

CORPORATE REFORM

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

Sustainability and Governance Services



Release

Growth & Delivery Partner

November 2025

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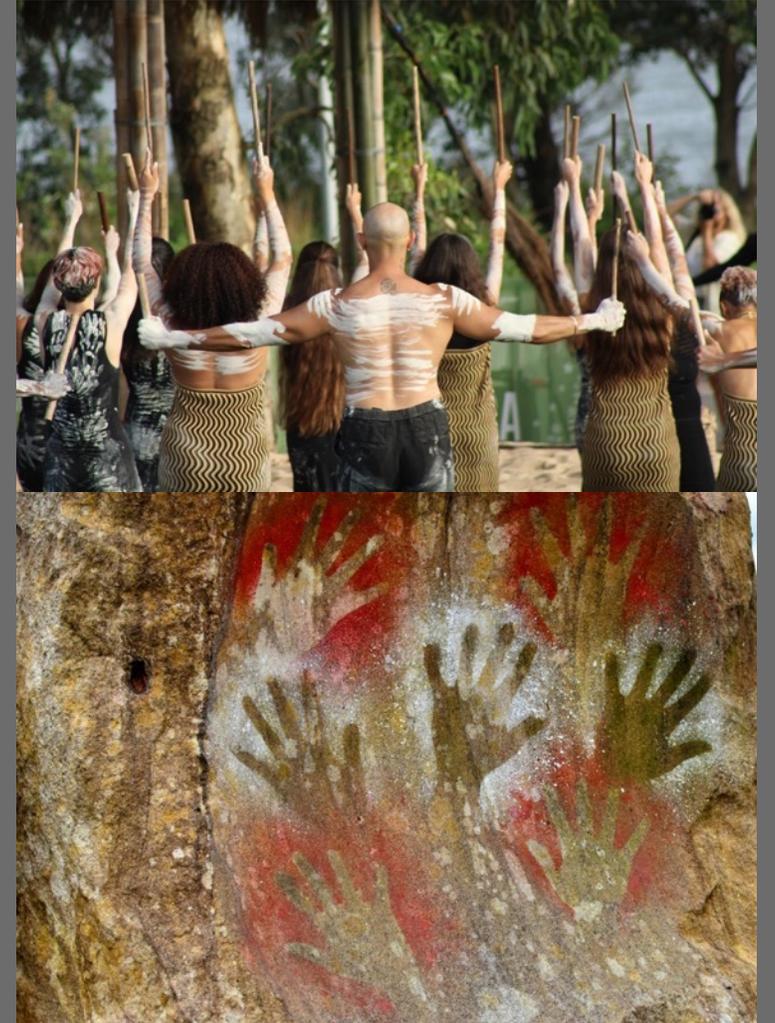
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Acknowledgement

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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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



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Australia's Progress towards Net-Zero



>52%

Of organisational investors see Greenwashing and the single largest hurdle for ESG investment

> \$300m

US Dollars invested in Australasia for ESG initiatives

60%

Of organisations see data management as their biggest hurdle for reporting & management

Key Risk Areas

Financial Services; Energy & Resources; Property & Retail; and manufacturing are seen as the key ESG risk areas

\$1.6t

Committed to responsible investment in Australia with RIAA-certified investment products reaching \$167.7 b.

Community Sentiment

77% of Australians believe Business must help to reduce environmental impacts

Reporting Expansion

ASIC and APRA are pushing for enhanced corporate disclosures related to ESG risks

79%

See sustainability as a core business function of organisations & now have a formal sustainability function

Regulatory Focus

ASIC identified widespread poor practices: compliance plans; better governance, reporting, and responsibilities

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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.



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 leadership team is a CIPS accredited trainer which incorporated the design and delivery
- 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 challenges facing the Financial Services; Energy & Resources; Property & Retail; and manufacturing 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 levels of consumer expectations for the responsible behaviour of Business in ESG compliance and activities.
- Emerging environmental concern areas (PFAS, diffused pollution sources),combined with likely overall restriction tightening place further burdens on Business in compliance reporting.
- Increased community expectations on sustainability with pressure to boost renewable assets.
- The regulator 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 and circular economies
- Organisations moving to more modern and collaborative reporting methods.
- Greater focus on data and analytics, and better use of technology.
- Higher levels of requirements focused on compliance – Safety, Social, sustainability while maintaining commercial outcomes
- Organisations being proactive to ESG & MDS requirements and maintaining ethical supply chains.
- Climate variability placing additional pressures on scarce resources and effective reporting

How the team are supporting clients

- Sustainable Infrastructure major projects, minor works programs and supply chains.
- Renewable energy infrastructure programs.
- Complex category management and sourcing projects.
- Procurement and Supply Chain transformation programs.
- Technology transformation programs.
- Reporting and analytics using visualisations and dashboards.
- 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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Seeing what's real, not just reflections...

Sustainability and Governance Services

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ESG Maturity Assessment Services



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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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ESG Maturity Assessment - Four Stages of ESG Maturity & Performance

Awareness



Fragmented or Emergent Awareness

Not included in organisational strategy, high risk potential, stakeholder or competitive pressures, little or no data, desire to change

- Developing awareness
- Risk aware
- Regulatory awareness
- Negative outcome focus
- Opportunistic cooperation across value chain
- Ineffective communication
- No metrics
- Inconsistent data

Aspiration



Reactive to Proactive

Identified approach supported by policies and procedures with measurable outcomes identified. Localised regulatory compliance with supplier engagement.

- Defined approach
- Defined policies and procedures
- Identified and prioritised issues
- Risks quantified
- Measurable goals
- Clear targets
- Regulatory compliance and reporting
- Supplier engagement
- Value chain integration

Achievement



Value creation and delivery

The policy and strategy have a direct impact on organisational outcomes and culture, suppliers are integrated into the journey and the transition to net zero has begun

- Vision driven
- Strategy defined
- Optimised lifecycles
- Carbon transition commenced
- Supplier integration
- Risk mitigation
- Opportunity focus
- Global compliance
- Integrated reporting
- Embedded culture

Active



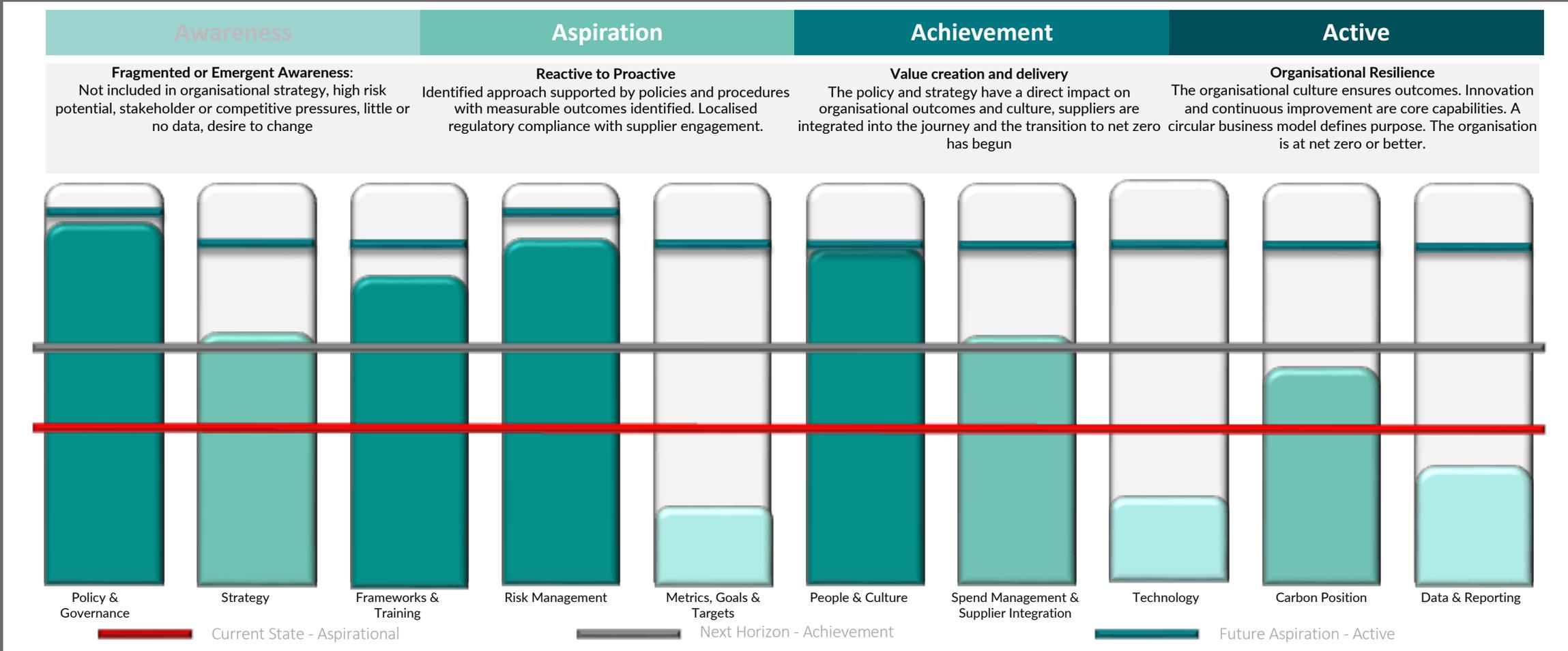
Organisational Resilience

The organisational culture ensures outcomes. Innovation and continuous improvement are core capabilities. A circular business model defines purpose. The organisation is at net zero or better.

