

The background is a solid blue color. A thin, dark blue diagonal line runs from the bottom left towards the top right. Three dark blue silhouettes are positioned along this line: a jet at the top, a tank in the middle, and a ship at the bottom.

COLAS SOLUTIONS

Annual Report



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1. Foreword



Message from Pat

The quality of what we deliver, and the reputation we're earning, comes from the choices we make every day.

Last year in April, Eolas kicked off when Michael and I met in the library at ANU to start building a website. We're now eighteen people working across eleven contracts, with a company that has shape, momentum, and a shared way of working.

That progress belongs to you. Eolas exists because people chose to take responsibility for their work, for each other, and for building something that didn't yet exist. The quality of what we deliver, and the reputation we're earning, comes from the choices you make every day.

Our values - **Own It, Focus on What Matters, Create Together** - only mean something because we live them. They show up in how we make decisions, how we treat clients, and how we support each other. As we grow, these values become more important, not less. Protecting our culture and standards will be a clear focus as we move into 2026.

Thank you for the trust you've placed in Eolas, and for the work you've delivered this year. I'm proud of what we've built together, and confident in where we're heading next.



Pat

Message from the Directors

Thank you for the work you do, the standards you hold, and the culture you're building.



Matt Potts

A little over eighteen months ago, Eolas Solutions was just an idea and one person. Today, we're a team of eighteen. That growth is all about the people who chose to build something meaningful.

Pat started with a simple belief: that consulting could be different and better. That we could do excellent work for Defence without the noise, the politics, or the performance theatre that defines so much of the industry. That we could build an organisation where capability matters more than visibility, where people are trusted to own their work and shape their careers, doing good work along the way.

Every one of you who joined Eolas has committed to that idea.

You chose to be part of something being built, not something already established. You brought expertise, integrity, and a bravery to figure things out together. This trust is what defines us, and it is now the golden thread of what our clients are recognising us for. We are starting to build a reputation as great people, who get great work done, needing very little oversight.

The work we have delivered speaks for itself. From Joint Logistics Command to Army Aviation Command, from capability development to strategic transformation, from above to below the line work, our team has earned the confidence of our clients through delivery that is clear, credible, and grounded in results.

That blossoming reputation is hard-won, and it is ours to protect and build upon.

This year we have also established a team of Directors whose role is simple: to serve.

To serve our consultants, by clearing obstacles, creating opportunities, and ensuring you have what you need to do your best work. To serve Pat, by stewarding Eolas' values and long-term direction. We as directors are here to make the path forward clearer.

Looking ahead, our ambition is to grow, and to grow well – sustainably, resiliently, and flexibly. We will continue broadening and deepening our capability, strengthening our systems and processes, and expanding our reach across Defence and national security. We will invest in the people and partnerships that align with who we are and where we are trying to get to.

To our team: if you need support, whether it is navigating your career, tackling a challenge on an engagement, or simply talking through what is next, the answer is the same – reach out. That is what the Directors are here for.

From us, to you, our wonderful team:

Thank you for choosing Eolas.

Thank you for the work you do, the standards you hold, and the culture you build every day. Let's keep pushing.



