organisation	**Isolated Capability:** Capability exists, are present in pockets within the organisation. This is not restricted to specific organisational areas, or the primary domain area.	**Accessible Capability:** Integration of the isolated capabilities with the organisation begins with established service management of the capability	**Differentiating Capability:** The relationship between the capability and how the capability contributes to strategy and the development and delivery of organisational product and services	**Strategic Support Capability:** The executive explicitly references the capability to support decision making and strategic planning processes

Strategic:
Governance, Risk & Control

What does it mean
Ability to develop rules for the organisation to follow to ensure value generation, performance and accountability.

What does it include
- Legal & Regulatory Compliance
- Business Continuity Management
- Organisational Risk Management
- Audit and Assurance

Impact on Customer
High

What if we get this right
- 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?
- 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
- 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	Medium	Process	Medium	Technology & Data	Medium	Assets / Business Infrastructure	Medium
- 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		- 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)		- 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		- Network issues - No information about operational system upgrades - No engagement when considering upgrades for the Finance system	

Inputs

Design Principles & Implications

Operating Model Options

Decision Criteria

Preferred Operating Model Option

Enterprise Asset Management

- Value Engineering
- Asset life and performance improvement
- Infrastructure asset decommissioning and disposal services
- Asset Lifecycle Management Frameworks

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.
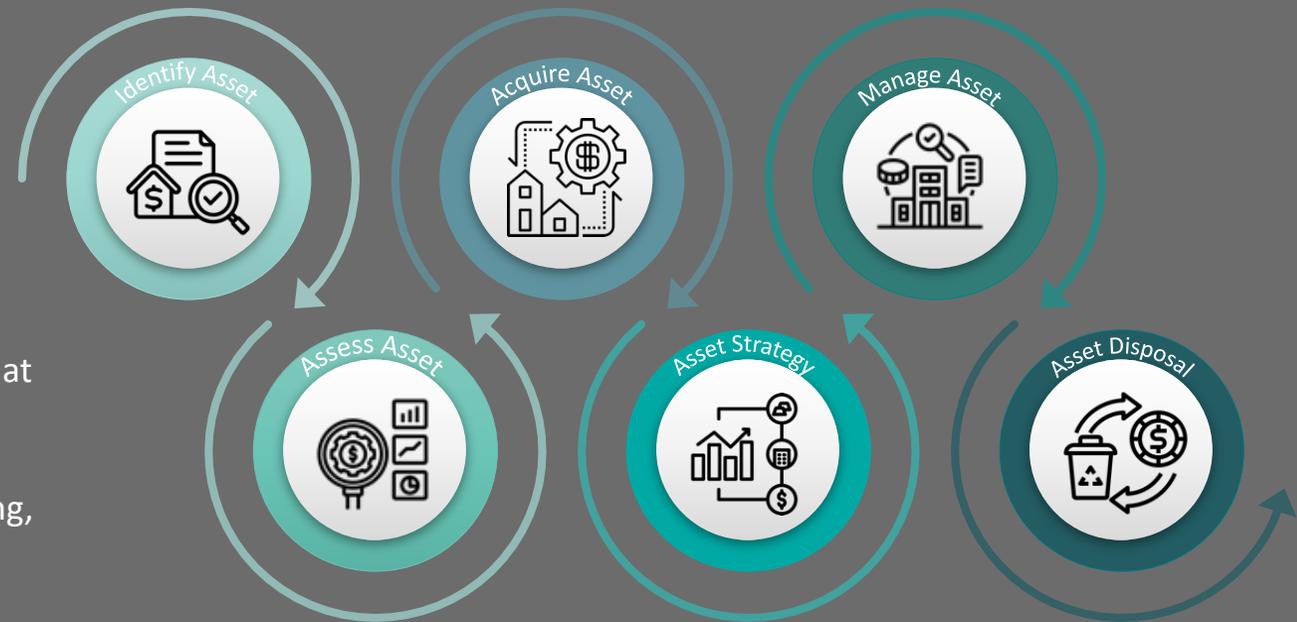
Corporate Reform

Asset Management Maturity

Asset management maturity focuses on the effectiveness of the application of organisational capabilities, processes, data and systems effectively manage its assets throughout their lifecycle to deliver value, meet stakeholder needs, and achieve strategic outcomes.

Level 1 (Reactive/Ad-hoc):
Unplanned, firefighting approach, focused on immediate fixes.

Level 2 (Managed/Defined):
Basic processes, plans, and standards start to be implemented, often driven by compliance.

