



PITCHER
PARTNERS

April 2025

Pitcher Partners Melbourne

Sustainability Report

pitcher.com.au

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Introduction

Acknowledgement of Country

We pay our respect to the people of the Kulin Nation and acknowledge their connection to the land on which we live and work. We recognise their continuing connection to lands, waters and communities, and the sustainable methods they have engrained into their practices for thousands of years.

A message from the Managing Partner

At Pitcher Partners, care is at the core of everything we do. From our clients and our people to our community and the environment.

Last year we launched our first Sustainability Report, providing a threshold measure of our impact on our planet, our network and our professional accountability expectations. For the first time, we have an opportunity to reflect on our progress over the last 12 months, including an honest look at both where we are performing well and where we still need to improve.

In 2023 we committed to introducing Scope 3 emissions in our reporting of greenhouse gas (GHG) emissions. While we have more work to do, we're pleased with the progress we've made as understanding our overall carbon footprint is an important part of the journey toward reducing our emissions.

Based on our current and previous sustainability reporting, we have begun developing a Climate Transition Action Plan which will provide a roadmap towards reducing GHG emissions and adapting to a changing climate. Throughout 2025 we will expand our Scope 3 reporting and will look at how we can actively monitor and mitigate our emissions.

We delivered another full calendar of events, activations and communications across 2024 aimed to supporting and celebrating our differences. We implemented an updated Respectful Workplace Relationships, and we commenced developing our Psychosocial Risk Prevention Plan focused on implementing additional controls in relation to psychosocial hazards in our workplace.

We also improved the length and flexibility of our Parental Leave Policy for both primary and secondary carers to reflect our ongoing commitment to supporting our people to manage their work and family commitments.

We remain committed to our clients and hold ourselves accountable to delivering the highest standard of client service. In 2024 this was formalised in our Framework for client service excellence, which established clear standards and expectations for delivering exceptional client experiences.

We also continued our work in strengthening our governance structure, risk management, ethical values, and security protocols. A significant achievement was the implementation of our Data Retention and Destruction Policy, which resulted in the purging of electronic client records greater than 10 years old.

In 2025 we will work towards embedding sustainability governance across the firm, starting by including sustainability in the scope of all Melbourne committees across the business.

We look forward to building on our progress throughout 2025 and beyond.

Brendan Britten

Brendan Britten

Managing Partner, Melbourne





About *Pitcher Partners*

Established in 1991, Pitcher Partners helps businesses, families and individuals intelligently frame their goals and make the most of their potential.

Local knowledge, national footprint

Today, we're one of the largest accounting, audit and business advisory associations in Australia, located in Adelaide, Brisbane, Melbourne, Newcastle and Hunter, Perth and Sydney. Each firm has a unique character with a strong connection to the local community.

With 148 partners and more than 1,500 staff, our association delivers the most personalised and responsive assurance and advisory services in Australia.

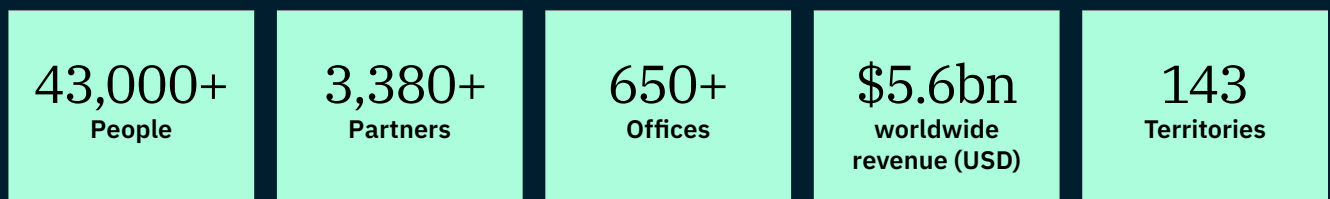
Pitcher Partners Melbourne has¹:



Our *global reach*

Each Pitcher Partners firm is an independent member of Baker Tilly International, one of the world's leading networks of independently owned and managed accountancy and business advisory firms. Through the Baker Tilly International network, we can also support our clients' global operations and ambitions.

Baker Tilly International global results as at December 2024



Baker Tilly International

Experts across a wide range of industry and business sectors, each Baker Tilly International member firm combines high-quality services and in-depth local knowledge.

Sharing knowledge and resources, our business approach brings together the power of the global network to deliver exceptional results to clients globally.



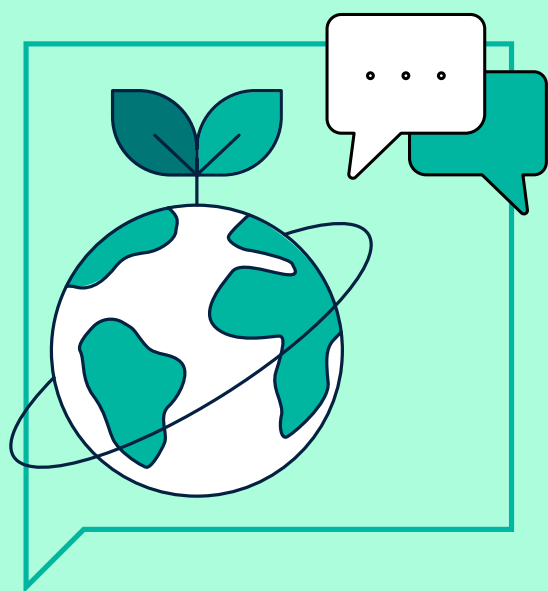
1. As of 30 June 2024.

About this *report*

As the world changes faster than ever, our clients' needs and our people's ambitions change also.

Our 2024 Sustainability Report covers all aspects of our environmental, social and governance (ESG) progress and performance for the 2024 calendar year. Building on our inaugural report in 2023, this year's report continues to measure our ESG performance as part of our annual reporting, helping us to understand our impacts and identify ways to work towards a more sustainable future.

We have prepared this report with acknowledgement of the recently enacted Australian Accounting Standards Board (AASB) sustainability reporting guidelines². Whilst we are not currently captured by the mandatory climate reporting legislation, many of our clients will be. We have committed to this journey because we believe it is important and recognise our role in supporting others on their journey to transition to a sustainable future. We acknowledge it is what our clients, our people, and our community expect of us.



Any questions?

Please reach out to us if you have any questions about our 2024 Sustainability Report

info@pitcher.com.au

2. Australian Sustainability Reporting Standards AASB S1 and AASB S2 (2024).



Our approach to *sustainability*

What guides us in the sustainability journey

Our guiding values

Our values of energy, care, courage, honesty and one firm guide the way we work every day. They shape how we engage with clients, our people, our corporate partners and our suppliers. And are central to our approach to sustainability, underpinning our commitment to making a positive contribution to the environment, the community and the broader economic landscape.

In Melbourne, our sustainability initiatives have focused on our people and community, sustainable office buildings, and establishing good governance frameworks. This report highlights how far we have come, and where we aim to go, using our values as guiding principles for that journey.

Our *values*



Energy

Find a way to make it happen



Care

Put people at the heart of everything we do



Courage

Make brave choices and challenge the status quo



Honesty

Build trust and do what is right



One firm

Work and lead as one team

How we implement our values



Our clients

Clients are at the heart of Pitcher Partners. We share common values and develop a deep understanding of their needs to offer tailored solutions to help them achieve their goals.

Our commitment to sustainable business practices aligns with our focus on long-term and transparent relationships with our clients. By integrating sustainable practices into our operations, we support their sustainability journey too.



Our people

Our people are the driving force behind our operations. We are dedicated to creating a supportive and inclusive work environment so our people can thrive.

We know sustainability is important to them, so we foster a culture that embraces innovation and continuous improvement, encouraging our people to actively contribute to our sustainability goals.



Our Association











Collaboration is key to our sustainability strategy. We work closely with our association firms to share best practices, resources and knowledge.