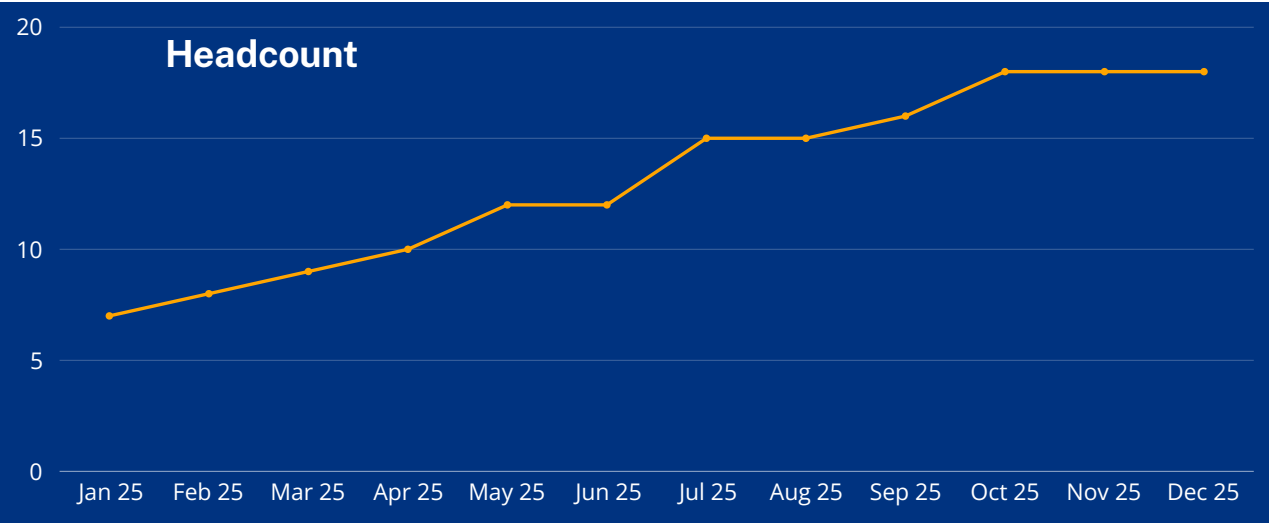
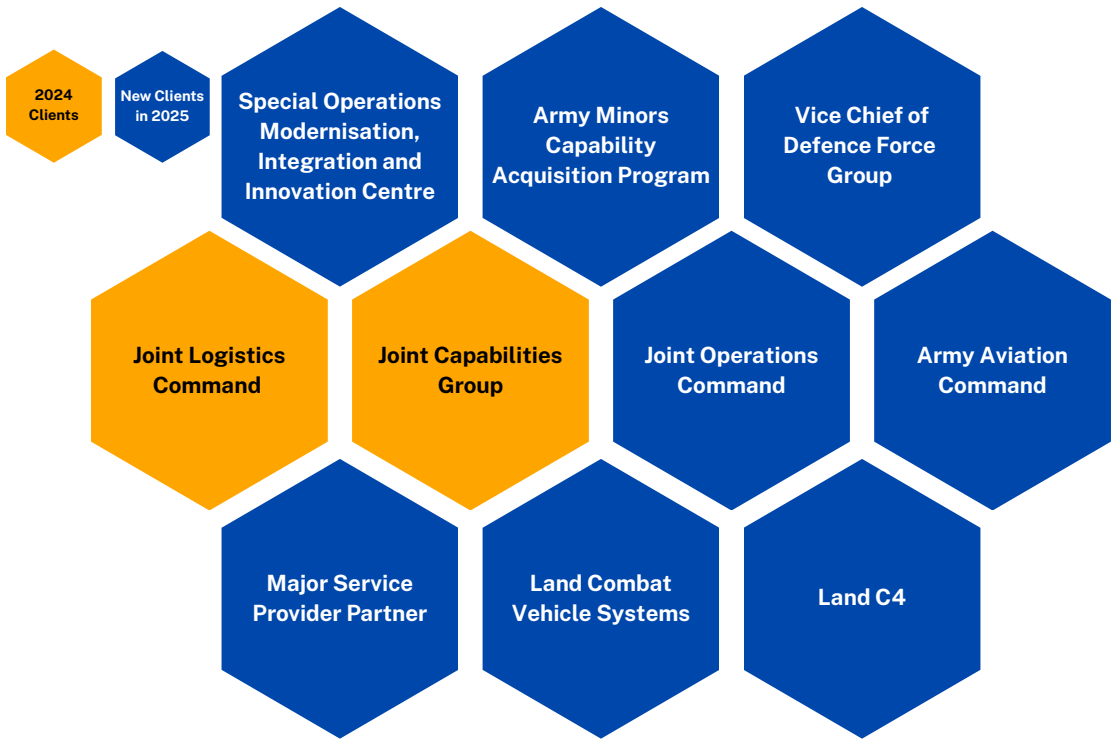
Julie Kingston



Jake Osborne

Eolas in Numbers 2024 to 2025

Every number represents a person who said yes, a client who trusted us, and work that mattered.



2. 2025 IN REVIEW

2025 was a year of meaningful growth, not just in numbers, but in impact. We strengthened relationships across Defence and national security clients, expanded our technical capability, and continued building a diverse, talented team.

As we grew, it became clear that maintaining quality, trust, and momentum required being deliberate about how we worked, not just what we delivered.