Level 3 (Integrated/Systematic):
Formal systems, documented processes, and integrated data across functions.

Level 4 (Optimized/Proactive):
Performance is continuously monitored, risks are proactively managed, and data-driven decisions optimise asset performance.

Level 5 (Strategic/Intelligent):
Asset management is a strategic business enabler, anticipating future needs and driving innovation.

Performance Management

Competency & Engagement

Data Governance

Process Management

Stakeholders & Customers

Roles & Responsibilities

Asset Reliability & Availability

Risk Management

Value Optimisation

Asset Information

Leadership & Culture

Organisational Strategy

Asset Strategy

Data Driven Decisions

THE ORGANISATION

INTEGRATION · AGILITY · VALUE · ASSURANCE · ALIGNMENT

Corporate Reform

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

Corporate Reform

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.
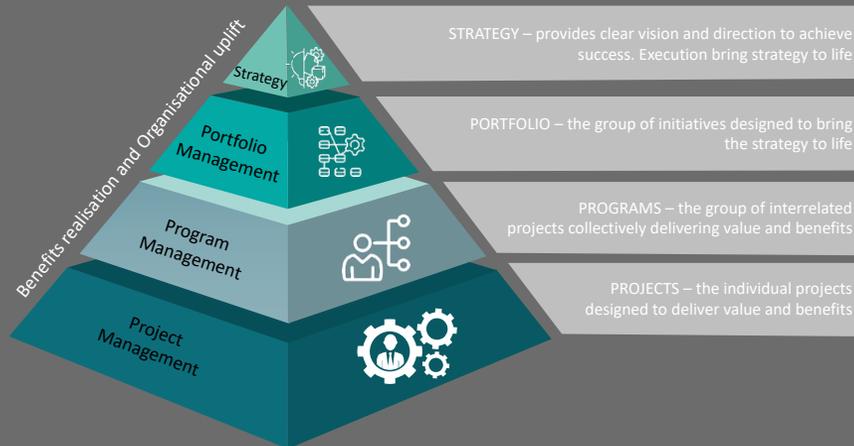
Project Development, Business Cases and Project Evaluations

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.

Benefits realisation and Organisational uplift

Strategy — STRATEGY – provides clear vision and direction to achieve success. Execution bring strategy to life

Portfolio Management — PORTFOLIO – the group of initiatives designed to bring the strategy to life

Program Management — PROGRAMS – the group of interrelated projects collectively delivering value and benefits

Project Management — PROJECTS – the individual projects designed to deliver value and benefits

01 Concept
Requirements 02
03 Design & Planning
Business Case 04
05 Procurement
Delivery 06
07 Review

November 2025

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

Corporate Reform

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.


- 1. Governance
- 2. Strategy
- 3. Risk Management
- 4. Metrics, Goals & Targets
- 5. Policy & Frameworks
- 6. People, Culture & Training
- 7. Spend Management & Supplier Integration
- 8. Technology
- 9. Carbon Position
- 10. Data & Reporting

