PITCHER PARTNERS

June 2025

Pitcher Partners Brisbane

Sustainability Report

pitcher.com.au

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Introduction

Acknowledgement of Country

Pitcher Partners Brisbane acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to the land and their waterways. We pay our respects to them, their culture and their Elders; past, present and emerging.

A message from the Managing Partner

At Pitcher Partners Brisbane, care is a core value that guides how we operate, whether advising clients, supporting our people, or contributing to the community. It underpins our approach to governance and social responsibility, both of which are critical to the long-term success of our firm.

This inaugural Sustainability Report establishes a baseline for our environmental, social, and governance (ESG) performance. It reflects our commitment to transparency and accountability, and our intention to embed ESG considerations into the way we lead, make decisions, and deliver value.

Good governance is fundamental to the relationships we build with our clients. We hold ourselves to the same standards we advocate for: clear oversight, ethical decision-making, and alignment between purpose and performance. These principles are central to how we manage risk, maintain trust, and support our clients in an increasingly complex operating environment.

Our people remain central to our long-term success. Creating a workplace that supports their growth, wellbeing and performance is a strategic priority. Through initiatives like Lead Your Way, we are investing in leadership development, career progression, and a workplace culture that values inclusion and accountability. These programs are designed to ensure our people have the clarity, capability and confidence to contribute meaningfully both to our firm and to our clients.

Clients engage us for our insights, our judgement, and our ability to deliver advice that drives sustainable outcomes. Our ability to meet this expectation depends on the strength of our culture, the effectiveness of our governance, and our commitment to continual improvement.

This report is a foundation. It formalises our ESG position and reinforces our responsibility to act in a way that supports the long-term interests of our clients, our people, and the communities in which we operate.

Norman Thurecht
Managing Partner, Brisbane

About *this report*

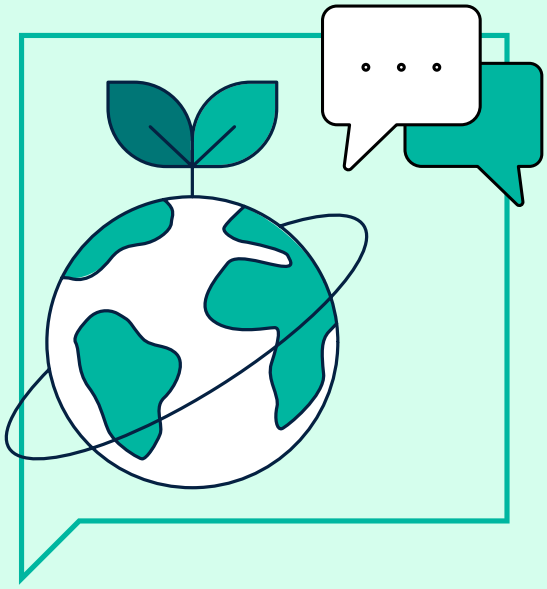
The shifting landscape of today's world demands an agile approach to the way we address modern day challenges. Pitcher Partners Brisbane is dedicated to meeting the unique needs of businesses and organisations, aligning our ambitions with those of the people we work with.

As a firm devoted to making business personal, we acknowledge the needs of businesses and organisations as an opportunity to develop new solutions. We're committed to evolving our approach and processes to deliver services which strive for a sustainable future.

We're excited to share our Brisbane firm's 2025 Sustainability Report, highlighting our ESG achievements and performances throughout the 2025 financial year. This Sustainability Report will be an exciting first for our Brisbane firm, providing the foundation to capture our ESG performance, and setting momentum for future annual reporting. Formally reporting our ESG initiatives and progress as a firm allows us to better understand the impact we are making and how we can work towards a more sustainable future.