As the team expanded and delivery demands increased, pressure on ways of working became more visible. Rather than let that pressure shape us, we chose to respond deliberately by strengthening leadership, clarifying expectations, and putting foundations in place to support people doing complex work, consistently and well.

A key milestone was the establishment of a team of Directors. Their role is to support delivery by improving coordination, removing friction, and ensuring Eolas can scale without losing clarity or trust. This shift brought greater resilience to the systems that underpin our client facing work and development of technology solutions like FiOS.

Alongside this, we made deliberate investments in our people. In 2025, we introduced the Values in Action framework, the Career Progression Framework, and our Diversity and Inclusion Policy. Together, these provide a shared language for how we work, clear pathways for development, and practical commitments to building teams that reflect the complexity of our clients and the environments we operate in.

As the organisation expanded, we also introduced clearer management structures and lines of accountability. These changes weren't about adding hierarchy, they were about supporting collaboration, improving decision-making, and keeping focus on what matters most.

Together, these developments reflect a year of deliberate, people-centred growth. The sections that follow look at how this played out across our People, Systems, and Processes - the foundations that now shape how Eolas works, and how we deliver.



People

Growth placed new demands on how we worked. We met them by building a team with bandwidth, bravery, and emotional intelligence.

Every member of the Eolas team contributes to a shared purpose: delivering insight, clarity, and capability in situations where trust and reliability matter. Whether supporting Defence clients, strengthening internal systems, or building new tools, our people have needed to think clearly, take responsibility, and work well with others.



Operations Team

Our Operations Team has provided the structure and stability that allows the rest of the business to function well under pressure. Across business development and business management, they have ensured that systems, processes, and information kept pace with growth, freeing others to focus on delivery rather than administration.



Client-Facing Team

The Client-Facing Team has represented Eolas on eleven active engagements, supporting Defence across strategic writing, project management, and capability transition. Their work has required discretion, judgement, and a strong understanding of Defence environments. Trust has been earned through consistent delivery, transparency, and reliability.



Tech Team

Our Tech Team has focused on improving how Eolas works now, and preparing for what comes next. As AI becomes more prominent across professional services, the team is exploring practical applications that reduce friction, improve decision-making, and support better outcomes. Their work ensures Eolas adapts deliberately, not reactively.

10	The number of languages spoken
22	The number of postgraduate qualifications held
8	The number of former and active service veterans



Values in Action

Values aren't what you write on walls. They're what you do when the pressure's on.

Values matter most when expectations are under pressure, decisions need to be made quickly, and work has real consequences. The Values in Action framework was developed to give the team a shared language for those moments. It reflects how Eolas works at its best: clear thinking, purposeful action, and respect for others' expertise. The framework was built through a company-wide review of how work is actually done across the business, drawing on input from consultants, operations, and technology teams.

Rather than aspirational statements, Values in Action sets out the behaviours that consistently lead to good outcomes. It now anchors our onboarding, performance cycle, and career development, helping ensure that as we grow, expectations remain clear and consistent.

Own It *Take responsibility. Follow through. Make things better.*

We back people who act with integrity and initiative - who see a problem, take ownership, and find a better way forward. Whether supporting clients or colleagues, everyone at Eolas has permission and support to step up and make a difference.

We value

- Bias for action
- Clarity of purpose
- Accountability

Focus on What Matters *Cut through complexity to create real impact.*

We use judgement, not noise. Our clients trust us to think clearly, prioritise outcomes, and challenge what doesn't add value. Every piece of work we do, from strategy to delivery, should make something simpler, faster, or stronger.

We value

- Clear thinking and practical solutions
- Results over rhetoric
- Continual improvement

Create Together *Collaborate with purpose, and challenge where it matters.*

We believe the best outcomes are built, not sold. We make trust visible by sharing early, listening actively, and shaping solutions together. Within our team and with clients, collaboration is active, honest, and focused on results.

We value

- Open dialogue and constructive challenge
- Shared ownership of ideas
- Building clarity through partnership

Eolas Culture

Culture isn't announced. It's built conversation by conversation, moment by moment.

We take a holistic approach to building a work environment where our people thrive. Creating opportunities to come together, learn, and connect strengthens our team and sharpens our collective capabilities. In 2025, we continued our commitment to culture through regular social gatherings, All Hands Days for alignment and development, and Cyber Café events that extend our reach into the broader professional community.