Corporate Reform

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.
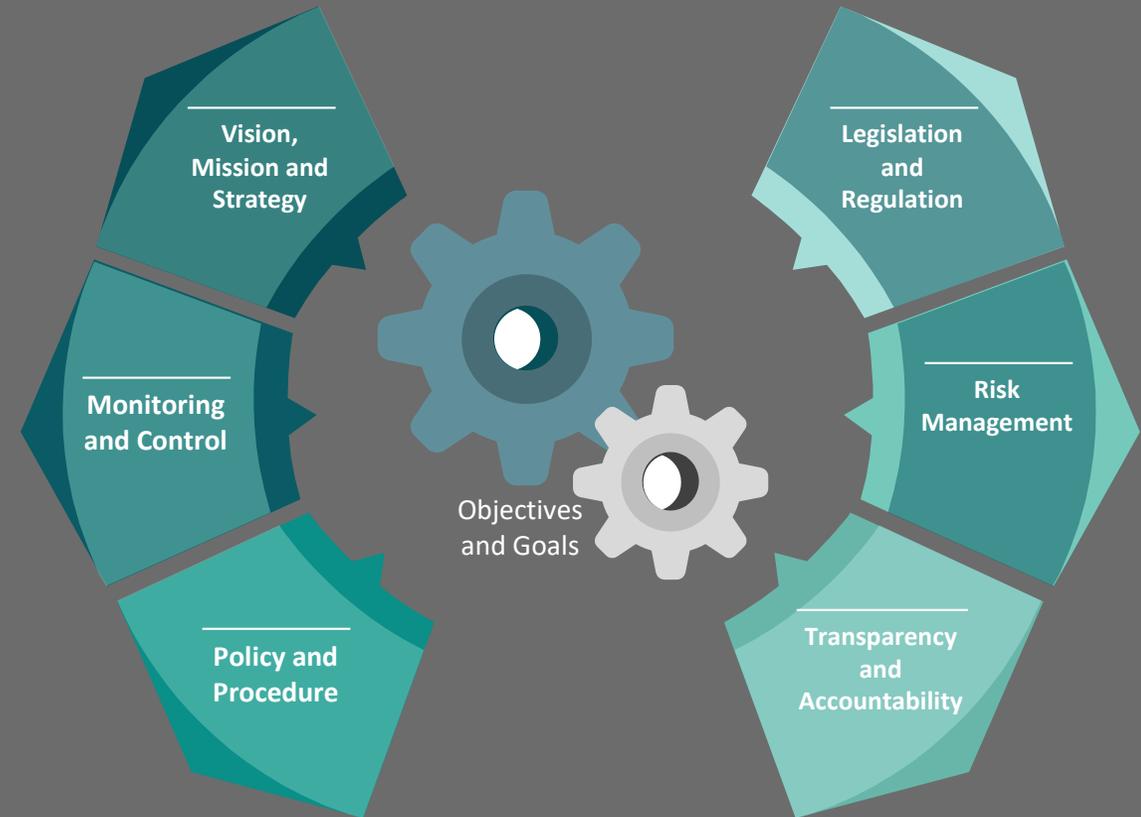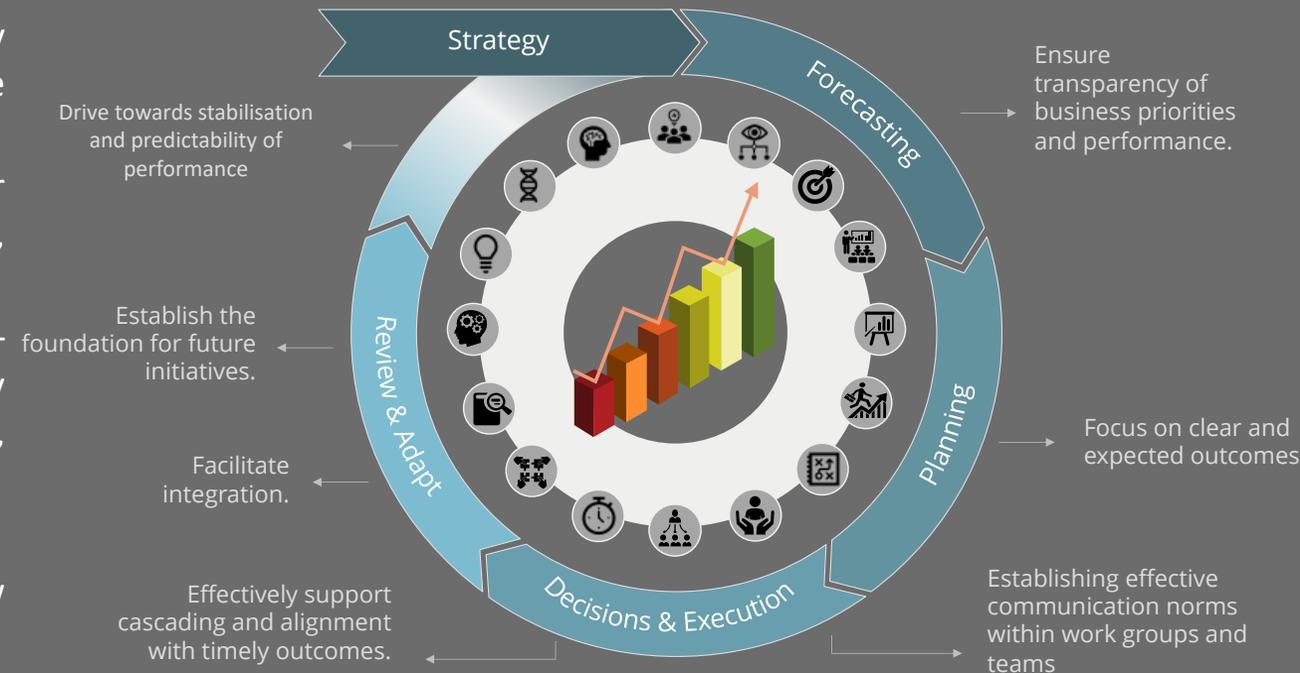
Corporate Reform

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 or 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

Strategy

Forecasting

Planning

Decisions & Execution

Review & Adapt

Drive towards stabilisation and predictability of performance

Establish the foundation for future initiatives.