Through this we can drive sustainability initiatives across all member firms, continuously learning and evolving to meet the needs of our clients, our people and the broader community.










Environmental, social and governance impact factors

At Pitcher Partners we live by our values and work together to operate our firm responsibly. We do this holistically, using sustainability as a guiding principle for responsible business practices because this is fundamental to the long-term prosperity of our people, our clients and community.

We have developed ESG impact factors to measure and assess our performance, keeping ourselves accountable for our impact.

E	S	G
 Emissions	 Community and responsible investment	 Ownership and structure
 Resource use	 Diversity, equity and inclusion	 Values, ethics, integrity and accountability
 Innovation	 Leadership, health and wellbeing	 Quality and risk
		 Data and cybersecurity

Our 2024 *sustainability achievements*

 <p>Launched our Framework for client service excellence, which formalised and set clear standards for delivering advice, service and experiences to our clients.</p>	 <p>Identified the Scope 3 emissions categories relevant to our firm and extended our climate reporting to include selected Scope 3 emissions.</p>	 <p>Implemented an updated Respectful Workplace Relationships Policy with comprehensive training.</p>
 <p>Developed our Psychosocial Risk Prevention Plan focused on implementing additional controls in relation to psychosocial hazards in our workplace.</p>	 <p>Achieved recognition as a “Tier 2 Advanced Workplace” in the Mental Health First Aid Workplace Recognition Program.</p>	 <p>Contributed over \$1.5m to charities and good causes through donations, pro-bono and low-bono professional advice and volunteer time.</p>
 <p>Updated our Parental Leave Policy, increasing primary carer’s leave to 20 weeks with the flexibility for this to be taken within the first 24 months of the birth or placement of the child. And increased secondary carer’s leave to eight weeks. Secondary carers who become primary carers can use the balance of any secondary carer leave within 24 months.</p>	 <p>Laid the foundations of our Climate Transition Action Plan, to drive progress on emissions reductions.</p>	 <p>Implemented our Data Retention and Destruction Policy.</p>



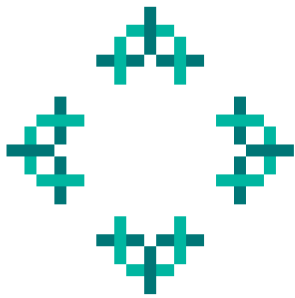
Social: our people, clients and community

Putting people first

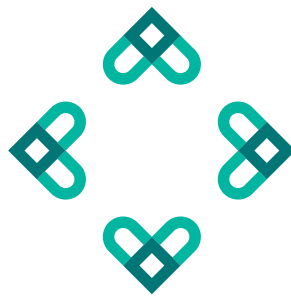
Pitcher Partners believes business is more than just business. Since our founding days, we've been committed to creating great relationships. Putting people and clients first. Everything we do is grounded in communication and collaboration. We're here for that frank, often refreshing and always informed discussion that leads to new ideas and better decisions. Whatever our people or clients want to achieve, we'll help them get there.

Our culture is key to supporting our approach to sustainability. By fostering a culture that encourages care for our people, clients and communities, paired with being open to new thinking and ideas, we can achieve the change required to reach our sustainability goals.

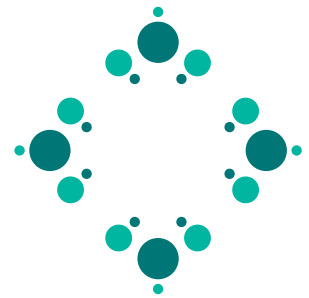
Our culture pillars



HERE FOR OUR
CLIENTS



A TEAM WITH
HEART



EMBRACING
POSSIBILITY

Our clients are central

We support our clients through strong, long-term, personal relationships. We are sharing in their successes and challenges. We work together to find and seize opportunities, and to help them achieve their goals.

That's why we were delighted to be in the top 10 of the *Australian Financial Review's* Top 100 Accounting Firms list for 2024. It's thanks to our clients and their trust in us.

We work with clients whose values and ambition are aligned with ours; growth-oriented entrepreneurs and family wealth creators who hold dearly the future for the next generation. And accomplished middle market business owners and leaders driving value in our economy. They are the ones who make a difference and create value for themselves, their customers, and their communities.



Client *story*

PFD Food Services (PFD) is an icon in the Australian food distribution space, supplying a wide range of customers with food products and supplies. A long-time client of the firm, the relationship started with the audit team, but quickly expanded when Chief Information Officer Richard Cohen was introduced to Sudha Viswanathan and the Digital and Data Solutions (DDS) team.

Their collaboration began with a small proof of concept focused on customer service reporting. Each week, over 400 reports were being manually compiled and sent to customers. Automated reporting was the solution that saved time, resources and gave customers more autonomous data access. This successful project was the catalyst for what is now a five year partnership.

Since then, the DDS and PFD teams worked together on various projects that tackled client-centred challenges like operational KPI reporting, and driver logbook management to ensure safety compliance.

PFD Foods



How do we create lasting benefits for our clients?



Match: We match our clients with the right people delivering the right services. We use our Client Acceptance process to evaluate whether we can work well with a prospective client and meet their needs, and if they are the kind of client we can build an enduring relationship with.



Align: Our values and firm standards influence the clients and suppliers we choose to work with. We work with organisations who share our values and maintain high operational standards. This helps us to be responsible to our people, our community and the professional ethical standards we maintain as industry professionals.



Review: We have rigorous client acceptance and continuance processes to evaluate each engagement for fit and values alignment. These include our Client Continuance and Acceptance Checklist, conflict and independence checks, proof of identity checking for Tax Agent services, anti-money laundering and counter-terrorism financing checks and ongoing monitoring for investment advisory services.



Deliver: We hold ourselves accountable to delivering the highest standard of client service. In 2024 this was formalised in our Framework for client service excellence, which established clear standards and expectations for delivering exceptional client experiences.



Supporting our clients in sustainability

As our country continues its sustainability journey, so do our clients. As advisors, accountants and auditors, we have a responsibility to support this transition and drive best practice in financial related disclosure.

We are actively following the mandatory climate-related financial disclosures now in place, and emerging standards guided by the AASB and Auditing and Assurance Standards Board (AUASB) to understand the impact on our clients. Some of our clients will have to report under this scheme in 2025, and others may choose to. An increasing number of our clients are voluntarily preparing sustainability reports, and we are excited to join them on their journey.

We provide our clients with timely and relevant insights and advice in relation to changing ESG legislation and how it will impact their business. We do this through insights articles available on our corporate website and shared in our client newsletters.

Whether it's investment advice, technical advice to meet compliance or just a sounding board for making good business decisions, we will be there to support our clients and their customers on their sustainability journey.

Our commitment to Responsible Investment

We offer a range of sustainable investment opportunities to clients through Pitcher Partners Investment Services Pty Ltd (AFSL 229887).

The Pitcher Partners Responsible Investment (PPRI) Charter strengthens our existing investment philosophy and process by clearly stating our responsible investment commitment. Responsible investment (RI) considers ESG factors in investment decisions and active stewardship.

Our RI commitment is backed by our membership of the Responsible Investment Association of Australasia (RIAA).

The PPRI Charter is more than just an internal document. It supports our provision of comprehensive, independent advice to our clients:



We seek to understand our client's RI, sustainability and values preferences to formulate an appropriate investment strategy.



We enhance our Investment Advisors' technical knowledge and awareness of RI strategies and issues.



We assess RI capability and ESG risks of investment product providers.



We apply RI strategies across asset allocation in line with our portfolio construction guidelines.



We actively integrate ESG considerations into our approved investments.



We support ESG knowledge-building for our clients so they can continue to be good stewards of their capital.

Nine of our Melbourne investment advisors have achieved individual RIAA certification, which requires training, knowledge, and experience in advising clients about responsible investment.