Social Activities

We create regular opportunities for team members to connect outside formal delivery through a range of optional social activities, from book club discussions to walks and shared breakfasts. These activities support **Own It** by strengthening relationships and trust across teams, making collaboration easier when work is complex or time-sensitive.

Participation looks different for everyone, and that flexibility matters. The intent is not uniform engagement, but genuine connection built in ways that suit different people and circumstances.

All Hands Day

All Hands Day brings together employees from across client-facing, technology, and operations roles for focused alignment and development. The day combines targeted learning with collaborative sessions designed to reinforce shared priorities and expectations.

This forum supports **Focus on What Matters** by creating time away from delivery to reflect on progress, share context, and align on what comes next. It ensures that as Eolas grows, clarity and cohesion are maintained across the organisation.



Cyber Café

The Cyber Café series brings together external experts and the broader professional community to explore emerging issues in cyber security, public administration, and technology. These sessions reflect our value of **Create Together**, creating space for open dialogue, shared learning, and constructive challenge beyond the boundaries of individual projects.

For our team, Cyber Café events provide exposure to different perspectives and emerging ideas that inform our work with Defence and government, while strengthening Eolas' connections across the professional community.

Diversity & Inclusion

Diverse teams strengthen judgement, challenge assumptions, and deliver better outcomes in complex environments.

At Eolas, diversity and inclusion are treated as practical capability, not symbolic commitments. Our work spans complex, high-trust environments across Defence and government, where different perspectives, lived experience, and ways of thinking improve decision-making and problem-solving. Building an environment where every voice can contribute takes intentional effort and constant learning, and it is work we have chosen to do deliberately.

1. Support Practical Reconciliation

Eolas is committed to contributing to reconciliation in ways that create real impact. We are developing our first Reconciliation Action Plan with Reconciliation Australia, setting clear and measurable actions. We are also building genuine partnerships with Indigenous businesses through Supply Nation and establishing an Indigenous internship, creating a meaningful pathway into consulting while learning from Indigenous perspectives and knowledge.

2. Maintain Gender Balance and Support Families

We are committed to maintaining a 40/40/20 gender balance across the organisation and sustaining gender pay neutrality, ensuring people are rewarded based on role and contribution. Supporting families is central to this commitment. We continue to strengthen family-friendly practices that recognise different caregiving responsibilities and life stages, enabling people to contribute fully without compromising personal commitments.

3. Build Teams from Diverse Backgrounds

Eolas actively builds teams with varied professional, cultural, and life experiences. This includes recruiting from diverse socio-economic backgrounds, creating inclusive environments for LGBTQIA+ employees, and ensuring accessibility and inclusion for people with disability and neurodivergent individuals. We also build partnerships with diverse professional networks to broaden our talent pipeline and reflect the complexity of the clients and communities we serve.

Consultant — Café —

Sustainable consulting careers are built through experience, reflection, and honest insight into how the profession works.

To complement our internal development frameworks, Eolas has partnered with Consultant Café, a professional learning platform created by Kim Moeller. The partnership will provide our team with access to practical, experience-based insights into consulting practice and career development.

Through regular interactive sessions, Consultant Café will support consultants and project professionals to build judgement, navigate firm dynamics, and develop approaches to delivering results and winning work. The program is intended to add an external perspective that complements Eolas' internal expectations around consultant's ownership of their professional development.

The Eolas Performance Cycle

Clear expectations. Real responsibility.

At Eolas, performance and development are treated as practical, ongoing work, not a once-a-year exercise. Our performance cycle exists to support clarity, ownership, and delivery, and to help us grow through real responsibility rather than waiting for permission.

Careers at Eolas don't follow templates. Capability builds direction, and responsibility follows contribution. We support people to accelerate when ready or consolidate when it makes sense, without theatre or hierarchy getting in the way.

How the Eolas Performance Cycle Works

- **Set Direction (July–August).** Each year begins with shared goal setting between team members and supervisors. Goals are practical and grounded in delivery, development, and contribution. They provide clarity on what matters most and how progress will be recognised.
- **Monthly Check-ins with Purpose.** As work evolves, we meet regularly to discuss progress, adjust priorities, and surface useful feedback. These conversations are low-friction and focused on problem-solving — not tracking activity or managing optics.
- **Pause and Reflect (December–January).** Midway through the year, we take stock. This is a shared checkpoint to reflect on delivery, revisit goals, and consider any changes in direction or focus.
- **Recognise and Reset (May–June).** At year's end, a structured review looks at what has been delivered, how people have contributed, and where there is readiness for more responsibility. Where progression is appropriate, that is made clear. Where it isn't, expectations and next steps are equally clear.