Facilitate integration.

Effectively support cascading and alignment with timely outcomes.

Ensure transparency of business priorities and performance.

Focus on clear and expected outcomes

Establishing effective communication norms within work groups and teams

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

Corporate Reform

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
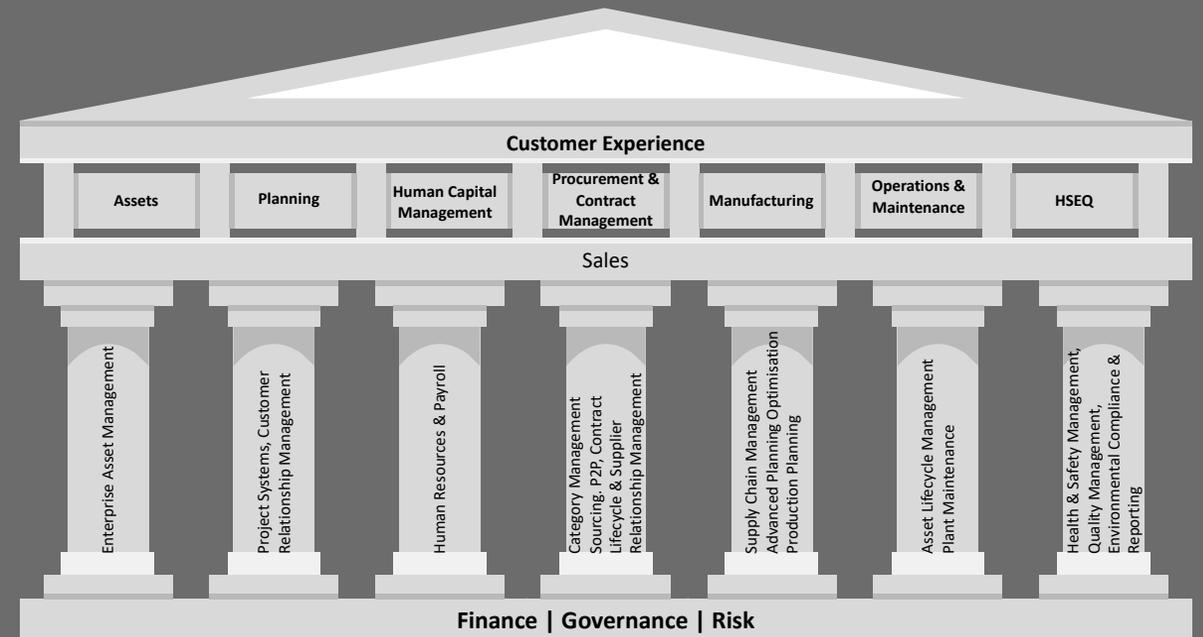
Corporate Reform

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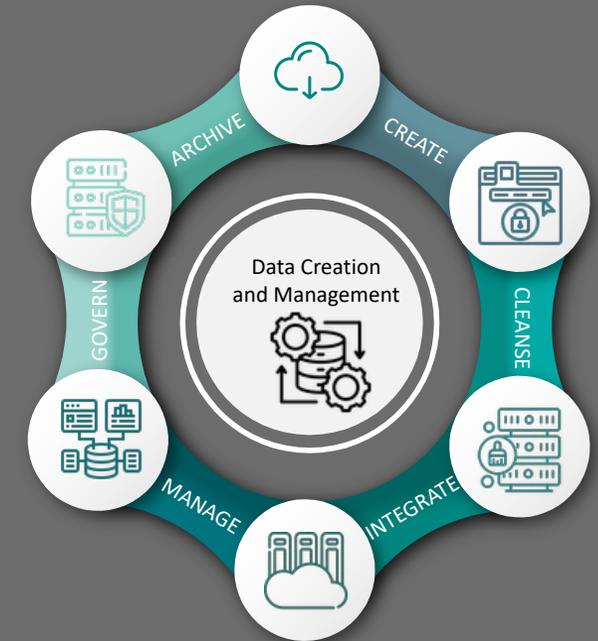
Its aim is ensuring "One Single Source of Truth" – Data quality, transparency, consistency and currency.