Our care for our people

At Pitcher Partners, we believe success is better shared, achieving growth through collaboration – both with our people, and our clients.

Our people are the heart of our business. We know it is essential for our long-term sustainable growth that our people continue to thrive, grow, and achieve with our clients. As a firm it is up to us to provide the space, opportunity, and support for all our people to achieve their ambitions.

Lead Your Way

Lead Your Way encapsulates the promise we make to our people to have a rewarding and fulfilling career, supported by a culture of care and collaboration.

It is about matching our people's passion with meaningful work, supporting flexibility and investing in their development to help them achieve their goals. We believe that nurturing aspiration and keeping our people's fire ignited benefits us all.



Diversity, Equity and Inclusion

We act in the best interests of our people and create an environment where everyone feels safe, accepted, and valued. We are a team with heart. We show respect and care for each other, our clients, and our communities. We also embrace possibility, showing openness to new ideas and thinking.

A sustained focus on Diversity, Equity and Inclusion (DEI) helps us deliver on our employee value proposition and is essential in attracting and retaining talent that reflects the diversity of the communities in which we operate.

DEI actions in focus

To achieve our goals, we have set a DEI Action Plan with the following key focus areas:

- To ensure adherence to new (and existing) mandatory obligations.
- To continue our existing/planned programs of work.
- To strengthen our program and position us as a diverse, equitable and inclusive employer.

We are committed to meeting our ongoing reporting obligations to the Workplace Gender Equality Agency (WGEA) and, through our DEI Action Plan, have a strategy in place to actively progress DEI within the firm.



Gender Equality *Commitment*

We are dedicated to promoting gender equality across all levels of our organisation. Our DEI Action Plan outlines our commitment to:

- **Equal opportunities:** Ensuring all employees have equal access to opportunities for advancement and development.
- **Inclusive recruitment:** Implementing recruitment practices that encourage applications from underrepresented groups.
- **Supportive environment:** Creating a workplace culture that supports work-life balance and provides resources for career development.
- **Regular monitoring:** Annual monitoring and reporting on our progress towards gender equality goals.



Our gender pay gap

For the 2023–24 reporting period to the WGEA, Pitcher Partners reported a gender pay gap of 14.3%, down from 14.8% based on average total remuneration. By comparison, the gender pay gap reported by WGEA for the Professional, Scientific and Technical Services industry for the same period was 17.1%.

Multiple factors have contributed to this pay gap, including:

- There being significantly more women in administrative roles than men.
- More males in client director and senior management roles than women.
- Women taking more time out of the workforce for caring responsibilities than men.

This gender pay gap (GPG) is largely driven by the variance in the average remuneration for our upper quartile range. This is due to having a higher proportion of men at the top end of this range with very high tenure (for example, over 20 years at the firm) when compared with women.

We recognise the challenges in overcoming pay equity barriers and remain committed to remunerating our people fairly and equitably for the work they perform. The purpose of our DEI Action Plan is to provide a structured roadmap to closing the GPG over time and with focus and persistence. We have reviewed our progress against each of the WGEA's six Gender Equality Indicators. And we've also laid out future actions required to help close the gap.

The DEI Action Plan maps out specific remuneration strategies to ensure a fair and transparent approach to pay equity. These include:

- A policy that describes how the firm sets salary levels.
- Annual pay equity analysis.
- A remuneration process that rewards performance.
- An equity perspective when deciding employee pay at year end and when setting the wages of new hires from other firms.
- Including employees who are on parental leave in the yearly promotion and pay review processes.
- Gender goals in our Early Careers programs.
- Focused recruitment strategies for jobs in roles where men are overrepresented.
- Maintaining membership of the Diversity Council of Australia and Work180.

Our full WGEA employer statement
is available on our website.

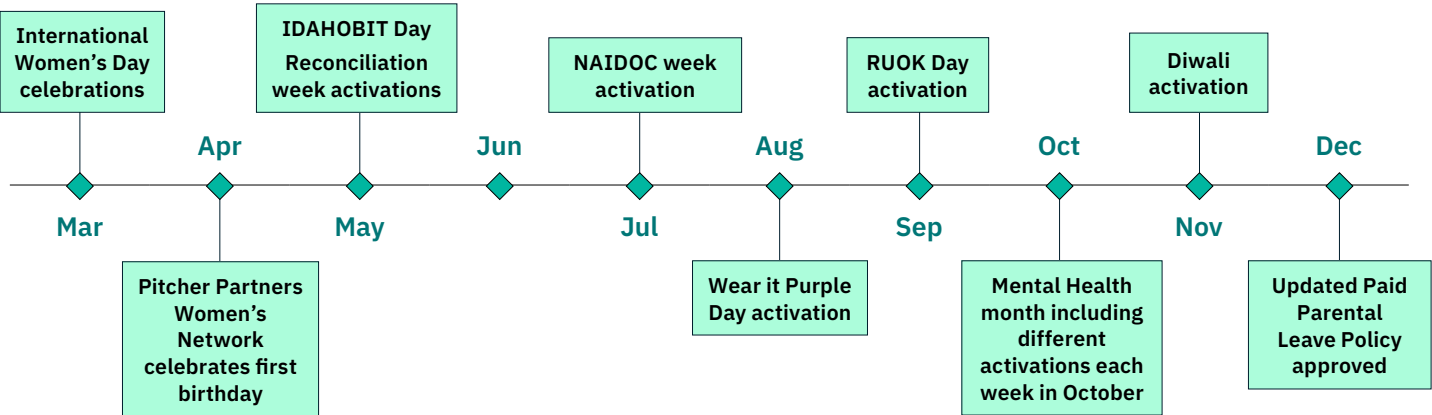


2024 *achievements*

We've achieved a lot during 2024 – including:

- Continuing a full DEI calendar delivering a comprehensive program of events to celebrate diversity and inclusion.
- Implementing an updated Respectful Workplace Relationships Policy with firmwide training. As well as developing our Psychosocial Risk Prevention Plan focused on implementing additional controls in relation to psychosocial hazards in our workplace.
- Significantly, a review of our paid parental leave policy with increases to both paid primary carer's leave to 20 weeks and secondary carer's leave to eight weeks, demonstrating the firm's commitment to providing flexibility that works for our people, our firm, and our clients. We also increased the flexibility for people to take their primary carer's leave at any time in the first 24 months following the birth or placement. Plus secondary carers who become primary carers can use the balance of any secondary carer leave within 24 months.

Our DEI events



Ann's story

Ann Kemp joined Pitcher Partners in 2012 as a Tax Manager, progressing to Senior Manager over the following three years. In 2016 Ann felt it was the right time to start a family. Through discussions with her reporting partner, and knowing the firm had an inclusive parental leave policy, Ann was confident that she would be supported to return in a part-time capacity.



I have spent 12 months off with each of my three children, and to have the ability to spend that time with them, knowing my firm would welcome me back in a part-time capacity, allowed me to really enjoy and maximise the time I had at home with them. Each of the years I spent with my children on parental leave have been some of the best years to date.

Ann Kemp
Senior Manager – Tax Advisory



Flexibility and professional development

Whether it's studying, focusing on family or career development, our policies are designed to enhance our people's professional and personal goals.

- **Work where you need to be** – our firm supports flexible working by empowering our people to work remotely as needed – whether that's at a client's site, at home, at our main office in Melbourne's CBD or one of our satellite offices in Melbourne's south-east or in Geelong.
- **Flexitime** – is encouraged where appropriate for ongoing, one off, ad hoc or non-recurring flexible working arrangements to support our people.
- **Public holiday swap** – our people can work any national or state recognised public holiday and take a substituted day off that may better suit their personal needs, family or caring responsibilities, beliefs and/or identity, including cultural, religious or sexual orientation or identification.
- **Support for families** – beyond paid parental leave we offer domestic and family violence leave provisions in line with legislative requirements including access to paid leave and medical services. Parents' portal – the Pitcher Partners Parents' Portal is an online portal for working parents, or parents to be, to help support them in managing the challenges of balancing their work and family commitments.
- **Support for career development** – study support is provided so our people can pursue areas of interest relevant to their career at Pitcher Partners and secondments are actively encouraged through the Baker Tilly International network.