While we are not required to report under the current Legislation for mandatory climate reporting,[1] this sustainability report has been prepared with acknowledgement of the Australian Sustainability Reporting Standards published by the Australian Accounting Standards Board (AASB).[2] Some of our clients already fall into the first year of mandatory reporting under the AASB, and we therefore believe that voluntary reporting helps us walk the talk and support our clients in making a smooth transition into ongoing mandatory sustainability reporting. We also believe that a sustainable future requires a proactive, self-driven approach, for the benefit of the climate, our people, and the businesses and organisations we work with.

This report is a testament to the progress we have made so far as a firm and to acknowledge where we can improve. We're excited to continue to foster more sustainable practices within our organisation and make a positive impact on our people, our clients, and our planet.



Any questions?

Please reach out to us if you want to find out more.

info@pitcherpartners.com.au

1 Amendments to the Corporations Act 2001 (Cth) through the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Bill 2024.
2 AASB S1 Australian Sustainability Reporting Standards – General Requirements for Disclosure of Sustainability-related Financial Information [voluntary] (Sep 2024).

About *Pitcher Partners Brisbane*

Serving Queensland since 1974

Founded in Brisbane in 1974, our firm began as Johnston Rorke. Over the past five decades, we have grown organically without mergers, guided by a one-firm approach and a steadfast commitment to our clients and people. This dedication has positioned us as one of the country's leading independent accounting firms.

In 2024, we proudly celebrated 50 years of service to the Queensland business community, a significant milestone in our ongoing journey. Since joining the Pitcher Partners Brisbane network in 2009, we have continued to build on our strong foundations, united by a shared commitment to helping businesses, families and individuals achieve their strategic goals.

Local knowledge, national footprint

Our national Pitcher Partners Brisbane network is among the largest accounting, audit and business advisory associations in Australia, with offices in Adelaide, Brisbane, Melbourne, Newcastle and Hunter, Perth and Sydney. Even though we're one of the largest associations in Australia, we'll always be grounded in local values.

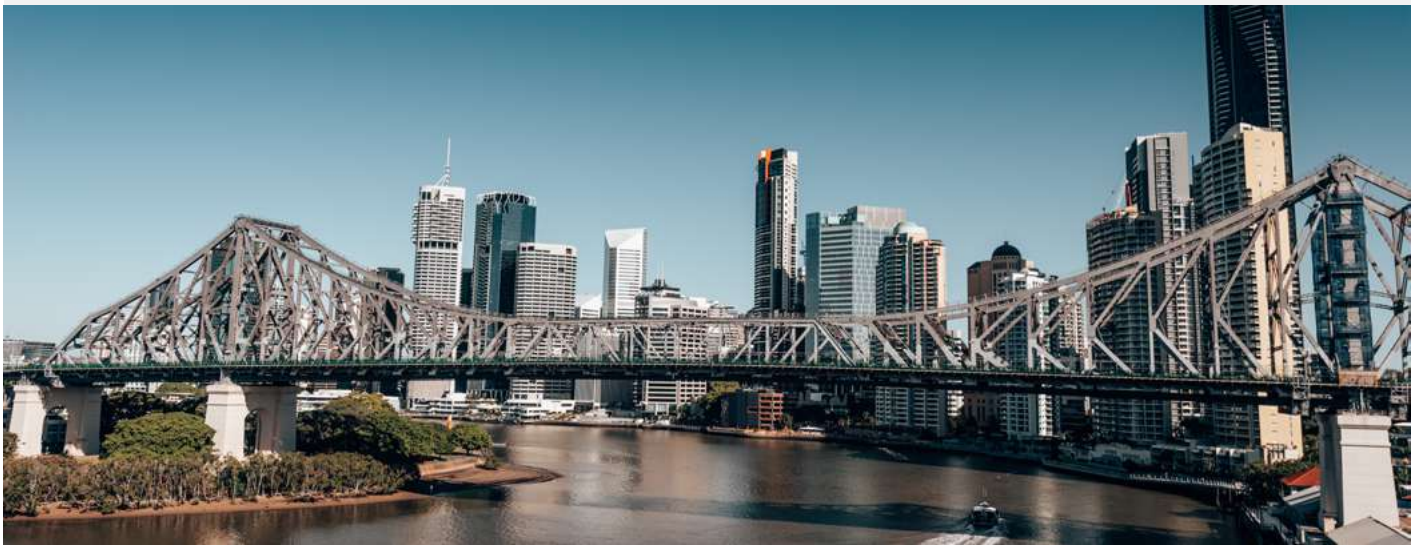
Our combined resources are made up of over 145 partners and more than 1,500 staff, empowered to deliver Australia's most personalised and responsive assurance, tax and advisory services.