- Purpose driven
- Circular business model
- Sustainable Supply Chain
- Value creation
- Net Zero or Net Positive outcomes
- Innovation and Opportunities drive outcomes
- Real-time value chain data
- Continuous Improvement

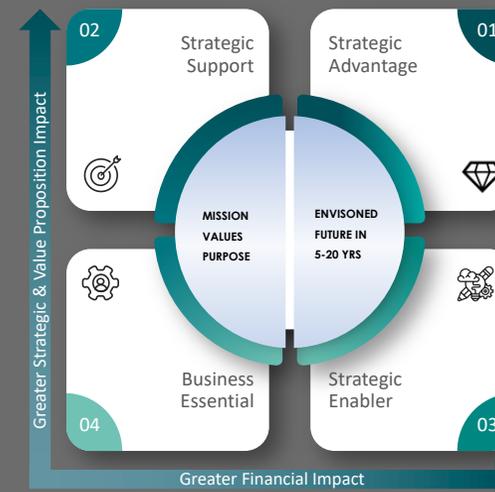
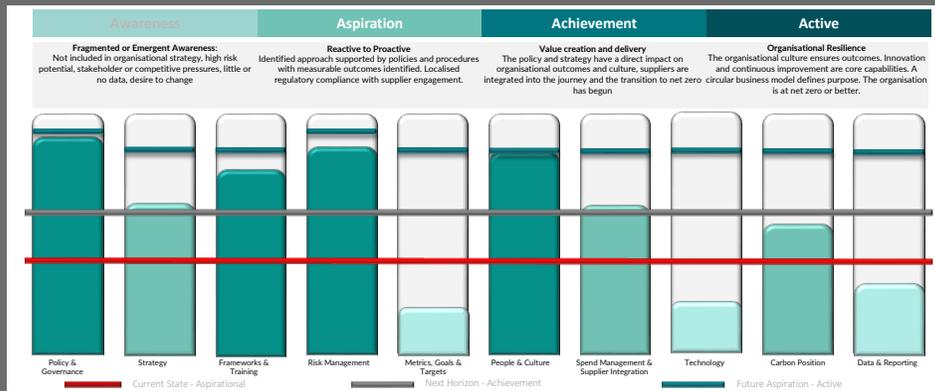
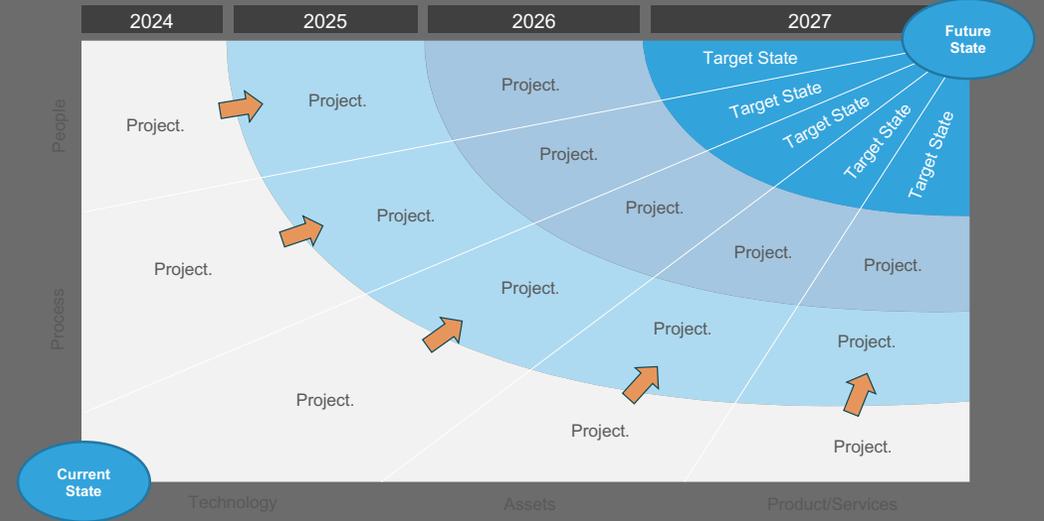
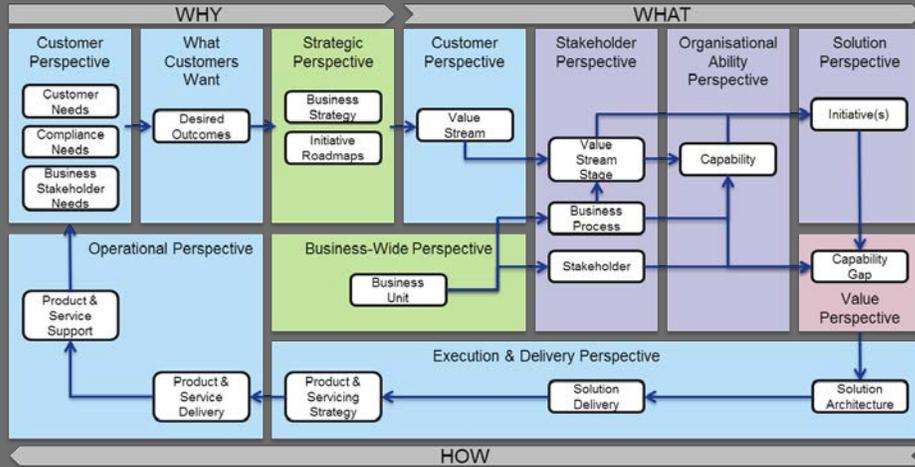
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Maturity Model Assessment Dashboard



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Maturity Model Assessment and Deployment



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ESG Maturity Assessment - Ten Key Attributes

Samples of Data Requirements	
Enterprise Level	Business Area
<ul style="list-style-type: none"> Organisational Strategy Delegations' Manual 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 costs Technology landscape Measurement system
Data Requirements	Frameworks Requirement
<ul style="list-style-type: none"> Performance data Spend data Category schema Category plans Procurement strategies Contracts & contract management plans RFx documents Carbon footprint data Energy & water utilisation 	<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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Sustainability Charters



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Sustainability and Sustainability Charters

Sustainable development requires changes to production and consumption to satisfy human needs while using fewer raw materials and producing less waste. The key to sustainable development is integrating environment and development considerations in decision-making.

For many organisations, sustainable development means adopting business strategies that simultaneously ensure long-term viability and the needs/expectations of current and future stakeholders, without threatening the resources or biological systems of the world.

Sustainable development is the process towards sustainability and concerns balancing economic, social and environmental considerations. It comprises types of economic and social development which protect and enhance the natural environment, social equity and human well-being.

Sustainability Charters are the embodiment of a commitment and are developed around 3 key principles. These are presented in a direct organisational context and are supported by specific directives.