These arrangements are formalised in our employee policies. By promoting and normalising a flexible working environment for all, it reduces the barriers for those that need it, cultivating better, more inclusive, high performing teams.

In 2024, we:

- Reviewed the availability and uptake of flexible working arrangements.
- Strengthened our ongoing accreditation with Work180.

Pitcher Partners verifies its commitment to flexible working, as well as our wider DEI initiatives, through ongoing accreditation with Work180.

When a company is endorsed by Work180, it means they meet or exceed minimum criteria for paid parental leave and flexible working arrangements, and they are genuinely committed to ongoing improvements in diversity, equity, and inclusion.



Investing in our people's success

We believe success is better shared. That's why we invest in the future of everyone who works with us providing ongoing development for our people at all levels. Our learning is intentional – for the benefit of our peoples' careers and their personal goals, and to ensure we have the right skills to help our clients achieve their goals.

1 Learning and development

Our **professional development sessions** are designed to provide the skills and capabilities necessary to perform roles well and keep skills up to date with rapidly moving industry trends. In 2024, we ran 33 sessions, with a total of 539 attendees, covering a wide range of topics to foster continuous growth and learning at Pitcher Partners.

2 Technical training

Our technical training, often delivered by experts from leading technical bodies such as CAANZ and the ATO, is designed to keep our people up to date with the **latest legislation and technical skills** required when working in professional services.

3 Study support

We provide study support where further technical skills and **accreditation** might be useful in building a solid foundation of knowledge and skills for a career at Pitcher Partners and beyond.

4 Leadership programs

Our tailored leadership programs explore how to build skills and capabilities to lead with impact through a series of learning labs, peer coaching, and immersive experiences.

5 Fostering a feedback culture

We run regular employee engagement surveys to gather feedback on our organisational culture, strategies, and systems. This feedback helps us to decide the next actions to take in building the best workplace for the firm and our people.

6 Student careers

Our student programs enable people to experience the diverse range of career pathways that can only be found in a leading accounting and business advisory firm.

- The **Spark Intern program** is aimed at aspiring professionals in their penultimate university year and offers a 7-week paid immersive work experience opportunity. It can act as a pathway to our Ignite Graduate program and offers experience in a range of practice areas.
 - The **Ignite Graduate program** offers a two-year, full-time role, with rotations through up to three practice areas. This means they learn by doing, and includes a tailored learning pathway, that can include CA/CPA study support.
-



EVERY WAY IS UP



AAGE Top Graduate Employer 2024

We are delighted to be recognised for providing a positive experience for our new graduates, as determined by graduates themselves.



GradConnection Top Graduate Employer 2024

Ranked by the user behaviour on the GradConnection website, we are so proud to be one of Australia's top and most sought-after graduate employers.



GradAustralia Top 100 Graduate Employers

Recognising both the popularity and quality of graduate programs, we are overjoyed to come in at #6 for the accounting and advisory sector.

Health and wellbeing

Ensuring our people feel safe at work is critical to helping them thrive. From updating our Occupational Health and Safety (OH&S) Policy in 2024 to continuing our Wellbeing Program Action Plan, we have the foundations of a safe and healthy work environment. In 2024 we focused on psychosocial safety and commenced work on a Psychosocial Risk Prevention Plan to proactively manage our people's psychosocial wellbeing.

From wellbeing to thriving

Our **Wellbeing Program Action Plan** for calendar year 2024 continued the good work of 2023 and means we're well placed to respond to evolving expectations and obligations to create a safe, respectful and equitable workplace.

In 2024 we delivered a significant program of work for wellbeing across our Melbourne firm through three wellbeing pillars – care, connect and thrive. Highlights of our work include:



OH&S policy and training

Updating our comprehensive OH&S policy to meet our obligations under the Victorian Occupational Health and Safety Act 2004 and Occupational Health and Safety Regulations 2017. We commit to providing a work environment that minimises the risk of health and safety incidents, personal injury, or illnesses.



Employee Assistance Program (EAP)

Our EAP program continued in 2024. The EAP offers short-term proactive support for a range of areas relating to work, health and life. Our people and their immediate family can get access to support such as counselling, financial coaching, wellbeing coaching, diet/nutrition support and legal support. As well as access to monthly virtual wellbeing sessions and the 'Wellbeing Gateway' app, which provides 24/7 support through a variety of tools and resources.



Mental health first aid (MHFA)

Continuing our MHFA Program and our Mental Health and Wellbeing Working Group. We were delighted to move up to a 'Tier 2 Advanced Workplace' in the MHFA Workplace Recognition Program. In 2024, 30 people became accredited in the MHFA training, and we now have 125 MHFAiders at Pitcher Partners.



Employee Benefits Program

We continued to offer a range of wellbeing and other benefits, in addition to remuneration, to support our people during all stages of life. These include access to free and discounted services on-site such as vaccinations, skin checks, massage, pilates and yoga, discounted Myki passes, free coffee at our on-site cafe, and discounts and partnerships with numerous retail, product and entertainment providers.

Mental Health First Aid *'Advanced Workplace'* Recognition

In 2024, Pitcher Partners was recognised by Mental Health First Aid Australia as a 'Tier 2 Advanced Workplace', with 15% of staff trained in MHFA and implementing at least 12 actions to support MHFA in our workplace.

The Mental Health First Aid® Workplace Recognition Program celebrates organisations across Australia who invest in developing mental health first aid skills in their people and who show a strong commitment to embedding MHFA training into their culture.



Making a positive impact in the community

We’re committed to supporting organisations and initiatives that care for the people, places, and communities close to our hearts. We focus on providing access to education, shelter, food and other support for disadvantaged members of our community.

Support where it’s needed

Pitcher Partners Melbourne provides the equivalent of \$1 for every hour worked by our people. Our contributions are delivered through four key initiatives:

- **Low and pro bono professional support** – Our people support not-for-profit organisations through free and heavily discounted business and specialist advice.
- **Community leave** – Our permanent staff have the opportunity to take one day of paid community service leave per year to lend a helping hand to charities.
- **Donations and essential supplies** – Donating funds or in-kind goods, as well as participating in internal and external fundraising events.
- **Pitcher Partners Charitable Fund** – In partnership with Deakin University, the Pitcher Partners Charitable Fund provides university scholarships to talented members of our community who are at risk of dropping out of their tertiary education studies due to financial hardship.

Bringing our best to the community

Since 2019, we have provided over \$5.3 million in community support. In 2023–24, our goal was to contribute \$1.24 million in support, and we achieved \$1.52 million³.

Initiative	Nature of support in FY2023–24	Value
Low and pro bono work	• Services provided to more than 75 organisations.	\$1,140,000
Community leave	• 130 staff provided more than 465 volunteer hours.	\$97,000
Donations and essential supplies	• Financial donations and essential supplies raised through fundraising initiatives and partner contributions provided to 20 organisations.	\$209,000
Pitcher Partners Charitable Fund	• Funding contributed by the Pitcher Partners Melbourne partnership. • Scholarships provided to students experiencing financial hardship.	\$75,000



Our Charitable Committee publishes its annual report each year and is available on our website.

3. Charitable contribution data presented is for the 2023–24 financial year (FY).

Hanna Foundation

Support provided: *Pro bono professional services*

Mental health is something that can impact everyone, at any time. Everyone should have access to mental health support and the Hanna Foundation is doing incredible work to make Australia's leading mental health programs accessible to those most vulnerable.