Jul-Aug

Set Direction



Dec - Jan

Pause & Reflect



May-Jun

Recognise & Reset



Monthly

Check-Ins with Purpose

Systems and Processes

Robust systems and processes enable Eolas to grow deliberately, deliver with precision, and maintain trust with our team, partners, and clients.

In 2025, growth increased the volume, pace, and complexity of our work. Meeting that challenge required us to be deliberate about how information is managed, decisions are supported, and work moving from intent to delivery.

Rather than rely on informal workarounds, we invested in systems and processes that reduce friction and make good work easier to do. The focus was not automation for its own sake, but clarity: clear ownership of information, consistent ways of working, and shared tools that support collaboration across teams and engagements. These choices were guided by our values. Own It means information stewardship is everyone's responsibility, supported by structures that make the right things easy to do. Focus on What Matters means reducing noise, duplication, and unnecessary administration so effort is spent on outcomes. Create Together means building shared systems that allow teams, partners, and clients to work together with confidence and consistency.

Over the past year, this intent translated into targeted investments across partnerships, information management, and business systems. Together, these changes have strengthened how Eolas operates day to day and created a more resilient foundation for future growth.

The pages that follow look at how this played out in practice — through our partnerships and panels, our information management uplift, and the development of FiOS as a core business platform.



Information Management and Access

We made it easier to find things, so people could spend less time searching and more time delivering.

SharePoint Shopfront

We developed SharePoint pages, consolidated in a Sharepoint Shopfront to provide a clear entry point to key information across our multi-platform environment, including SharePoint, Teams, and Canva. The Shopfront groups tools, processes, documents, and guides into intuitive categories, with quick links that reduce time spent searching and rework.

Where appropriate, processes have been embedded directly into these pages, supporting onboarding, collaboration, and business continuity. The result is a simpler, more consistent experience for the team, with fewer workarounds and clearer expectations.

Eolas People	Eolas Operations	Business Dev.	Delivery	Marketing	Internal Comms.
Onboarding	About Eolas	BD Shopfront	Client & Projects	Corporate Brand	News
Eolas Culture	Sync Matrix	Trackers & Stats.	Project Kick-off Pack Template	External Comms.	Events
SOPs	Organisation Chart	Bid Folders	Frameworks Methods, templates	Canva	Clubs & Activities
Governance & Policies	FIOS	Personnel			Staff Programs
Career Framework	Directors Folder	Resources			
Incident	Accounting	Compliance			
Feedback / Concerns	ICT	Panel Information	1 Dairy Rd Room Booking PW: More info here		
	HR	BD Operations & SOPs			
	Eolas Logins				

Market Access, Panels, and Partnerships

In 2025, we expanded access to work through a combination of direct registrations, panel access, Major Service Provider arrangements, and partnership agreements. These pathways allow us to engage across a broader range of clients and procurement models while maintaining consistency in how we deliver. During the year, Eolas secured access to the following panels and arrangements:



FIOS

FiOS wasn't designed in theory. It was built from the daily friction of running a growing consultancy.

As Eolas grew, the effort required to find, assess, and respond to work increased sharply. Opportunities arrived through multiple portals, inboxes, and networks. Information was spread across spreadsheets, documents, and messages. Decisions relied on partial visibility and manual coordination.

FiOS was built to address that reality. It was developed first for Eolas, in response to the day-to-day friction of running a growing consultancy — not as a theoretical platform, but as a practical system shaped by how work actually happens.

At its core, FiOS brings together opportunity tracking, resourcing, and planning into a single operating environment. It replaces fragmented tools and manual workarounds with shared visibility: what opportunities are live, what work is underway, and where people's capability sits. This allows teams to move from discovery to decision with less effort and greater confidence.

FiOS supports better judgement under pressure. By reducing the time spent searching for information, reconciling versions, and assembling inputs, it allows attention to stay on the work itself — assessing fit, shaping responses, and delivering outcomes.