Principle 1: Sustainability value must be maximised through the product lifecycle



Principle 2: People are entitled to a healthy and productive life in harmony with nature



Principle 3: Sustainability is a holistic concept that is transparent and accountable



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Core Governance Services

- Corporate
- Procedural
- Legislative
- Regulatory



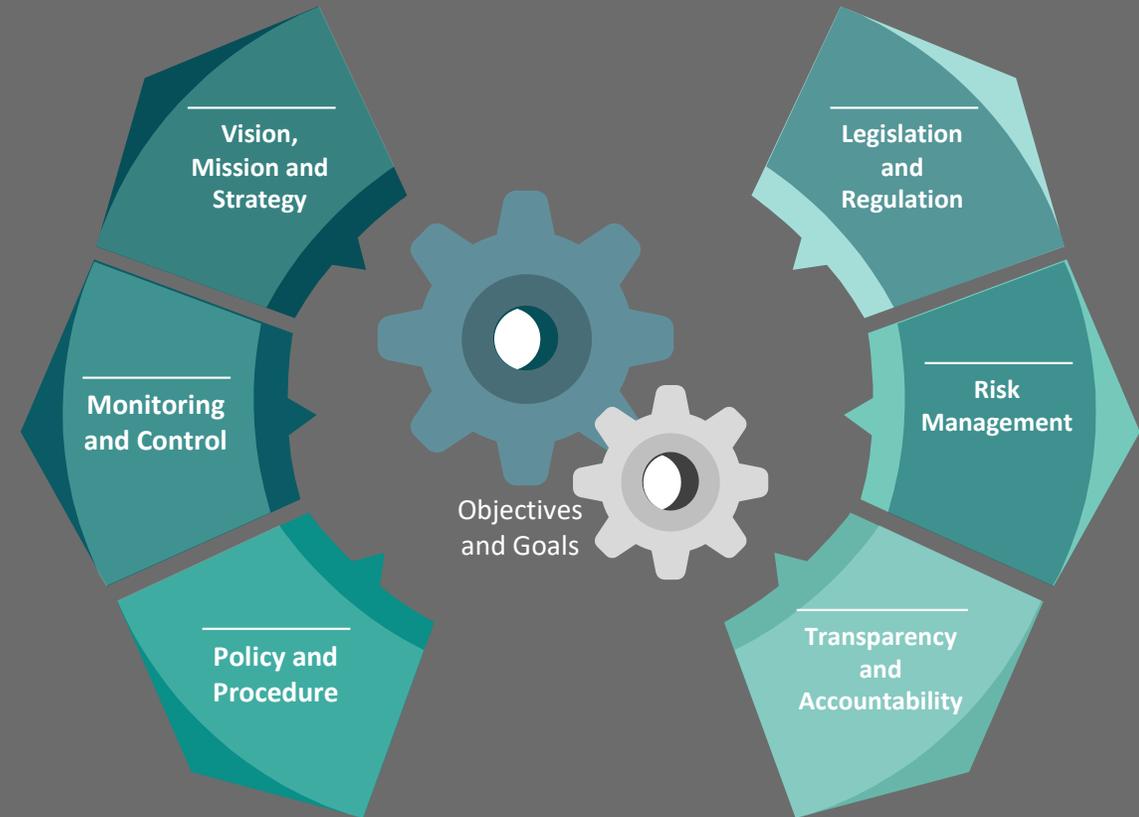
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Core Governance Services

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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Core Governance Services

Oversight: Working with and advising boards to support through key decision processes on strategic, policy, financial, sustainability and succession aspects of the organisation's operations..

Accountability: Ensuring the correct apportionment and application of accountability and responsibility based on area and/or individual roles and seniority.

Decision-making: We are able to provide frameworks for how decisions are made, ensuring that there is a balance across the need to achieve organisational objectives within the social, regulatory, and shareholder contexts.

Enterprise Risk management: We are able to provide frameworks to identify and support the management or mitigation of the identified risks

Transparency and equity: We are able to support an organisation to ensure that principles such as fairness, transparency, responsibility, and disclosure, are in place to help the organisation perform better and present as a trusted entity.

Procedures: We are able to support the governance activities of the organisation through the creation and/or review of organisational procedures.

Mechanisms and tools: We are able to support the governance activities of the organisation through the application of specific mechanism and the design of specific tools and templates

Legitimacy: Through all of the preceding elements we can ensure that the organisation decisions and ways of working are seen as transparent and equitable, this is of specific importance for the organisation's environmental and social governance.

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Management Operating Systems



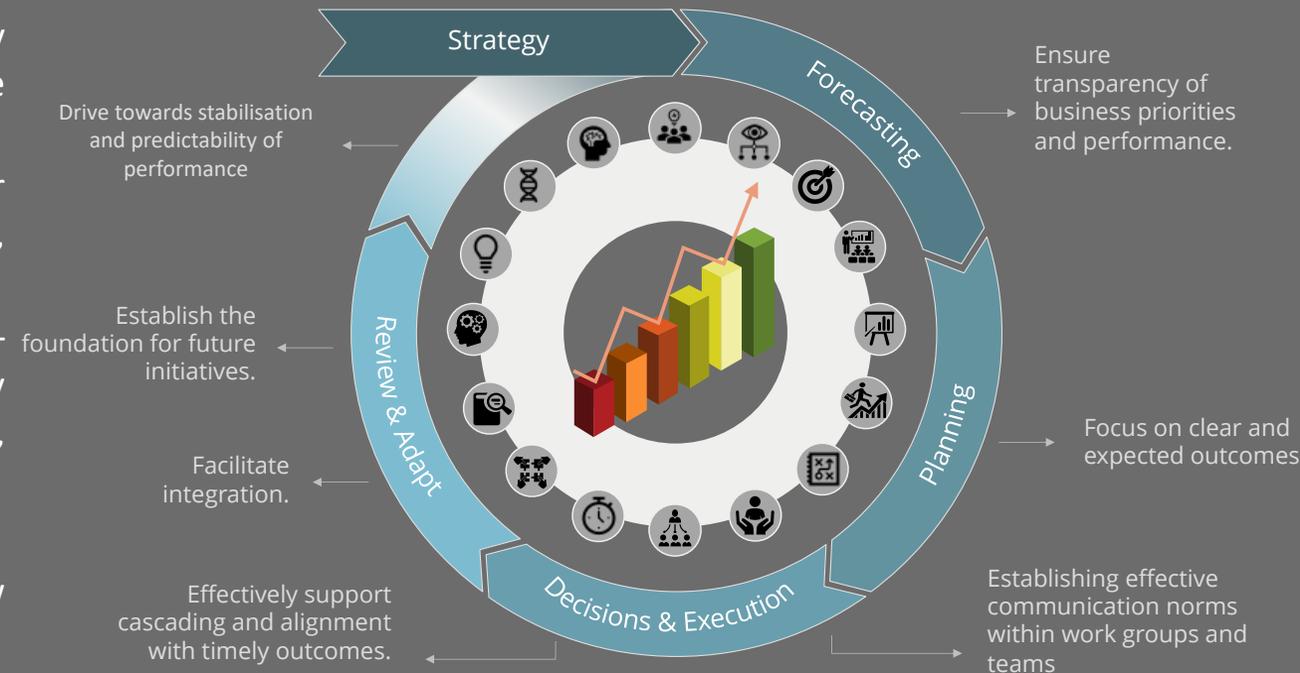
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Management Operating Systems

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



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ESG – Maturity Model Design



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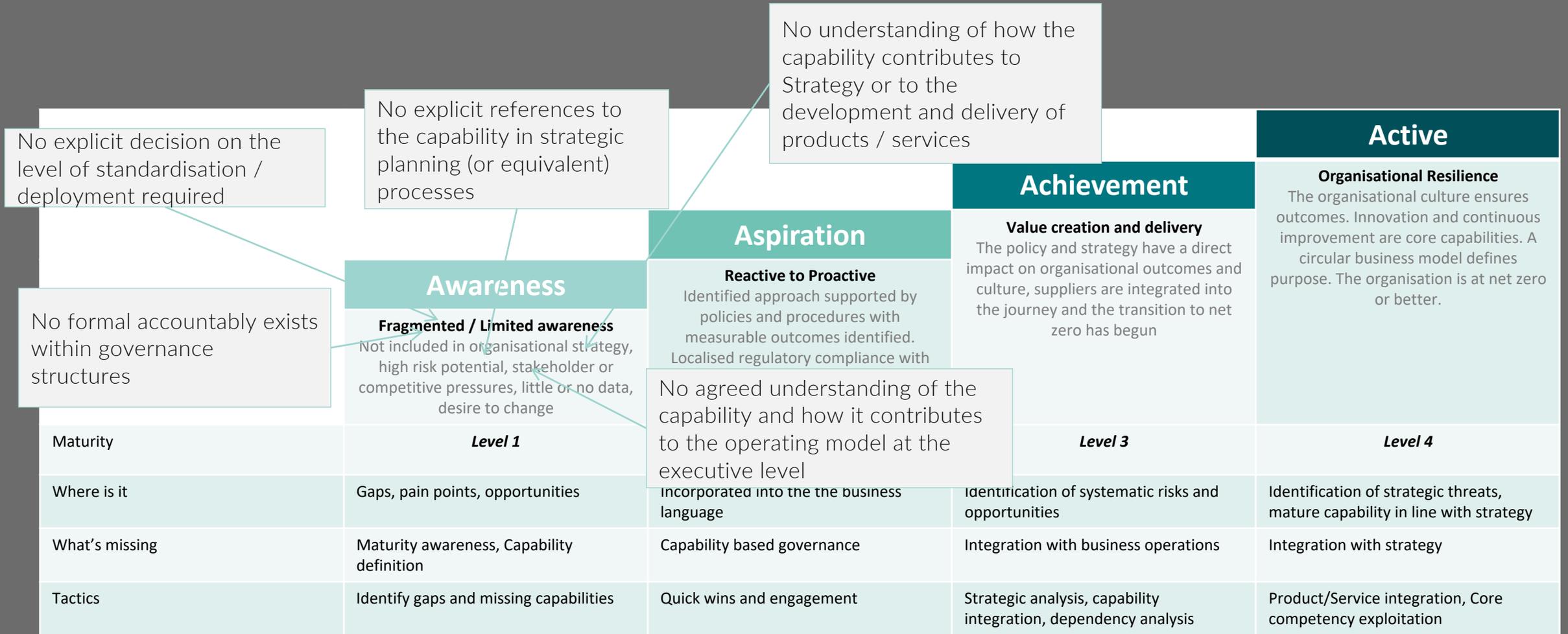
ESG Maturity Model Design