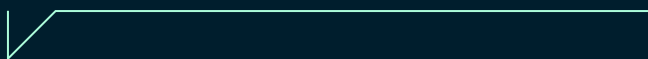
There are many communities, often made up of vulnerable minorities who lack the resources to engage with vital education and training programs to support strong mental health. That's where the Hanna Foundation steps in, with money raised used to deliver mental health programs into these communities to encourage conversation, recognition and positive action both for those impacted by mental health conditions, and those around them.

Our pro bono professional support includes providing rent-free office space, so the Foundation can continue delivering the work as part of its vital mission. Peter Braine, Partner in the Pitcher Partners Melbourne Business Advisory and Assurance practice, also stands as a voluntary Director of the charity.

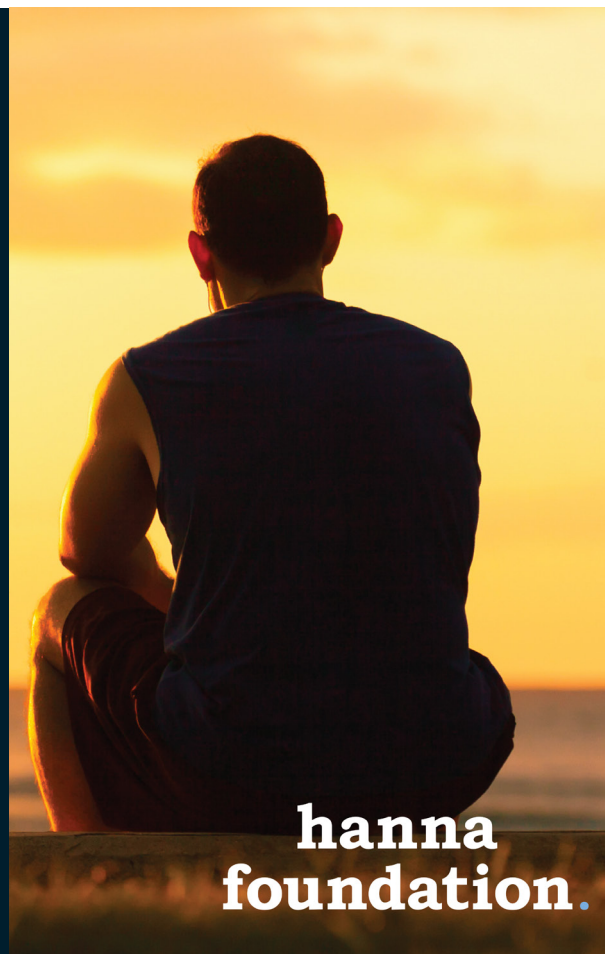
Support provided: *Pro bono professional services*



Pitcher Partners has been a major supporter since day one back in 2019, providing resources and capability to establish the foundation through to ongoing governance, tax, compliance and business advisory services. The support of Pitcher Partners with the expertise, passion and commitment led by Peter Braine has enabled Hanna Foundation to exist and deliver outcomes sustainably and for the long run. Our sincere thanks and appreciation.



Brendan Wright
Co-Founder and Director – Hanna Foundation





Muscular Dystrophy Australia

Support provided: *Pro bono professional services and charity donations*

Muscular Dystrophy Australia (MDA) raises awareness and funds to optimise the lived experience for people with this neuromuscular disease. This is done by delivering client services, programs, education and support, and funding research.

A patient advocate organisation, MDA represent the needs of over 40,000 people living with one of 30 different types of this condition. The support and services provided use evidence-based and patient-informed strategies to optimise the lived experience for those with MD. Financial donations and service-based support, including that provided by the firm, helps to fund research that aims to stem disease progression and support innovative projects that lead to a cure.

Together with their partner organisations, MDA have built a powerful community force, united on a shared goal to significantly reduce the impact of neuromuscular disease in Australia.

Support provided: *Pro bono professional services*



Through a revitalisation of client programs and fundraising initiatives, and via a newly focused strategy which will drive impact through support, advocacy and research, we are connecting locally, nationally and globally – and are excited to be partnered with organisations such as Pitcher Partners. Our work together supports profound and powerful outcomes for our community.

Catherine Stace
CEO – Muscular Dystrophy Australia



Port Phillip EcoCentre – CSR team day

Support provided: *Volunteer time*

Our Investment Advisory team took a community leave day together to support the Port Phillip Eco Centre. The team got their hands dirty, helping with planting and gardening activities that support the ecological health and diversity of the area.

The team learnt about the native plants in St Kilda East region and their importance to the ecosystem. The hands-on planting activities were both rewarding and fun as the team seeded new plant life for the area.

The Port Phillip EcoCentre is a not-for-profit, community-managed environment group located in the St Kilda Gardens. For 25 years it has been coordinating environmental sustainability activities and education within the local community.



We spent our CSR day with the Port Phillip EcoCentre. It was a memorable experience, marked by the joy of being out in the sun and contributing to environmental sustainability. We learnt about the native plants in St Kilda East region and their importance to the ecosystem. The hands-on planting activities were both rewarding and fun as we seeded new plant life for the area.

Beyond the environmental impact, the day offered an opportunity to bond with colleagues outside of the work environment, have some fun, and build our team spirit. The weather was also fantastic. The combination of learning, collaboration, and the great outdoors made for a great experience that left everyone looking forward to the next CSR day.

Dinesh Vignaswaran
Senior Advisor – Investment Advisory





Environment: managing our impact

Measuring our emissions

As a professional services firm, we carefully consider our impact on the environment, and are constantly looking for opportunities to minimise this. A core part of this is working to reduce our carbon footprint and our greenhouse gas (GHG) emissions. In 2023 we began the process of measuring our emissions and setting meaningful targets so we can play our part in contributing to national and international emissions reductions goals.

As we evolve to a more comprehensive approach to our reporting, we have partnered with a third-party environmental consultant to measure our GHG emissions.

Reporting period and boundary

Our GHG emissions inventory has been created based on an 'operational control' approach, meaning that it includes all offices and activities within the operational control of Pitcher Partners Melbourne during the 2024 calendar year.

For 2024 we have included Scope 1, 2 and limited Scope 3 emissions in our reporting. This aligns with our commitment from last year to introduce Scope 3 emissions into our reporting. We will continue to expand our Scope 3 data collection into the future, for the categories that are applicable to us and that represent a material source of emissions. Because understanding our overall carbon footprint is an important part of the journey toward reducing our emissions.



Scope 1

Direct emissions that are generated by sources owned or controlled by us.



Scope 2

Indirect emissions resulting from the generation of purchased electricity, steam, heating or cooling.



Scope 3

All other indirect emissions that occur in our value chain, e.g. employee commuting and purchased goods and services.

GHG emissions summary *

Description	664 Collins	Geelong	Scoresby	Company wide	Total
Scope 1					
Stationary combustion emissions					
Fugitive emissions					
Mobile combustion emissions					
Scope 2					
Emissions from purchased energy	344.64	0.54	2.86		347.94
Scope 3					
Purchased goods and services		Material but not yet assessed			
Capital goods					
Fuel and energy-related activities (not included in Scope 1 or Scope 2)	40.28	0.05	0.33		40.66
Upstream transportation and distribution					
Waste generated in operations					
Business travel				668.91	668.91
Employee commuting				238.42	238.42
Upstream leased assets					
Downstream transportation and distribution					
Processing of sold products					
Use of sold products					
End-of-life treatment of sold products					
Downstream leased assets					
Franchises					
Investments					
Total GHG Emmissions (Scope 1, 2 and 3)	384.92	0.50	3.19	907.33	1,295.93

* Emissions categories that were not assessed as material to our firm are listed as blank above. Refer to our note on emissions inventory below.