Our global reach

Each Pitcher Partners Brisbane firm is an independent member of Baker Tilly International, a world leading network of independently owned and managed accountancy and business advisory firms. Sharing knowledge and resources, our business approach combines with our global network to deliver in-depth local knowledge. Through the Baker Tilly International network, we can support our clients' global operations and ambitions.

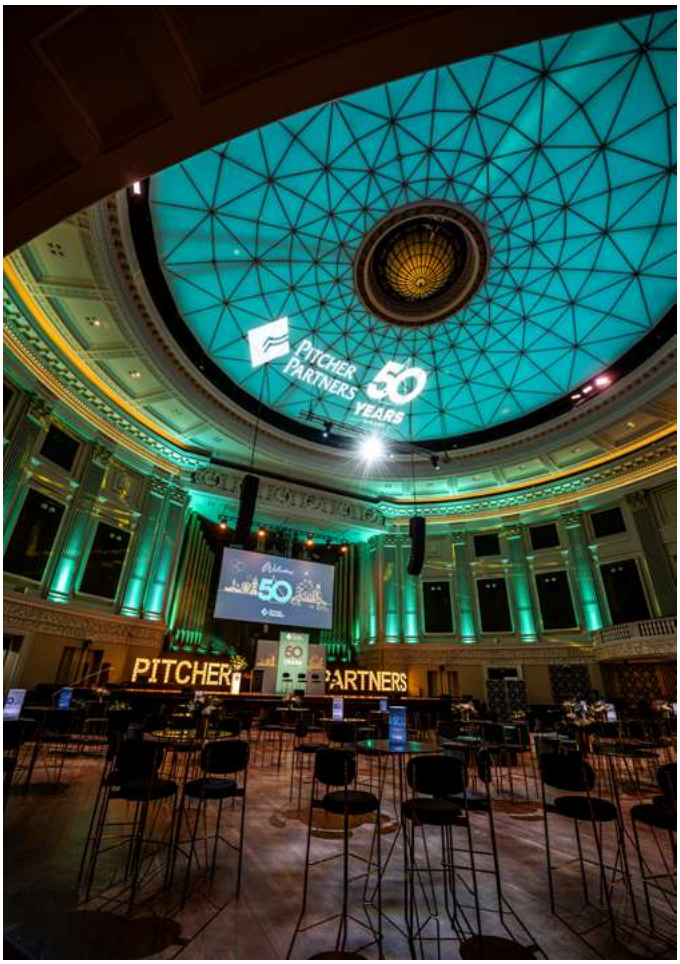
Pitcher Partners Brisbane has[1]:

254	25	23	51
People	Partners	Directors	Managers



1 Staff numbers as at 30 June 2025

Celebrating our *50 year anniversary*


PITCHER
PARTNERS
50
YEARS

PITCHER
PARTNERS
50
YEARS

PITCHER
50
YEARS

Our approach to *sustainability*

What guides us in the sustainability journey

Our guiding values

The values that guide us reflect our dedication to leaving a positive influence on the environment, community, and the broader economic landscape in which we work. Our core values are client care, technical expertise, care for our people, business excellence, honesty & trust and meritocracy. These values are what distinguishes us in being great in what we do. We believe that by living our sustainability values every day and being guided by them in the way we work, we are enabled to continue growth in a positive direction.