International Standard to building a Maturity Model Methodology and Approach

- The model is designed based on the capability maturity model assessment methodology within the BIZBOK .
- The BIZBOK is the Business Architecture Body of Knowledge developed by the Business Architecture Guild
- The maturity assessment approach uses multiple organisational dimensions and the organisationally supplied information to determine the current state maturity level.
- The direct assessment is conducted with a rubric that identifies the important factors for each of the dimensions

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Understanding Capability Maturity – Levels and characteristics



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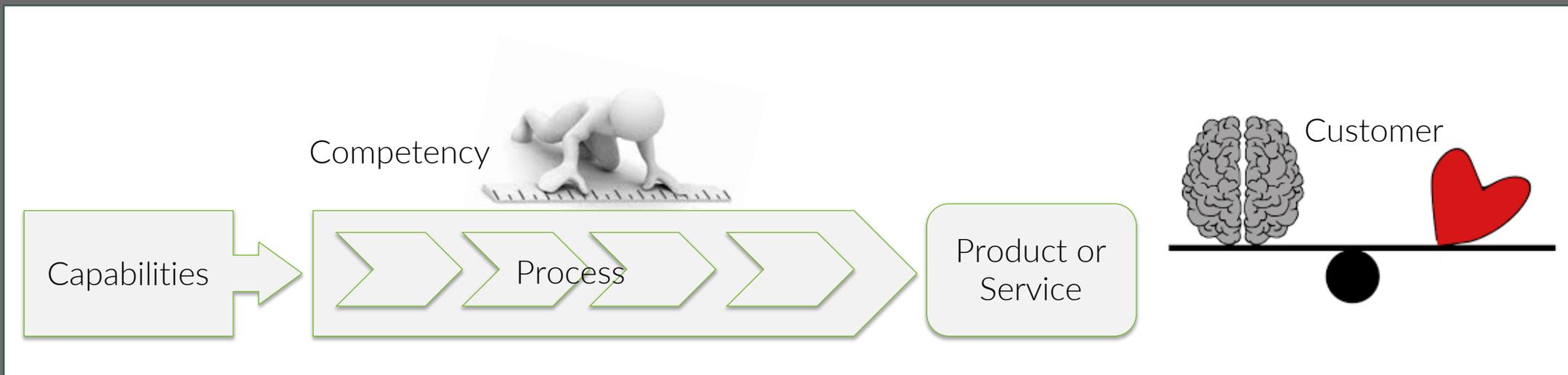
Understanding the differences: Capability - Process - Competency

Capability vs. Process

- A process is how the capability is executed. The process is the function of a capability

Capability vs. Competency

- Individuals have competencies while organisations have capabilities.
- Capabilities and competencies have technical and social elements



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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

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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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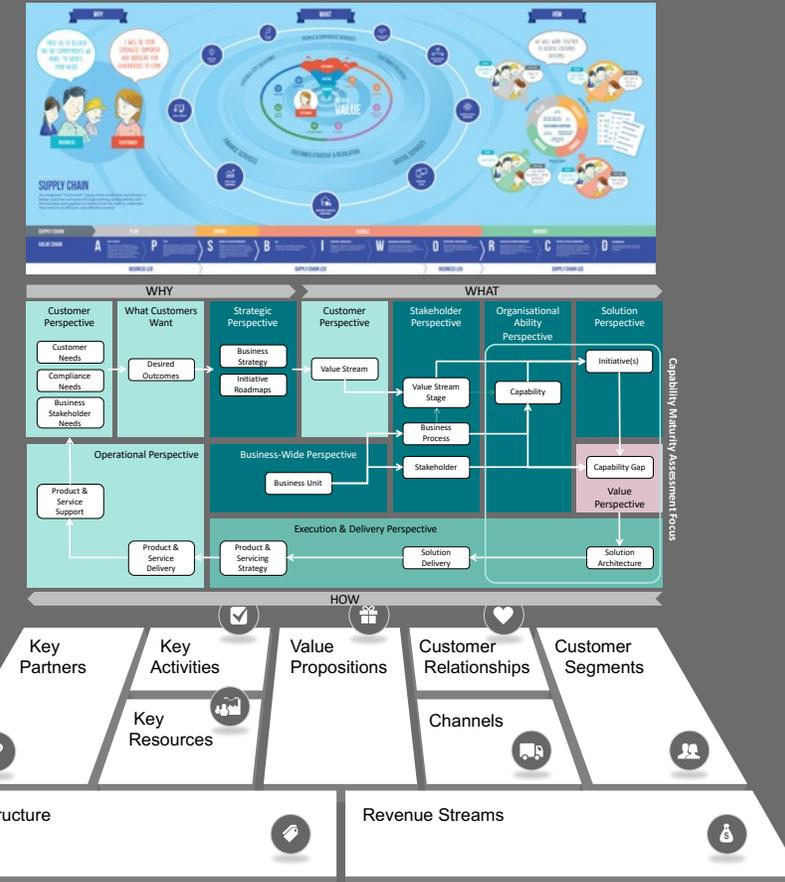
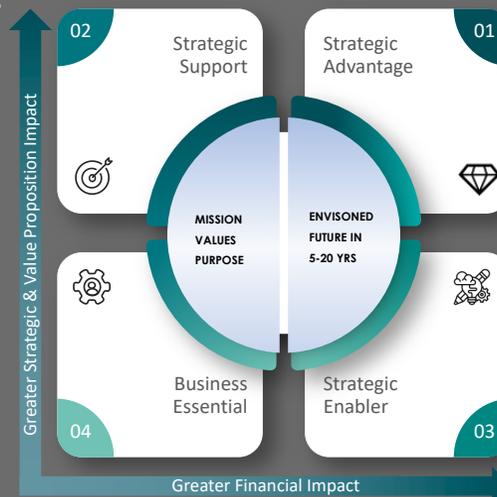
Corporate and Business Area Strategy

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:

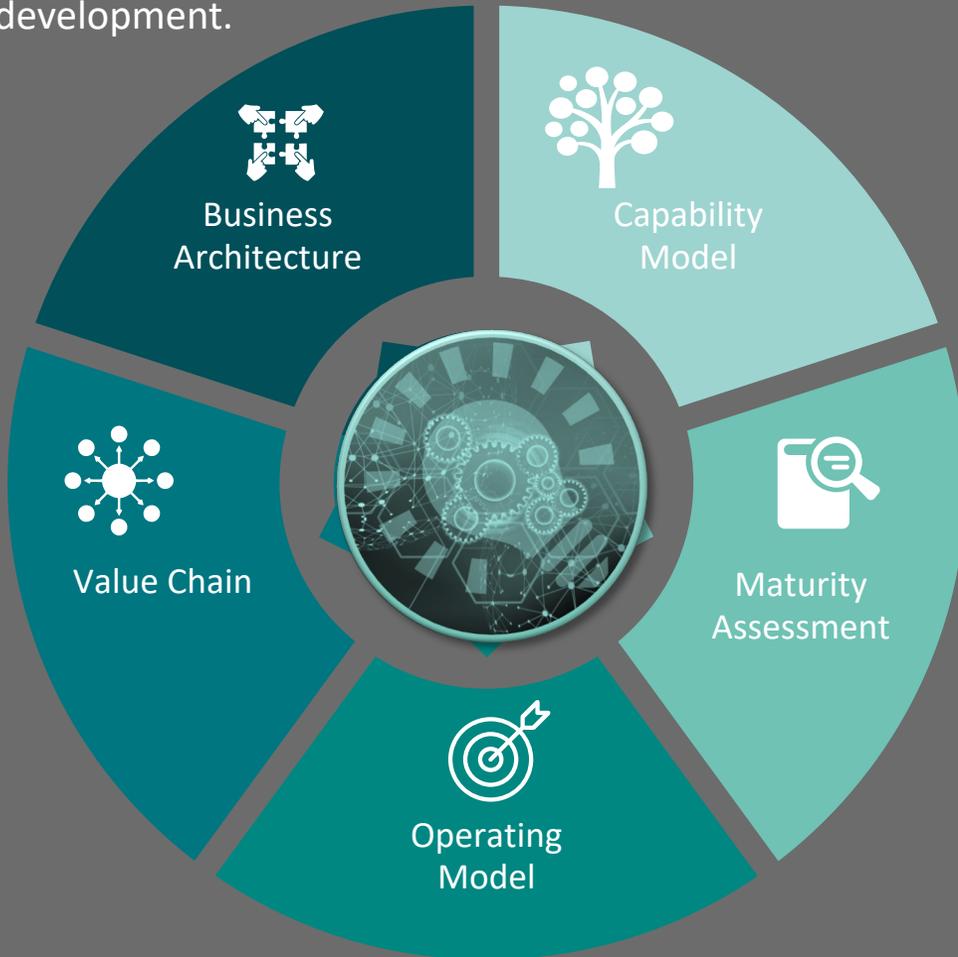
- Vision and mission
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models



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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

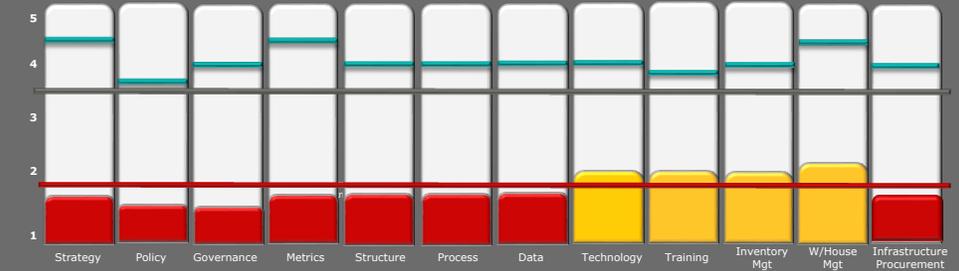
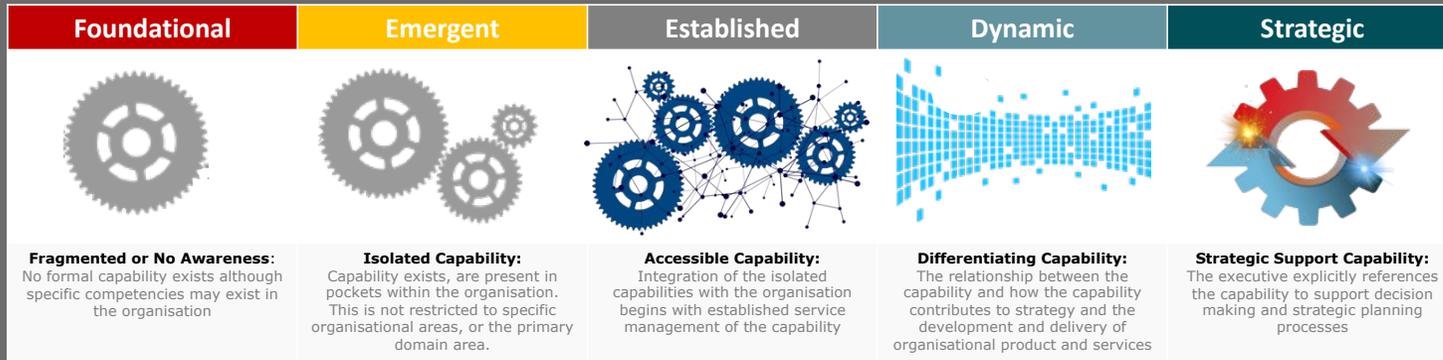
Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
<i>Business led</i>		An integrated procurement & supply chain provides collaboration 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 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

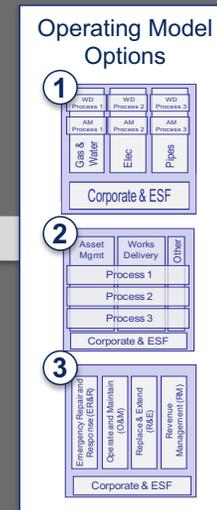
What stops us or holds us back

People Enablers	Process	Technology & Data	Assets / Business Infrastructure
<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 	<ul style="list-style-type: none"> Network issues No information about operational system upgrades No engagement when considering upgrades for the Finance system

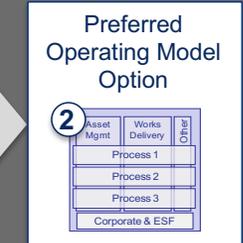


Design Principles & Implications

Alignment of Design Principles
The alignment of the design principles to the strategic goals of the business and the operational objectives of the business.