Scope 2 emissions location-based method summary

Site	Site location	Electricity purchased (kWh)	Scope 2 emissions factor (kgCO ₂ -e/kWh)	Emissions (tCO ₂ -e) CY24	v Emissions (tCO ₂ -e) CY23
664 Collins	664 Collins Street, Melbourne, Victoria	447,580.71	0.77	344.64	353.91
Scoresby	44 Lakeview Drive, Scoresby, Victoria	3,708.00	0.77	2.86	0.24
Geelong	60 Moorabool Street, Geelong, Victoria	579.37	0.77	0.45	



Emissions intensity metrics

Metrics	CY23	CY24
Average Full-Time Equivalent (FTE)	725.5	743.6
Emissions intensity (tCO ₂ -e per FTE) Scope 1 and 2	0.49	0.47
Emissions intensity (tCO ₂ -e per FTE) Scope 1, 2 and 3	–	1.74
Total revenue (\$M AUD)*	\$165	\$176
Emissions intensity (tCO ₂ -e per \$M AUD) Scope 1 and 2	2.15	1.98
Emissions intensity (tCO ₂ -e per \$M AUD) Scope 1, 2 and 3	–	7.36

*Total revenue is for the year ended 30 June 2024, sourced from the Pitcher Partners Transparency Report.

Notes on our emissions inventory

The GHG emissions inventory was compiled in accordance with the GHG Protocol Corporate Standard (Revised Edition) requirements and the Australian National Greenhouse Accounts (NGA) Factors (2024).

Scope 1 emissions: There are three potential sources of Scope 1 emissions – stationary combustion emissions, fugitive emissions and mobile combustion emissions. The work we do does not involve activities that generate stationary combustion or mobile combustion emissions, so these categories are not applicable in our inventory. Fugitive emissions, which can include emissions from refrigerant use in office fridges and air-conditioning, were determined to be immaterial for our inventory, so we have omitted them.

Scope 2 emissions: These emissions can be reported using either a location-based methodology or a market-based methodology. We selected the location-based method for our 2024 inventory because we did not have any active renewable energy purchasing agreements within that reporting period. Electricity invoices for Pitcher Partners Melbourne offices were collected for the 2024 period, and NGA Factors for the Victorian electricity grid were applied. Direct electricity data covering almost all our Melbourne operations was available, however where actual data was not available, estimations were calculated based on square metres occupied following GHG Protocol best practice.

Scope 3 emissions: A materiality assessment of GHG Protocol Scope 3 categories was undertaken, and we identified Purchased Goods and Services, Fuel and energy-related activities (not included in Scope 1 or Scope 2), Business Travel and Employee Commuting as material to our operations.

Data for Fuel and energy-related activities (not included in Scope 1 or Scope 2) was drawn from electricity invoice data, and NGA Factors for Scope 3 emissions associated with the Victorian electricity grid were applied. For Business Travel, data was collected from our corporate travel agent and employee reimbursements, and relevant emissions factors were applied. Flight emissions were calculated by our corporate travel agent using a calculation method based on the GHG Protocol. For Employee Commuting, a survey of employee commuting distances and transport modes was completed in February 2025. Any additional flights where detailed emissions calculations were not available had relevant emissions factors applied to their cost. Data from respondents was extrapolated based on typical office occupancy, and emissions factors based on kgCO₂-e/km travelled were applied to estimate total employee commuting emissions.

Purchased Goods and Services has been excluded from 2024 estimates. We have assessed purchased goods and services as material, and we are working on expanding our data collection practices so we are able to include accurate emissions data for this category in our future Sustainability reports. Rather than placing a broad-brush stroke emissions factor on this category, we are using this as an opportunity to design better processes for data collection to better capture and reflect our environmental impacts.

Reducing our footprint

Resource use

We understand that less is more. As a firm we are committed to reducing the use of paper, water and electricity and the generation of waste.

Efficient and well-located offices

Emissions associated with our office activities and staff commuting are key components of our overall GHG footprint. So, two key considerations when selecting our offices are location and efficiency in resource use. Our team sought out the best offices giving consideration to location, amenities and environmental factors. The offices we occupied in 2024 were all National Australian Built Environment Rating System (NABERS) rated for their energy use, with at least a five-star rating (out of a possible six stars).

During 2024, we introduced a second ‘satellite’ office in Geelong, Victoria to complement our existing Scoresby satellite office. Our satellite offices help our people and clients to reduce their commutes and carbon footprints.



664 Collins Street, Docklands

NABERS Energy ★★★★★★
NABERS Water ★★★★★★

664 Collins Street is our primary location in Melbourne. It has one of the largest solar panel banks in the Melbourne CBD, which supports base building energy use during the week and exports renewable energy to the grid during weekends. 664 Collins is also directly adjacent to Southern Cross Station, maximising convenient, reduced-footprint travel for our people.



42 Lakeview Drive, Scoresby

NABERS Energy ★★★★★★

42 Lakeview Drive is our satellite office in Melbourne’s Southeast. Part of Waterman Caribbean Park, this office is surrounded by an award-winning gardenscape, featuring BBQ areas, shaded lounge areas and manicured lawns. Its location allows our people living in southeast Melbourne to shorten their commute and therefore their carbon footprint.



60 Moorabool Street, Geelong

NABERS Energy ★★★★★★
NABERS Waste ★★★★★★
NABERS Water ★★★★★★

60 Moorabool Street is our satellite office in the city of Geelong. The office is located in the heart of Geelong’s CBD and retail precinct, with expansive views to Corio Bay and beyond. There is excellent connectivity to Melbourne via public transport, with Geelong station an easy 10-minute walk from the office. We began occupying our Geelong satellite office during January 2024.



Office waste reduction

We are committed to driving down the waste generated in our offices and finding new ways to recycle. We help to manage our waste through an in-office recycling program. We have no single-use plastics in our offices, and we partner with local charities to minimise food waste through donations.

In 2024, we started working with Reground to recycle used coffee grounds in our Collins Street office. Coffee grounds from our office coffee machines are a valuable resource. Instead of sending them to landfill, they are now placed into a dedicated bin and collected by Reground, before being consolidated and redistributed to the community for free. Our ground coffee waste helped end users like home gardeners, community gardens and Melbourne Zoo create healthy soil and grow nutritious food.



Reground are a Melbourne-based social enterprise that works to provide innovative waste collection and minimisation projects.

Reground estimate that for every 50kgs of ground coffee beans used each week, this equates to 5 tonnes of coffee to landfill each year, which emits nearly 10 tonnes of greenhouse gases.

By diverting coffee grounds from landfill, the useful nutrients that coffee grounds contain go back into the soil, contributing to soil health and ecological resilience while supporting local gardeners to grow healthy food.

We have continued to promote our paperless office approach, making the most of a preference for digital correspondence and our shared digital workspace ‘MyPitcher’. Printing data shows that we have sustained a printing reduction of over 70%.

Location	Comparison Period*	2023**	2024***	Reduction from comparison period
664 Collins Printers	3,945,609 prints	1,102,460 prints	1,015,288 prints	74%

* Comparison period includes March 2019 to February 2020.
** 2023 period includes October 2022 to September 2023.
*** 2024 period includes January to December 2024.

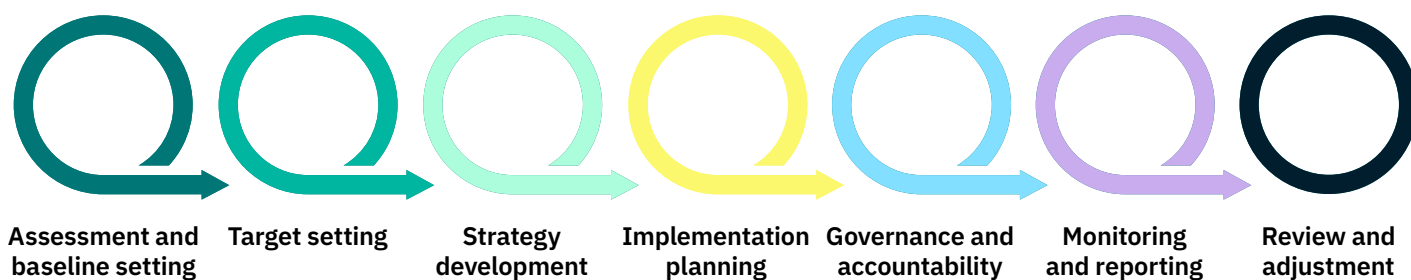
Our Climate Transition Action Plan

Our first Sustainability Report, covering calendar year 2023, highlighted our existing strengths in ESG and helped us to identify where we have more work to do. To drive this work forward we will establish a working group on sustainability to map out the necessary steps to embed sustainability in the way we work. This means robust planning, reporting, and governance.