As a corporate citizen, Pitcher Partners Brisbane recognises that sustainability is an important issue that needs to be addressed. This report forms part of addressing our internal sustainability efforts to showcase our activities to date, and those to come. As an example, we are acting on our guiding principles by choosing to work in a sustainable office building which holds a 5-star NABERS energy rating, indoor-energy rating of 5.5 star, and 4-star for water. We are proud of the progress we've made so far, yet we also acknowledge that there is still much to be achieved.

Our *values*

Client Care
Caring for clients and earning their trust forms the foundation of our business. Our clients expect Pitcher Partners Brisbane' services to be of the highest standard and to be of lasting value. To achieve this, all Pitcher Partner's people must be leaders who generate enthusiasm to meet or exceed client expectations. For us to remain leaders in our field, we should always be looking for ways of improving our services to clients.

Technical Expertise
We are leaders in our field through our technical excellence delivered with practical business advice and solutions. Our people are committed to continual professional development throughout their careers and emphasise a business advisory involvement with our clients.

Care for our People
We approach each situation with the understanding that people want to do a good job and will do so given the proper tools and support. We attract a group of highly talented professionals and recognise their contribution to our clients and to the firm. The firm is committed to supporting each staff member on an individual basis and providing them with great career development opportunities.

Business Excellence
We strive for excellence in quality in everything we do. We are accountable for our actions, constantly seek improvement opportunities and utilise available resources efficiently. Our focused, yet flexible approach enables us to meet the demands of our clients and our business.

Honesty & Trust
Our high ethical standards are deeply embedded in everything we do. We expect our people to be open and honest in their dealings to earn the trust and loyalty of others. Our people are expected to adhere to the highest standards of business ethics.

Meritocracy
All individuals are treated equal and provided with career development opportunities based on merit.

How we implement *our values*

Our clients

We address our clients needs by providing solutions that align with their goals and values. Our approach focuses on understanding and addressing their specific challenges and opportunities. By including sustainability in our operations, we assist clients in achieving their objectives while promoting environmental and social responsibility. Our dedication to transparency and ethical practices builds trust and fosters long-term relationships, enabling effective collaboration towards a sustainable future.

Our people

Our people drive our operations. We create an inclusive workplace that helps them thrive and invest in their professional development. We offer awareness and engagement in sustainability practices to support our people in their own journey. By promoting innovation and continuous improvement, we encourage them to contribute to our broader sustainability goals. We celebrate their achievements, knowing their dedication is key to our success.

Our association

Collaboration is central to our sustainability strategy. We work with our association firms to share advances in best practice, resources and knowledge. This cooperative approach enables us to use collective expertise and implement sustainability initiatives across all member firms and, by aligning our efforts, we can address global challenges more efficiently and support sustainability across the network. Our commitment to cooperation helps us stay current in sustainability practices, continually learning and adapting to meet the needs of our clients, employees and the broader community.

Environmental, social and governance impact factors

At Pitcher Partners Brisbane we live by our values, and we 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 that we use to measure and assess our performance, to keep ourselves accountable, and to consistently identify areas for improvement.

Social: our people, clients and community

Putting people first

At Pitcher Partners Brisbane, we believe that together, we are strongest. Business is done best through communication and collaboration, which is why our people are at the forefront of what we do. A focus on cultivating meaningful relationships has been central to who we are from day one. Our dynamic and engaging workplace offers a refreshing environment where meaningful progress is achieved together. We're there for one another, which is why we provide our people with the support they deserve. As part of this approach, our new Wellbeing and Performance Director role commenced in July 2023. This role involves providing individual wellbeing and performance coaching for all our people. Additionally, our senior People Advisory staff are accredited Mental Health First Aiders.