Decision Criteria



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Procurement & Supply Chain

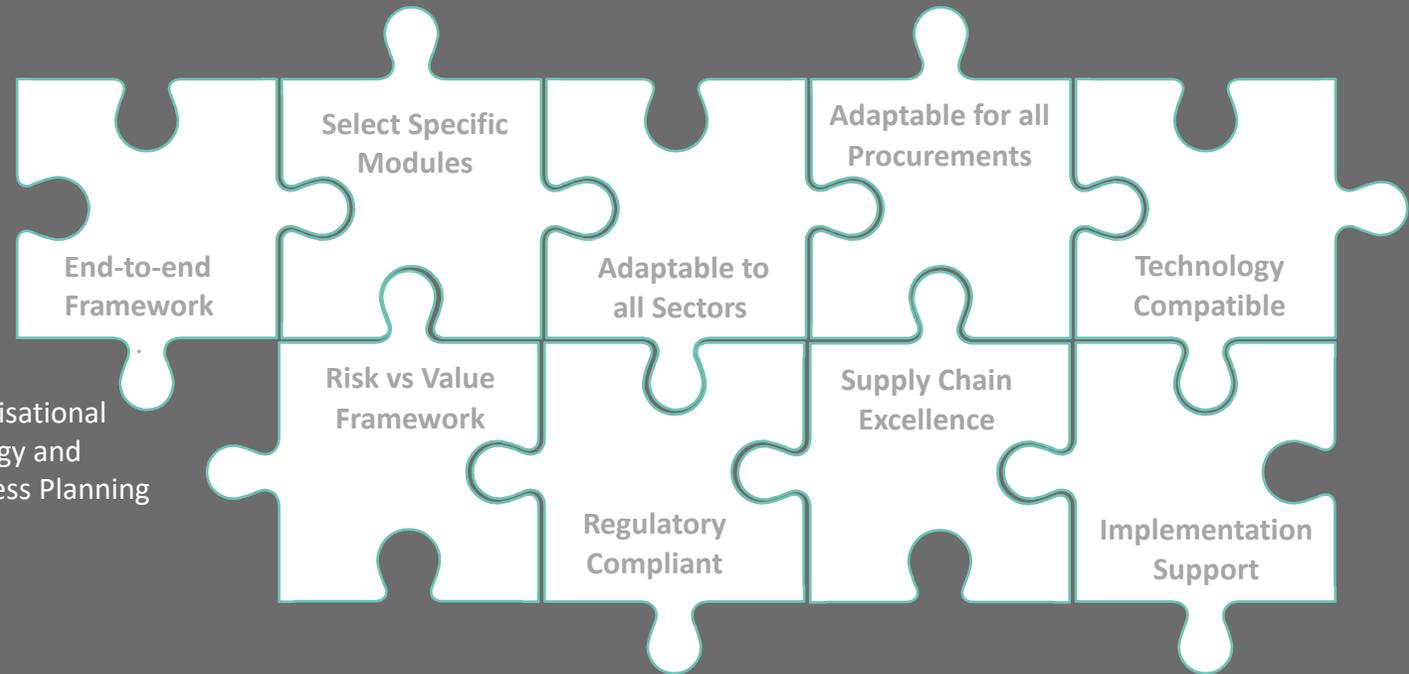
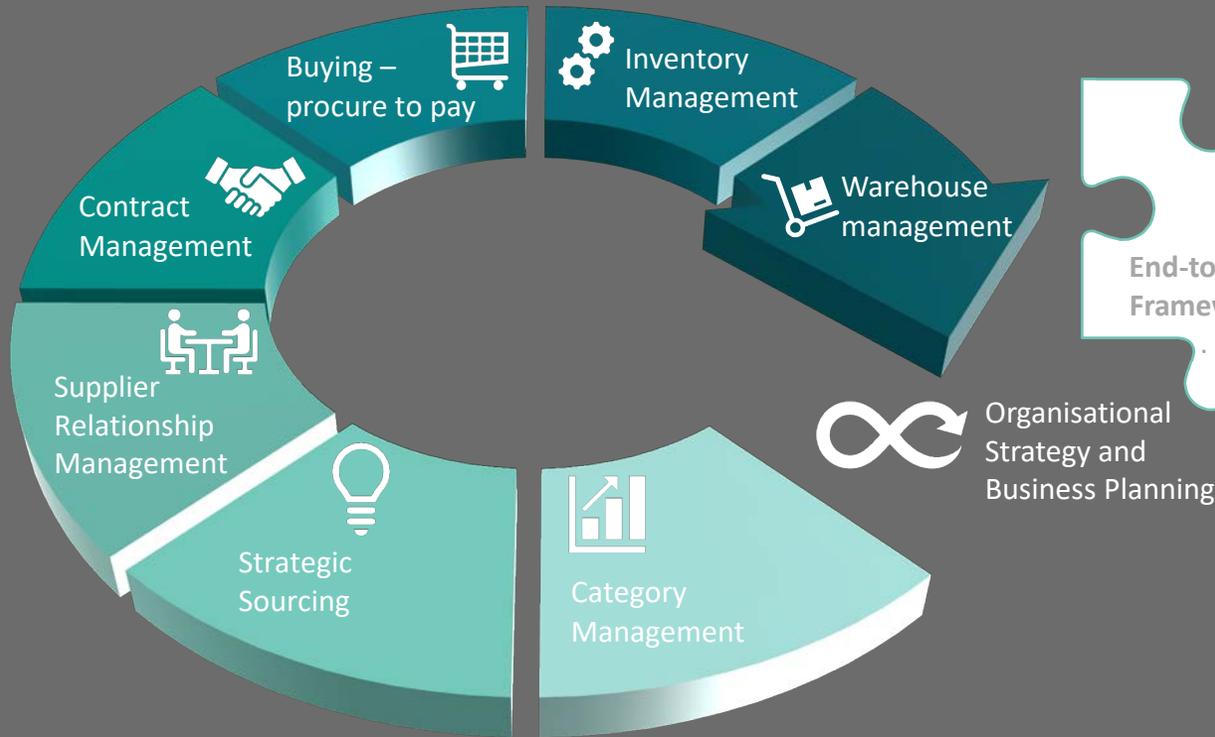
- Procurement and Supply Chain Functional Assessments
- Procurement and Supply Chain Frameworks
- Procurement & Supply Chain and Lean Six Sigma integration
- Complex procurement strategies for projects (e.g. Infrastructure, IT, Assets, Acquisitions)
- Category Schema development
- Category Management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



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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.

CORPORATE REFORM

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.

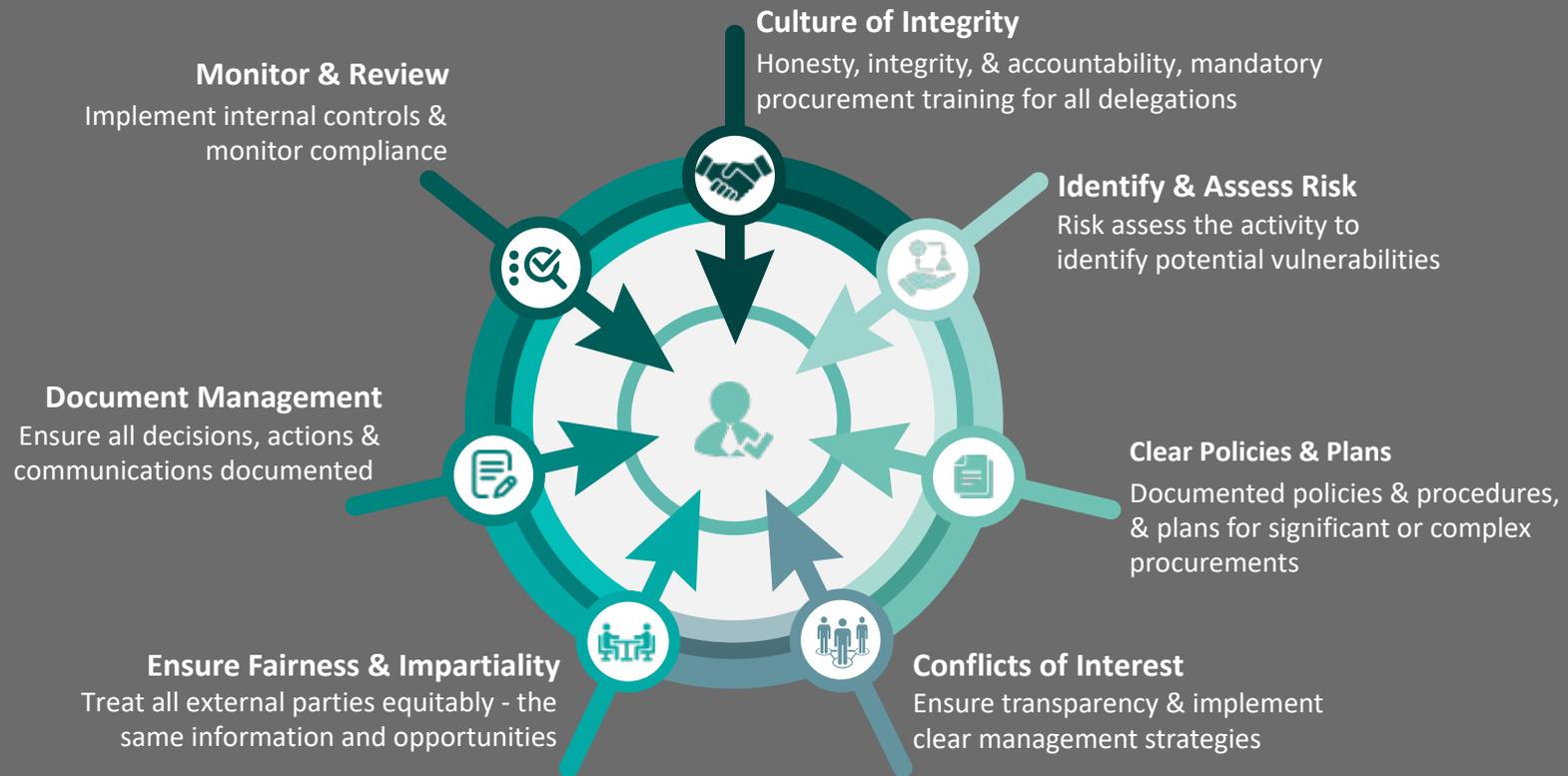
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Probity Services

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.