The way FiOS is designed reflects our values. Own It is supported through clear ownership of opportunities and decisions. Focus on What Matters is reinforced by reducing administrative drag and duplicated effort. Create Together is enabled through shared views of work that allow teams to plan and adjust collectively.

In 2025, FiOS continued to evolve as an internal capability, informed by real delivery experience and changing demands. We are using FiOS to support planning, resourcing, and delivery across Eolas-and are now offering this to similar organisations as a product.



Taking FiOS to Market

FiOS has been so effective internally that on 21 November 2025, we soft launched it as a product. Small and medium-sized enterprises will be able to purchase access to FiOS as a service, using the same tools that have powered Eolas' growth.

In December and early January, a select group of trusted partners will receive complimentary one-month access. This pilot phase will help us refine the platform further and validate its value in different operating contexts while also potentially diversifying our revenue streams and expanding our impact beyond consulting delivery.

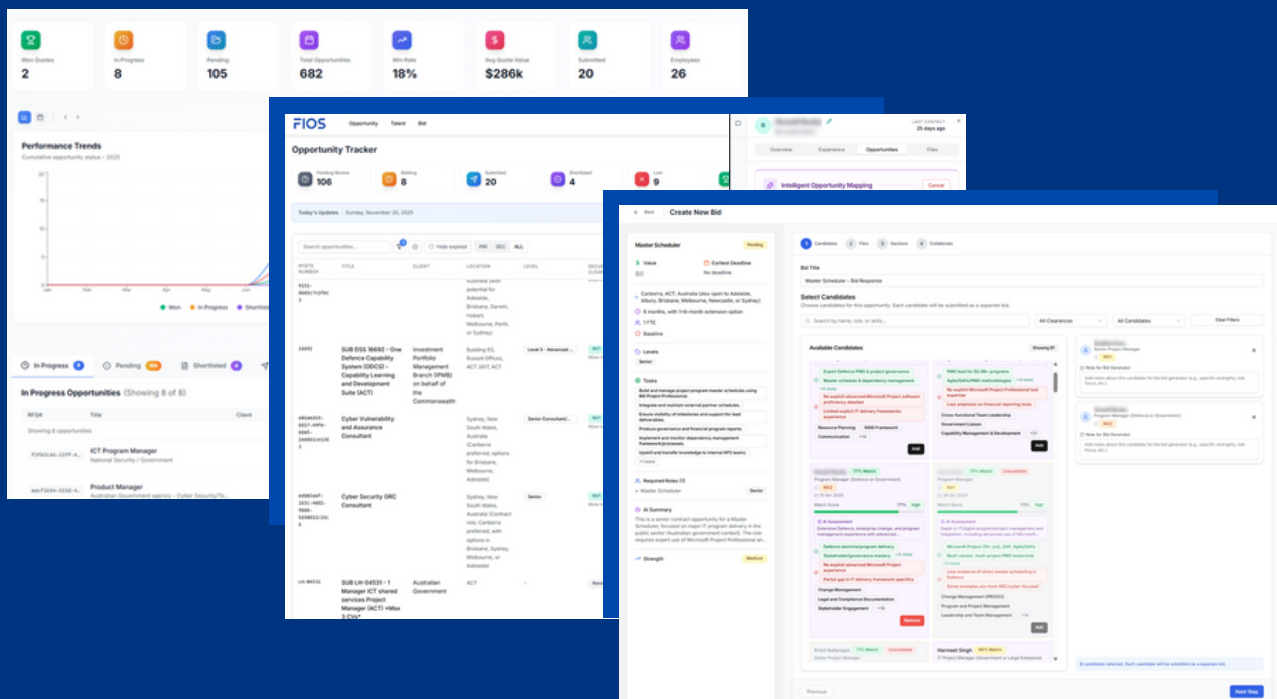
The Roadmap Ahead

Our vision for FiOS extends beyond efficiency. We're building a platform that can transform how professional services firms operate: where intelligence replaces administration; where insights drive decisions; and where people spend their time on work that actually matters.

Simply put, FiOS turns information and knowledge into intelligent action.

Access FiOS through:

www.fios.eolassolutions.com.au/dashboard



3. LOOKING TO 2026

Strategic Direction

Eolas exists to help organisations make better decisions in complex environments.