In financial year 2025 (FY2025), we also undertook specific initiatives to support the wellbeing and mental health of our staff. Highlights include our R U OK? Day lunch and presentation and a firm-wide focus on men's mental health during Movember, including a donation to the Movember Foundation. We also made care for our people tangible with one-on-one coaching sessions being made available at the department level for psychological risk management and support. In FY2025 a total of 190 sessions were conducted for 145 individuals.

Complementing these initiatives, we also offer an Employee Assistance Program, designed to provide assistance and support in the 5 Pillars of Wellbeing. This service includes 24/7 access to talk with a health professional, along with an extensive library of self-paced programs and wellbeing materials.

Our *culture pillars*

Physical

Your current state of physical health: body, movement, energy, sleep, nutrition

Emotional

The state of your mental health like positive emotions and stress levels

Social

How you feel about your social relationships within and outside work

Financial

How satisfied you feel with your current financial situation, including managing your finances

Career

How satisfied you are in your present job, including how often you feel positive, engaged and productive

This service is complimentary, confidential and available for staff and their families and forms a pillar in our care for our people and emphasising the importance of broader wellbeing at our firm.

In April 2025, as part of our ongoing effort to support staff wellbeing, we conducted a Staff Experience and Feedback Survey to gain informed understanding of psychological risks, amongst other aspects of staff wellbeing. Listening to what our people need is central to our ethos.

The Survey results, in relation to corporate social responsibility, indicated that:

70%
of staff are aware of firm fundraising, charity and other initiatives over the past 12 months.

73%
believe the firm's approach to social and community initiatives is spot on.

73%
would be proud to talk to friends or acquaintances about the firm's approach to corporate social responsibility.

Our cultural pillars define not only what matters to us but also guide our approach to sustainability. We believe that together, we can invest in a future that allows us to prosper.

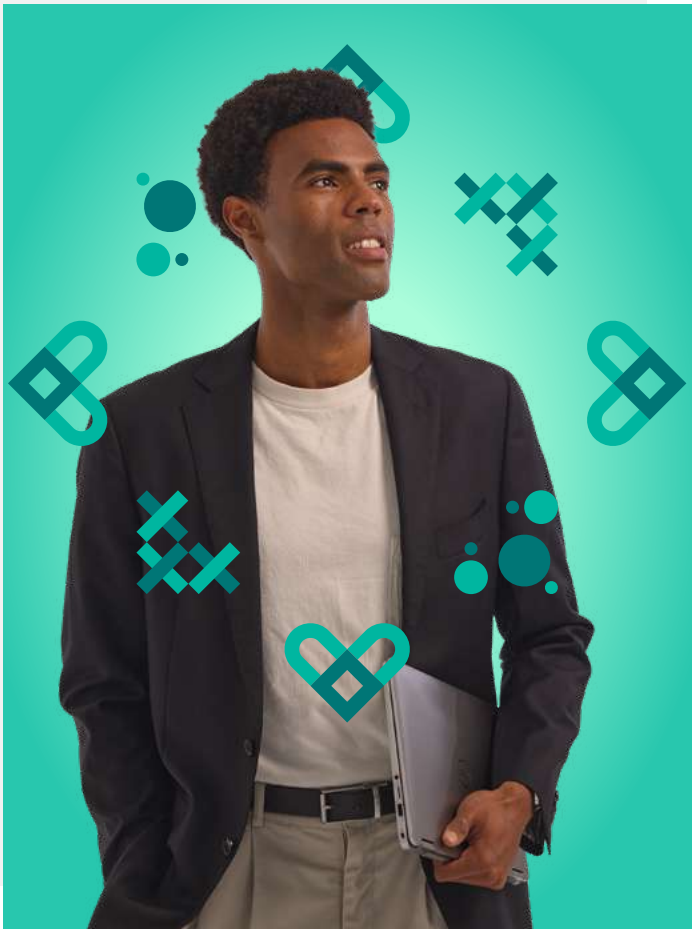
Together, through care and support, we enable growth and ambition.