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



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Procurement and Supply Chain's value contribution the Infrastructure lifecycle

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

1. Plan

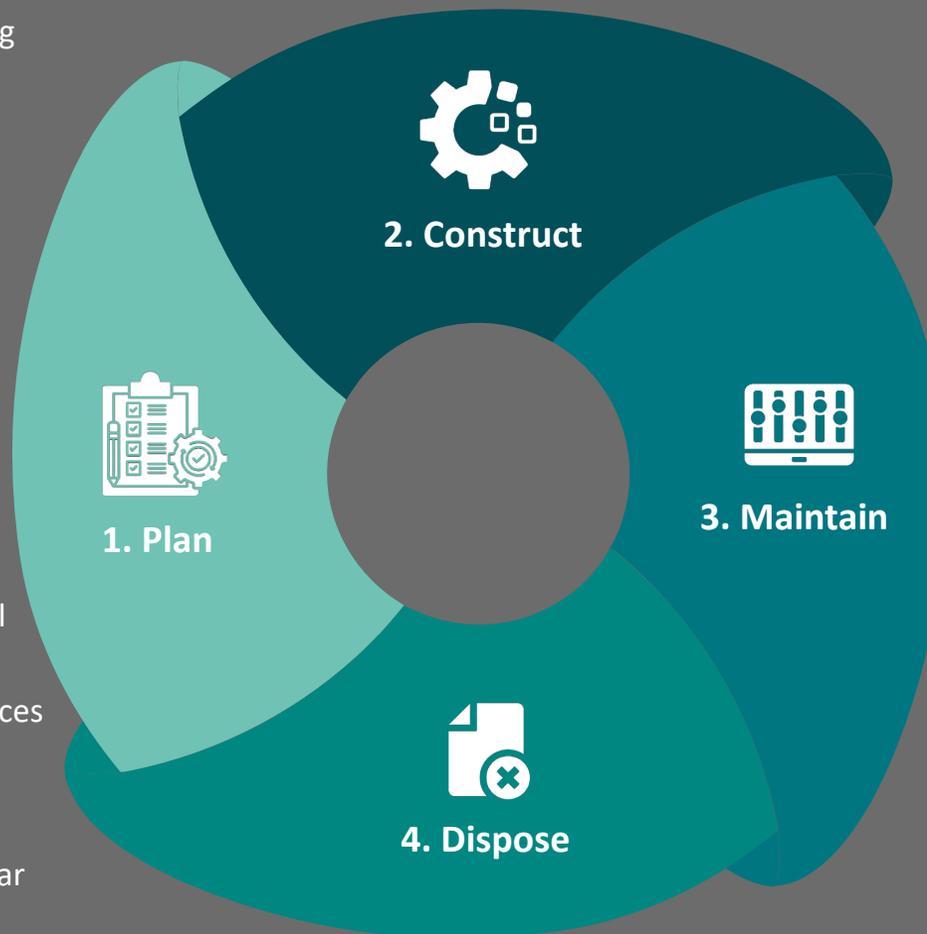
Infrastructure projects business case and funding request development, including:

- 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.



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



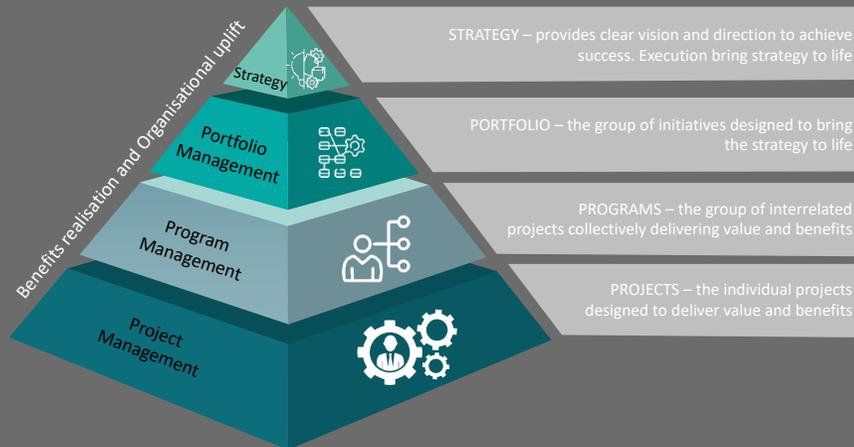
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Program and Portfolio Management

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 based 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 experienced 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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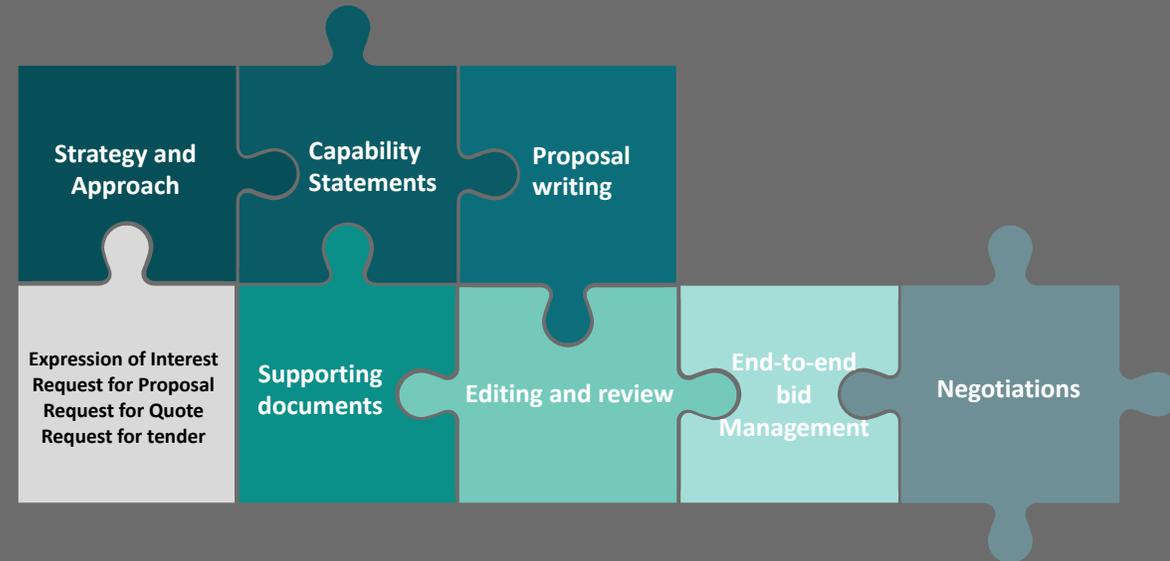
Bid Advisory Services

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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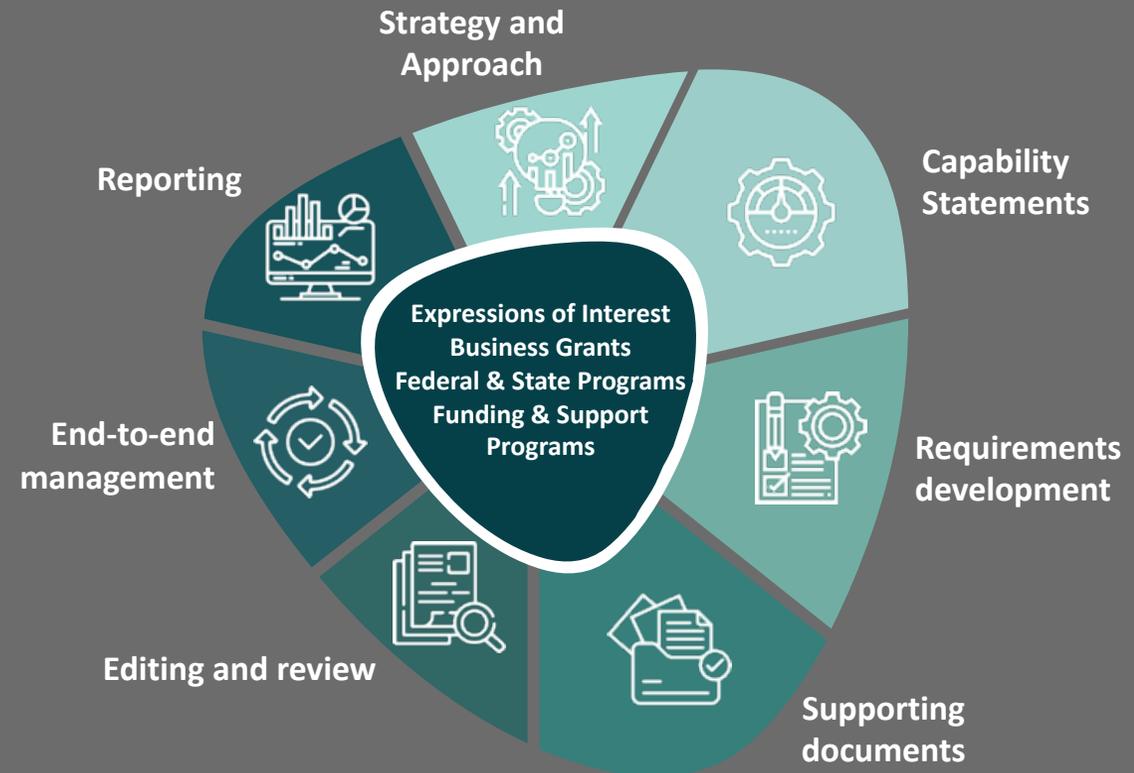
Grant Management Services

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.