Based on our current and previous sustainability reporting, we have charted a high-level process to measure, report and reduce our carbon footprint. This forms the foundation of a Climate Transition Action Plan (CTAP) for our firm, which will evolve into a comprehensive roadmap towards reducing GHG emissions and adapting to a changing climate. A CTAP helps us focus our efforts on what matters and showcases to our clients and people how Pitcher Partners Melbourne is supporting Australia's climate-related financial reporting goals.

A CTAP has multiple components which help a firm create a credible transition plan to adopt a low carbon, climate resilient, economy.

The Climate Transition Action Plan structure for Pitcher Partners Melbourne



We are currently focused on:

- Assessment and baseline setting: extending our assessment of emissions to Scope 3 and setting a baseline for our emissions.
- Tracking progress: ensuring more complete data coverage.

We are addressing key components of our CTAP to meet current and future responsibilities and support our clients as they too go on this journey. By taking a climate-related financial materiality approach, we drive effective progress toward our climate goals in line with our business strategy.

In 2025, we aim to formalise and strengthen our CTAP. We will continue to expand and develop our Scope 3 emissions reporting. We expect this will involve greater precision in our methodology and estimations, and are committed to going on this journey.

We will also define our targets including aligning our emissions reductions efforts with appropriate international standards, engaging suppliers through our procurement processes, establishing leadership accountability, and setting a schedule for our climate action.

Looking ahead

The Australian Government has mandated climate-related financial disclosures for certain entities that started from 1 January 2025. While Pitcher Partners is not currently required to report, we're taking a proactive approach. It aligns with our values as an organisation, fosters transparency, and allows us to share our journey around climate-related governance, strategy, risk management, metrics and targets with our people, clients and community.

We acknowledge we will identify potential challenges and are committed to developing solutions to improve. We are committed to the journey, and sharing our experiences as we look toward the future.





Governance: compliance, integrity and trust

Good governance is at our core

We know that good governance for sustainability is rooted in the principles of good governance overall and creates long-term value for our stakeholders.

Pitcher Partners Melbourne is committed to embedding sustainability into every aspect of our operations. This starts by integrating sustainability with robust governance practices, to ensure that our sustainability initiatives align with our strategic goals and reflect our dedication to ethical and responsible business conduct. Our approach to governance encompasses transparent decision-making, accountability and continuous improvement, which collectively drive our sustainability agenda forward.

In 2024 we continued our work in strengthening our governance structure, risk management, ethical values, and security protocols. An example includes the implementation of our Data Retention and Destruction Policy, which resulted in the purging of electronic client records greater than 10 years old. In 2025 we will work towards embedding sustainability governance across the firm, starting by including sustainability in the scope of all Melbourne committees across the business.

Doing the right thing for our clients

As industry professionals, ethical operations are fundamental to maintaining integrity and objectivity. Our people adhere to the required professional ethical standards as prescribed by membership to professional bodies, as well as those set out by industry regulatory bodies. This includes, but is not limited to, the Accounting Professional & Ethical Standards Board (APESB), Tax Practitioners Board (TPB), Australian Tax Office (ATO) and the Australian Securities & Investments Commission (ASIC).

Memberships

Most of our partners and client facing employees have memberships with recognised professional bodies. These include:

- Responsible Investment Association Australasia (RIAA)
- Chartered Accountants Australia and New Zealand (CAANZ)
- CPA Australia
- Financial Advice Association Australia (FAAA)
- Australian Restructuring Insolvency and Turnaround Association (ARITA)
- Chartered Financial Analyst Institute (CFA)
- Law Institute of Victoria (LIV)

Achieving quality outcomes for clients

The internal National Audit Review Panel oversees quality management for audit and assurance services across all Pitcher Partners firms nationally, to ensure high standards in assurance engagement performance.

The Panel assesses, develops and monitors the firm's policies and procedures relating to the System of Quality Management (SOQM) for assurance engagements. These policies and procedures are documented in the Pitcher Partners National Quality Management Manual (NQMM). The NQMM addresses the following pillars of quality management:

- Leadership responsibilities for quality within the firm
- Relevant ethical requirements, including independence
- Acceptance and continuance of client relationships and specific engagements
- Resources
- Information and communication
- Engagement performance
- Monitoring and remediation

Quality Assurance

External reviews of Pitcher Partners audit practices may be conducted by:

- Australian Securities and Investments Commission
- Chartered Accountants Australia and New Zealand
- CPA Australia
- Public Company Accounting Oversight Board
- Baker Tilly International

Managing risk

By managing risk through our SOQM, guided by the National Quality Management Manual we are maximising opportunities for growth, stability and success and minimising potential damage to the Firm. The Risk Committee in Melbourne, along with other network firms, delegates SOQM responsibilities to individuals within the firm who have the right level of knowledge, influence, time and authority. The Director of Independence and Quality in Melbourne oversees specific controls design and implementation, the monitoring of compliance with SOQM, the coordination of engagement inspections and peer reviews, and overall reporting outcomes.

The Risk Committee in Pitcher Partners Melbourne is delegated responsibility (by the Partners) for implementing an effective Risk Management Framework in alignment with APES 325 Risk Management for Firms. This framework enables us to meet our public interest obligations and business objectives. The Risk Management Framework is a vital component of our strategic and operational policies and practices, aimed at minimising practice risk.





The National Risk and Quality Committee (NRQC) is responsible for:

- The development and annual update of the National Risk Management Framework;
- The development and annual update of the National Quality Management Manual; and
- The design and implementation of the SOQM across the network.

Melbourne Risk Committee members as at 31 December 2024:



Kylee Byrne

Chair

Partner



Brendan Britten

Member

Managing Partner



Michael Hay

Member

Partner



Paul Toner

Member

Partner



Christine Fleer

Independent Member

Partner – Arnold Bloch Leibler



Geoff Gray

Member

Chief Risk and Compliance Officer

Our approach to Non-Compliance with Laws and Regulations (NOCLAR) is designed to provide clear and actionable guidance to our people, requiring them to act in the public interest when encountering or suspecting non-compliance. This comprehensive framework empowers our team to prioritise the greater good, even if it means setting aside confidentiality when necessary. By implementing NOCLAR across our business, and where considered necessary, reporting to the appropriate authorities, we uphold our commitment to ethical conduct and transparency.

All employees are encouraged to speak up if client or internal ethical issues, misconduct, criminal offences, fraud or concealment of any of these, is observed. Our OKtoSAY Whistleblower program includes an external independent hotline to enable employees, their family and suppliers to report matters confidentially.



Ethical procurement

Our values and ethical considerations are taken into account in our procurement decisions.

Pitcher Partners Melbourne's comprehensive approach to risk management emphasises the importance of assessing and documenting the risk profile of our supply chain, particularly in relation to modern slavery, as required by section 13 of the Modern Slavery Act 2018.

Monitoring and evaluation of our suppliers' adherence to modern slavery standards is completed by our finance team, with remedial action taken if necessary.

The firm publishes a Modern Slavery Statement each year on our website in accordance with the Modern Slavery Act 2018.

Data and cybersecurity

Pitcher Partners is dedicated to safeguarding our organisation and data against cybersecurity threats. We have implemented a range of internal controls in line with Essential 8 standards and are also working towards achieving ISO27001 certification.