Growth has been a defining feature of Eolas' first 18 months, and it remains central to where we are heading next. Our stretch goal for 2026 is to double the size of the company, not as an end in itself, but because growth enables better work, stronger teams, and greater impact.

Done well, growth creates options. It allows us to build deeper capability, reduce single points of dependency, create clearer career pathways, and invest in systems and tools that make work more sustainable. It gives us the capacity to take on more complex problems, support clients more consistently, and create space for people to specialise, learn, and lead.

The focus for the next phase is therefore not whether we grow, but how we grow. Our approach is deliberate and capability-led. We will scale in ways that strengthen delivery, protect culture, and improve how work gets done day to day. Growth that creates fragility or dilution is not progress; growth that builds resilience is.

What we learned in 2025 is that strong foundations matter. People with judgement, systems that reduce friction, and clear expectations around performance make growth possible without losing coherence. As these foundations mature, they allow the organisation to expand with confidence rather than strain.

Our strategic direction is guided by three principles:

- **Growth with purpose** –expanding in ways that improve capability, opportunity, and impact
- **Capability before complexity** –building depth and resilience as the organisation scales
- **Culture as an asset** –ensuring growth strengthens, rather than dilutes, how we work together

The pages that follow set out the specific focus areas for 2026, and how we intend to apply these principles as the organisation continues to grow.



Focus Areas for 2026

Doubling in size will require deliberate choices about where Eolas invests time and attention. In 2026, our focus will be concentrated on areas that strengthen capability, support growth, and protect quality as the organisation scales.

Strengthening Delivery Capability

As Eolas grows, so does the complexity of the work we take on. In 2026, we will continue to build depth across strategic writing, program and project management, and advisory services, ensuring teams are structured to deliver consistently under pressure.

Expand Technology and Engineering Capability

Technology and engineering capability will be a core enabler of Eolas' next phase of growth. In 2026, we will continue to build this capability as an integrated part of the business, focused on practical systems design, data, and engineering that support real delivery challenges.

Building Leadership and Management Capacity

Growth requires leadership to scale with it. In 2026, we will continue to strengthen management and leadership capability across the business, with a focus on clear decision-making, effective supervision, and support for people taking on greater responsibility.

Taking FiOS to Market

In 2026, FiOS will be taken to market as a deliberate external offering. Built first to solve Eolas' own planning, resourcing, and delivery challenges, FiOS has matured into a capability with broader application across professional services and government environments.

Growing the Team Deliberately

Doubling in size will require thoughtful recruitment and onboarding. In 2026, we will prioritise hiring people with judgement, curiosity, and the ability to work well with others, pacing growth to ensure new team members are supported and integrated.

Future Proofing

As we grow, protecting culture, quality, and clarity will matter more than ever.

1

Protect culture as we scale

Growth only strengthens Eolas if it reinforces how we work together. As the organisation grows, protecting culture means being clear about expectations, addressing issues early, and ensuring new team members understand not just what we do, but how we do it.

Values are not static statements. They are tested most when the organisation is busy, stretched, or changing. As we scale, decisions about hiring, promotion, and leadership will continue to be assessed against their impact on trust, collaboration, and standards of behaviour.

2

Maintaining delivery quality under pressure

Accelerated growth increases delivery risk if it is not actively managed. We will continue to pace growth by delivery capacity, making conscious trade-offs about which work we take on and how teams are structured.

Directors and managers are accountable for ensuring quality does not erode as volume increases, and for intervening early when pressure becomes visible. Not every opportunity will be pursued, and sequencing will matter.

3

Supporting people through change

Growth brings opportunity, but it also brings change. As roles evolve and responsibilities increase, clarity and support become more important, not less.

The Eolas Performance Cycle provides a consistent way to set direction, check progress, and reset expectations as the organisation grows. Individuals are expected to take ownership of their work and development, while leaders are expected to provide clear priorities, timely feedback, and support when demands increase.

4

Investing in systems that keep pace with growth

Systems and processes are critical enablers of scale. As Eolas grows, investments in information management, planning tools, and platforms like FiOS will continue to focus on reducing friction, improving visibility, and supporting coordination across teams.

These systems exist to support judgement, not replace it. They will continue to be refined based on how they perform in practice, ensuring growth increases clarity rather than complexity.

Eolas 2025 Highlights





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