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
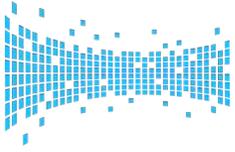- Active management of currency and quality

ARCHIVE • CREATE • CLEANSE • INTEGRATE • MANAGE • GOVERN

Data Creation and Management

Principles • Policies • Standards

Corporate Reform

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
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	**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.	**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	**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.	**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

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.

Data & Infrastructure

Information Security

Integration

Process

From Readiness to Maturity

Value & Risk Management

Frameworks & Training

Operating & Business Models

Policy & Strategy

Governance

Organisation & Culture

November 2025

Corporate Reform

## 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.

Strategy

- Vision
- Purpose
- Strategic Intent
- DNA
- Objectives
  Customers | People | Business | Stakeholders
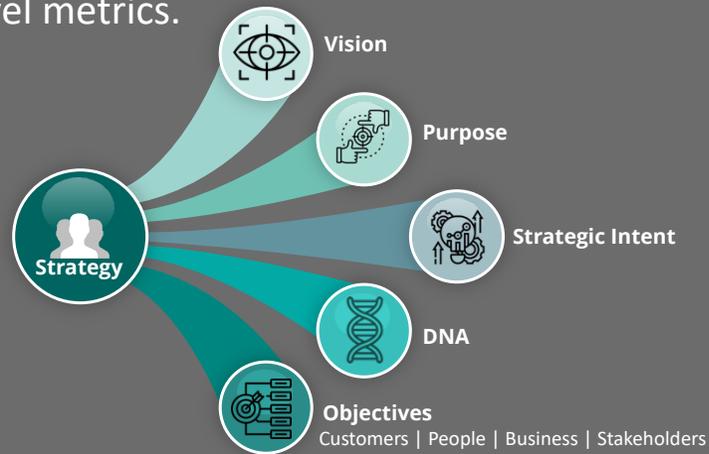
For each key organisational functional area, objectives, measures and targets must be defined and linked to, and aligned with, the organisational-level (strategic) objectives.

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).

PLAN

MANAGE

MODEL

STRATEGY

EXECUTION

REPORT

MONITOR

ANALYSE
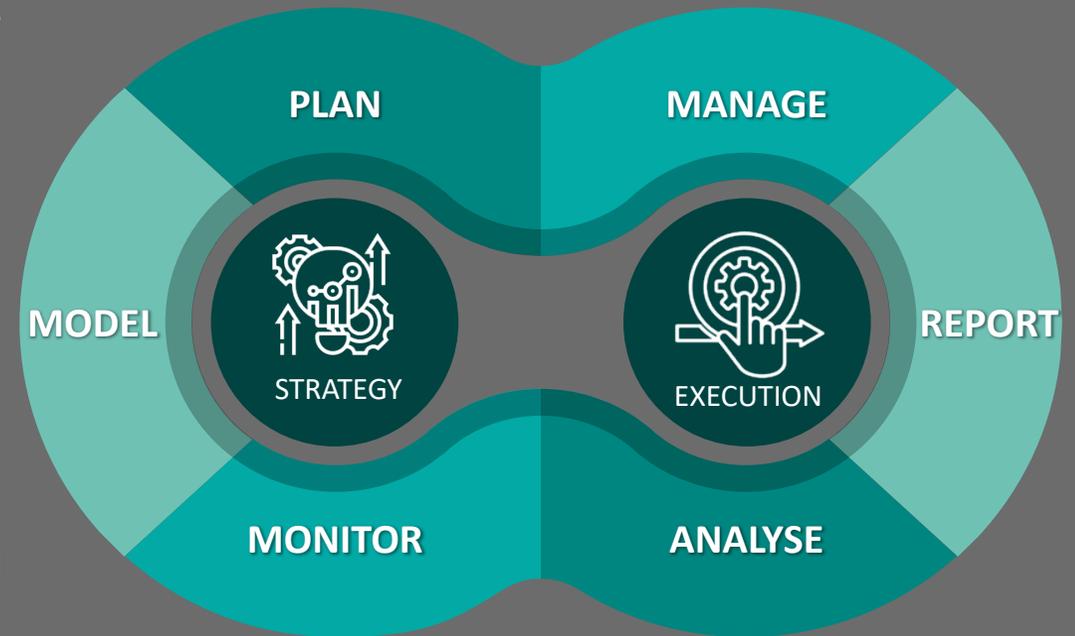
Corporate Reform

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

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