We care for our people

At Pitcher Partners Brisbane, we accommodate individuals needs and preferences by offering flexible working arrangements. Our Work Where You Need To Be Policy allows our people to optimise flexibility by taking up remote working arrangements and establishing a balanced schedule, to suit individual needs.

We pride ourselves on our commitment to providing a rewarding career for our people and are committed to enabling them to perform at their best. We offer our people bonus leave upon completing five years of continuous service, a benefit unique to Pitcher Partners Brisbane. This Policy is designed to reward our people for their tenure and ongoing commitment to Pitcher Partners Brisbane.

Caring for the health and wellbeing of our people goes beyond the workplace. To provide peace of mind and support in times of uncertainty, we offer Group Income Protection through a leading insurance partner. After three months with us, working more than 14 hours per week, employees are automatically covered. If illness or injury outside of work prevents someone from working, the Policy provides up to 75% of their income each month after a 90-day waiting period, continuing until they can return to work or, if needed, until age 65. This benefit is designed to ease financial stress during challenging times, reinforcing our commitment to looking after our people when they need it most.



Lead Your Way

The Employee Value Proposition (EVP) at Pitcher Partners Brisbane is the unique combination of benefits, culture and opportunities that define what it means to work here. Our EVP is built on a foundation of shared values and a people-first approach, where success is achieved through collaboration with our people and our clients. We offer purposeful work, flexibility and genuine investment in each individual's growth and ambition. Our culture pillars foster an environment where everyone is respected, supported and encouraged to bring new ideas. At Pitcher Partners Brisbane, we celebrate diversity, nurture meaningful relationships and empower our people to take ownership of their careers, all while making business personal and delivering real impact together.

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.

Our commitment to supporting fulfilling careers within a collaborative culture begins even before our people join Pitcher Partners Brisbane. Our early careers program supports entry into our firm for young people through our vacation, undergraduate, and graduate entry pathways, and provides the support from the get-go with our buddy system, technical and soft-skill training, personal and professional development opportunities, and career progression pathways. Core to our approach is 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 are a team with heart. Guided by respect and care for each other, our clients and communities.

We know that organisations have both a business and moral imperative to embody Diversity, Equity and Inclusion (DEI) as part of their goals and strategies alongside ESG standards. Our firm is no exception. An unwavering focus on DEI helps us deliver our employee value proposition and is fundamental when it comes to retaining valued talent that reflects the diversity of communities in which we operate.

DEI actions in focus

We have established 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're committed to meeting our ongoing reporting obligations to the Workplace Gender Equality Agency (WGEA) and, through our DEI Action Plan, Pitcher Partners Brisbane has a strategy in place to further strengthen 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.

Meagan's *story*

Meagan Kachel joined Pitcher Partners Brisbane in 2017 as a Senior Tax Manager, after spending two years in London. She spent the next two years progressing to Director, and soon after that, decided to start a family. Having had discussions with her reporting partners regarding maternity leave, flexible work arrangements, and the value of balancing family and work life, Meagan was confident she could take the time she needed to spend with her young family, without feeling like she was putting her career on hold.

I knew that I wanted to take at least 12 months off with each of my children and really immerse myself in family life during that time. The kids are only young once, and I loved being able to slow down and be present to do things like rhyme time and swimming lessons. I am so grateful that I was supported by my team in taking that time off and knew that I could return to work in whatever capacity worked for me.

Meagan Kachel
Director – Tax Advisory

Gender pay gap

We're aware of the challenges in overcoming pay equity barriers and are committed to remunerating our people equitably for the work they perform. The purpose of our DEI Action Plan is to guide our long-term efforts to reduce the gender pay gap with focus and persistence. We've reviewed our progress against each of the WGEA's six Gender Equality Indicators and 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.
- Focused recruitment strategies for jobs in roles where men are overrepresented.
- Maintaining membership of the Diversity Council of Australia and Work180.