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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

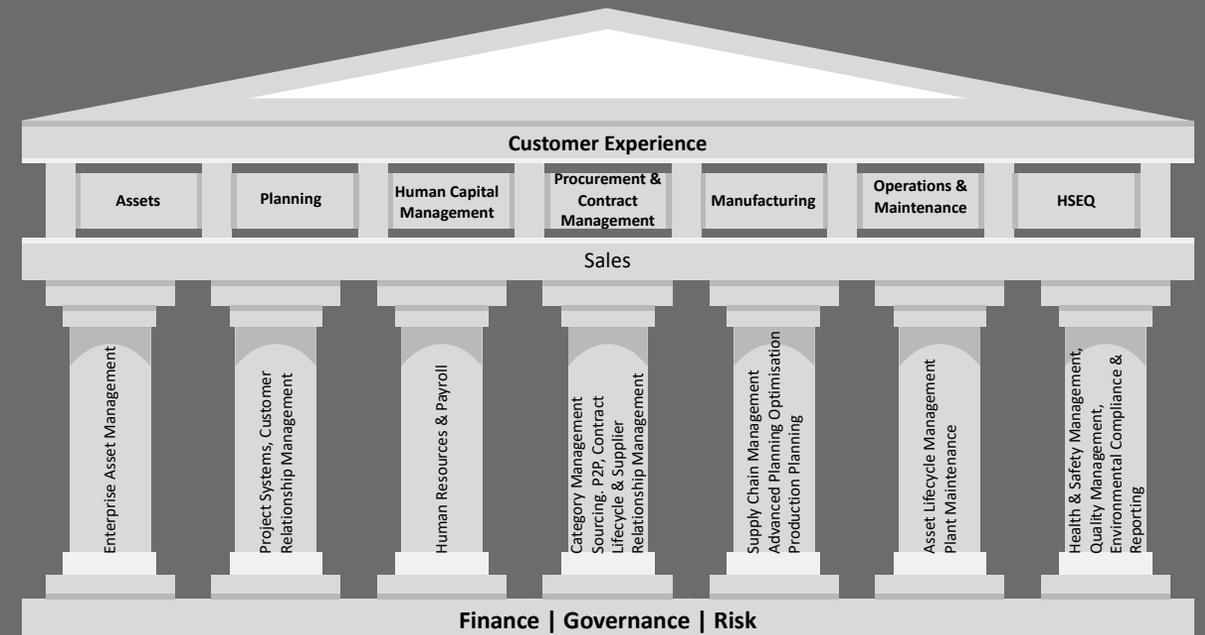


CORPORATE REFORM

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



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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.

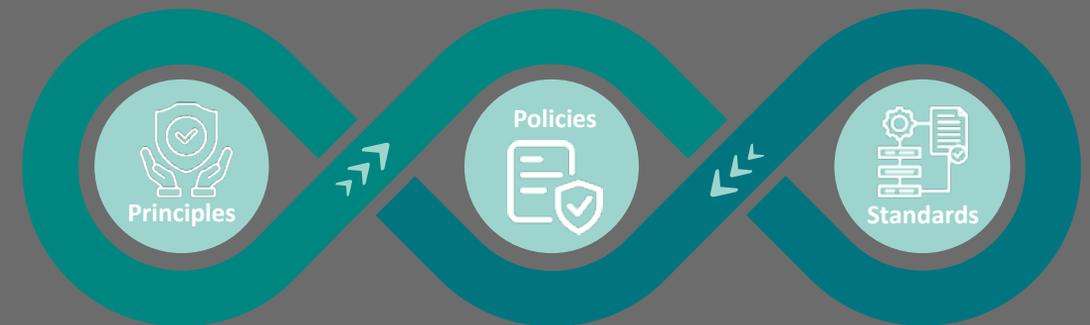
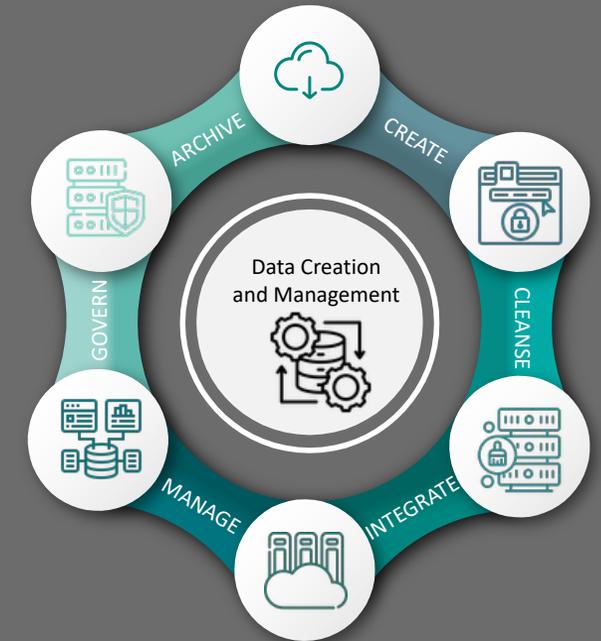
Its aim is ensuring “One Single Source of Truth” – Data quality, transparency, consistency and currency.

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

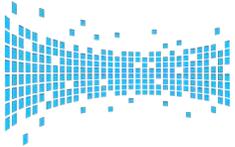


CORPORATE REFORM

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
				
<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.

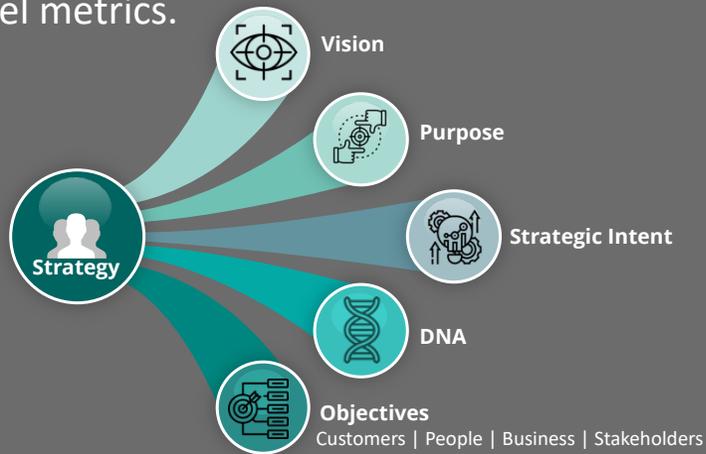


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Performance Framework Design

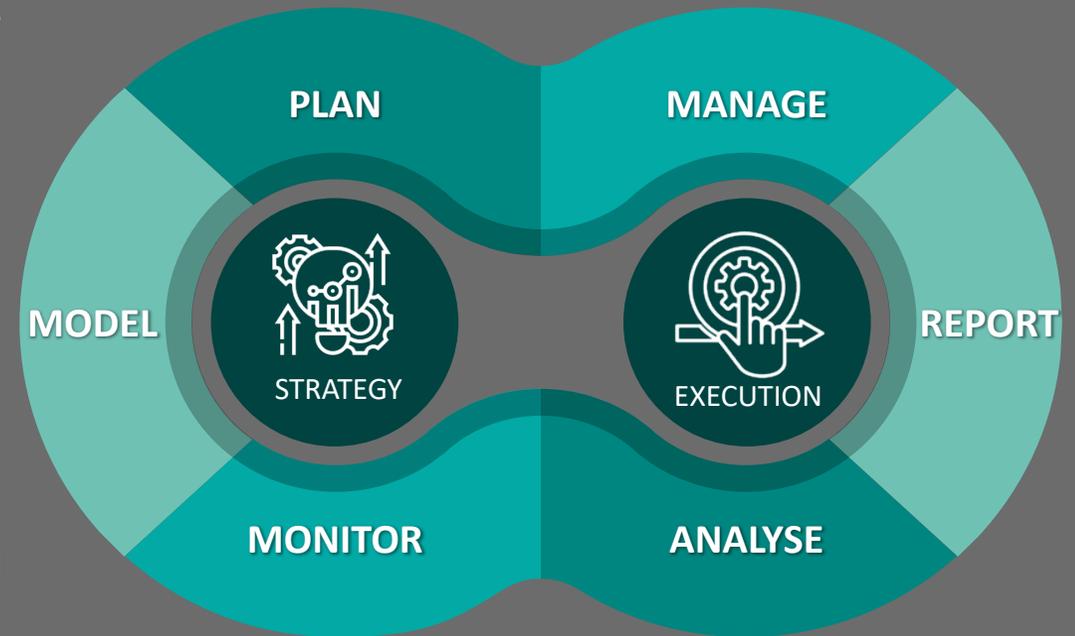
Any performance management framework begins with the measurement of the achievement of the strategic objectives or perspectives.

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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