With the cybersecurity landscape evolving rapidly, we make significant and ongoing investments to protect our organisation and our clients. Some key measures include:

- Conducting regular cybersecurity training and simulated phishing attacks.
- Requiring multifactor authentication to access IT systems.
- Perimeter firewalls and network security measures to block unauthorised external connections.
- 24/7 monitoring of our IT network and systems for unusual activities.
- Regular patching of IT infrastructure, operating systems, and applications to address known security vulnerabilities.
- Annual penetration testing to identify and rectify system vulnerabilities and configuration issues.
- Contract and assurance mechanisms to protect and backup systems and data hosted or stored by third parties.
- Encryption protocols implemented where appropriate to protect the transmission and storage of data.

Plans and procedures have been established to manage the response to potential cybersecurity incidents. Regular backups are performed to enable the recovery of IT systems and data in the event of a cyber attack. Policies governing the use and protection of IT systems and data are documented and communicated to staff, and there is regular reporting to our Risk Committee to ensure ongoing monitoring and oversight of cybersecurity risks.

Ownership and structure

Pitcher Partners Melbourne is an independent accounting firm operating as a partnership, providing a wide range of services through its partnership and related entities, including trusts and trustee companies. General tax consulting, compliance, and advisory services are offered through Pitcher Partners Advisors Proprietary Limited, while audit and insolvency work is managed under the partnership. Most practice areas, such as Investment Services and Corporate Finance, deliver services through trustee company entities.

Pitcher Partners *Melbourne*

Pitcher Partners is an established and respected professional accounting practice based in Melbourne. It was formed in November 1991.

Today, the firm provides a traditional range of accounting services including, but not limited to, compliance accounting, general business advice, tax advisory, superannuation, insolvency, corporate finance, data analysis, credit and lending service.

Services may be provided to clients from across Australia or overseas, however are predominantly provided to privately owned businesses, high net wealth families and individuals, and not-for-profit organisations from across Victoria.

National *Association*

Pitcher Partners Melbourne is a member of the National Association of Pitcher Partners firms. Pitcher Partners association firms, while separate legal entities, share aligned values and culture, fostering a spirit of cooperation to enable the best possible client outcomes.

The national association includes independent accounting firms in Adelaide, Brisbane, Melbourne, Newcastle and Hunter, Perth and Sydney. Each firm appoints at least one partner to the National Cooperation Committee, which meets regularly to discuss national affairs.

Membership to the National Association does not make any firm responsible for activities conducted by another member firm.



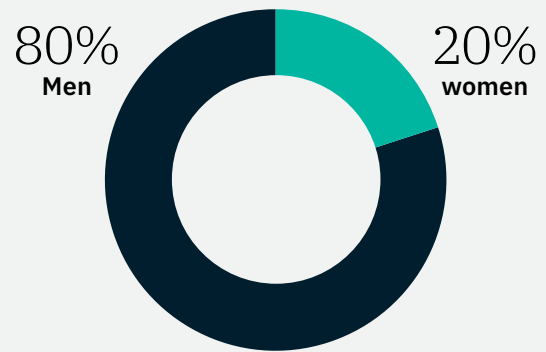
Partnership diversity

Pitcher Partners Melbourne is committed to fostering gender equality as a cornerstone of our success and sustainability. We believe that a diverse and inclusive environment drives innovation, enhances decision-making, and better reflects the communities we serve.

We recognise that the present gender distribution within our Partnership isn't balanced. So, we are taking deliberate steps and implementing specific development strategies to strive for improved gender parity.

We are dedicated to continuous improvement in our governance practices and are committed to increasing diversity and inclusion at all levels of our organisation. It's a journey, and one we are proud to be on.

Partnership *gender representation* in 2024⁴



4. As of 1 July 2024.

Going *forward*

Sustainability is personal

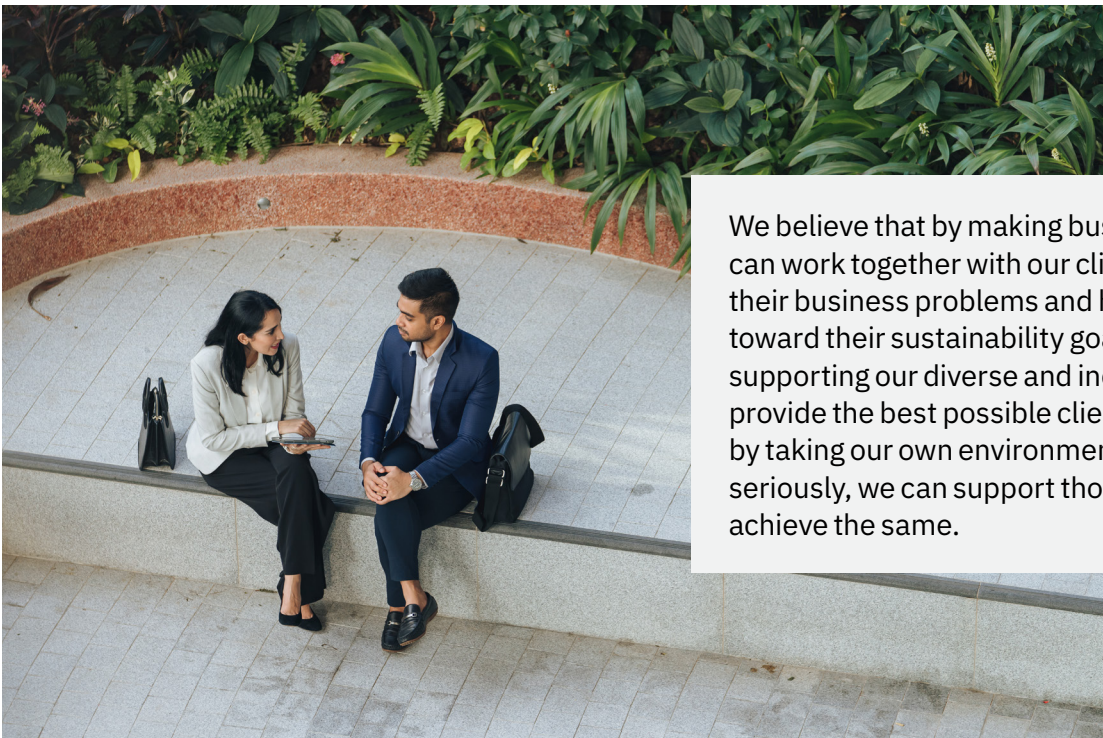
We are proud of the progress we have made in 2024 and are pleased to share our achievements with you.

Going forward we will continue our focus on three key areas of sustainability improvements: embedding sustainability governance across the firm, aligning and reporting against relevant climate change standards, and driving forward increased diversity, equity and inclusion across our firm.

The incoming Australian climate compliance requirements will usher in a new landscape of climate reporting across our economy. While we recognise the uncertainty of regulatory requirements, we remain committed to our, and our client's, journey to a more sustainable future.

For calendar year 2025 we will be taking our sustainability efforts to the next level following both the guidance of new regulation and our own broader sustainability ambitions. Some of these initiatives will include:

- Building sustainability into the scope of all committees across the Melbourne firm.
- Developing a Climate Transition Action Plan (CTAP) and establishing a working group to oversee its implementation.
- Improving our GHG emissions data collection practices, to enable more accurate Scope 3 emissions data, relevant to our operations. And working toward establishing an appropriate baseline to measure improvement against.
- Identifying further initiatives to reduce our Scope 1, 2 and 3 emissions.
- Where carbon emissions are currently difficult to avoid, we will look to obtain high-quality carbon offsets, renewable energy certificates or similar instruments to manage our impact.



We believe that by making business personal we can work together with our clients to solve both their business problems and help them work toward their sustainability goals. That by supporting our diverse and inclusive team we can provide the best possible client services. And that by taking our own environmental impact seriously, we can support those around us to achieve the same.

Making
business
personal

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