Why Our *Social Club* Matters

The Social Club is a cornerstone of our culture at Pitcher Partners Brisbane, thoughtfully designed to strengthen the sense of belonging and connection among our people. Our committee is made up of representatives from every division and meets regularly to plan a diverse calendar of events - around ten annually - that foster engagement and encourage collaboration across all levels of the firm.

We believe that genuine relationships, built on respect and shared experiences, are at the heart of a thriving workplace. That's why our Social Club events - ranging from trivia nights and sporting games to relaxed gatherings like lawn bowls - are crafted to bring people together, celebrate our diversity, and ensure everyone feels welcome, regardless of role or department.

Feedback from our people is central to shaping the Social Club's program. Regular satisfaction surveys and open channels for suggestions keep our activities relevant and responsive to evolving interests. This commitment to inclusivity and community is integral to our broader sustainability strategy, supporting a positive working environment where every individual can connect, contribute and thrive.

Broncos

Our *clients* are central

We believe that with the right backing and guidance, our clients can achieve their most ambitious goals. That is why we back our clients through unwavering support, as partners, through personal relationships.

At Pitcher Partners Brisbane, caring for our clients goes beyond providing professional services. It's about building strong, enduring relationships that deliver real value. Since our founding, we've believed that relationships are the foundation of everything we do. This belief continues to guide our business development strategy and client engagement, rooted in the idea that business is more than transactions. It's personal.

We aim to support businesses and organisations to navigate modern day challenges and stay up to date with the latest developments. Which is why each year, Pitcher Partners Brisbane commission independent research for our Business Radar Report which explores and communicates the trends, challenges and opportunities facing Australia's middle market business leaders. In Brisbane, we have been producing our annual Deal Pulse report for over a decade, which provides vital research and foresight on the landscape of Queenland's Merger & Acquisition (M&A) market.

We are proud to support our clients with a deep understanding of their industries and needs. For example, our PharmaCFO service exemplifies this approach, offering pharmacy owners tailored financial insights that enhance productivity, resilience and growth.

We are committed to creating lasting benefits for our clients through social endeavours.

During a recent conversation with Karen Brown, pharmacist, owner, and partner at Terry White Chemmart, Norman Thurecht, Managing Partner at Pitcher Partners Brisbane, explored the challenges faced by businesses in the pharmaceutical industry. They discussed the pressing issue of productivity, a daily topic in today's environment, and discussed how by taking steps to measure productivity, organisations can start to enhance it while maintaining and even growing employee and customer satisfaction.

Pitcher Partners Brisbane is all about making business personal, which is why we are committed to understanding the challenges businesses face, helping them navigate complexities and build resilience.

Client *story*

Microba Life Sciences Limited (ASX: MAP) is an Australian-based leader in microbiome science, pioneering innovative gastrointestinal diagnostics and therapeutic solutions by harnessing advanced technology and microbiome data. Through its proprietary platforms - Analysis, Discovery, and Therapeutic - Microba is reshaping healthcare by uncovering new insights into chronic disease and gut health.

Pitcher Partners Brisbane has supported Microba from its startup phase through to its successful ASX listing and continue to provide comprehensive services including audit and tax. Throughout this journey, Pitcher Partners Brisbane has helped Microba navigate key financial milestones, including the IPO, with a focus on compliance, transparency and client centred solutions.

This longstanding partnership reflects Pitcher Partners Brisbane' values of client care, technical expertise, business excellence and trust. By understanding Microba's evolving needs and providing industry-specific guidance, Pitcher Partners Brisbane has played a key role in enabling Microba's growth and continued scientific innovation. Pitcher Partners Brisbane is proud to support a client that are advancing both business success and the future of health. innovation.

Microba Life Sciences Limited

Client *story*

The Longhurst family has long been a respected name in Queensland's business community, known for their entrepreneurial spirit, resilience, and meaningful contributions to the state's economic and cultural landscape. Their enduring impact was formally recognised when the family was inducted into the Queensland Business Leaders Hall of Fame—an honour that reflects not only commercial success but also leadership, innovation, and service to the broader community.

For many years, Pitcher Partners Brisbane has had the privilege of working alongside the Longhurst family, providing trusted advice and support across multiple generations and business ventures. Our relationship has been built on a deep understanding of their values and aspirations, enabling us to deliver tailored solutions across audit, tax, structuring and succession planning.

This enduring relationship is grounded in shared values that define how both Pitcher Partners Brisbane and the Longhurst family do business. At the core is Client Care, a commitment to building genuine, responsive relationships that evolve with the needs of each generation. Our advice has always been tailored, proactive, and rooted in a deep understanding of the family's aspirations. Equally, our mutual pursuit of Business Excellence has fostered a culture of quality, accountability and forward thinking.

Riviera Australia Pty Ltd

Enduring commitment to Queensland businesses

Throughout FY2025, Pitcher Partners Brisbane remained committed to supporting Queensland businesses through enduring partnerships and personalised client care across every stage of their journey.

Our long-standing collaboration with the St Margaret's Professional Women's Network continued to be a cornerstone of our community engagement. This partnership not only provides a platform for professional connection and knowledge sharing but also reinforces our commitment to championing women in the workplace. Through events and mentoring opportunities, we've supported the development of emerging female leaders and created space for meaningful conversations around leadership, equity and career progression.

We also deepened our engagement with the Queensland University of Technology (QUT) partnership, which continues to deliver value through talent acquisition, thought leadership and client collaboration. These partnerships enable us to connect with future leaders, contribute to the broader business ecosystem and support innovation that benefits both our people and our clients. In July 2024, two of our long-term clients Data#3 Limited and the Longhurst family were inducted into the Queensland Business Leaders Hall of Fame, an initiative we are proud to support as Principal Sponsor.

We expanded our reach through new initiatives, including active involvement in the CEO Institute and the successful nomination of a Pitcher Partners Brisbane Ambassador to Women Chiefs of Enterprises International, reinforcing our commitment to leadership and diversity.

We proudly support entrepreneurs through the Entrepreneurs' Organisation and collaborate with emerging businesses through our sponsorship of UQ Ventures, helping founders build strong foundations for growth and innovation.

The Pharmacy division continues to demonstrate industry leadership, hosting another successful Pharmacy Summit in Queenstown NZ, where pharmacy owners gathered to exchange insights and explore new opportunities.

Our Pitcher Perspectives series returned with a standout event featuring long-time clients and Queensland Business Leaders Hall of Fame inductees, Tony and Rodney Longhurst, highlighting the enduring relationships that define our approach to client care. The Perspectives series continues to celebrate the breadth of excellence across our client network, showcasing the achievements of those who lead with purpose and innovation. It reflects our ongoing commitment to fostering strong relationships and strengthening the business community through shared insights and authentic connection.

We invest in understanding not only what our clients need today but also anticipating what they will need in the future. At Pitcher Partners Brisbane, we give our time generously by listening, engaging and delivering support that is personal, thoughtful and enduring.

As we look ahead, our focus remains on evolving with purpose, doing things differently and always placing our clients at the heart of everything we do.

How do we create lasting benefits for our clients?

Match

We match our clients with the right people delivering the right services. Our Client Acceptance process helps us assess whether a prospective client aligns with our capabilities and values, ensuring we are well suited to meet their needs and able to establish an enduring, prosperous relationship with them.

Align

Our values and firm standards influence the clients and suppliers we elect to work with. We choose to work with organisations who share our values and demonstrate high operational standards. This enables us to be responsible to our people, our community and the professional ethical standards we abide by as industry professionals.

Review

Our thorough client acceptance and continuance processes ensure that each engagement is well-aligned in value and represents a strong mutual fit. 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 are committed to delivering the highest standard of client service by holding ourselves accountable. This commitment was formalised in 2024 through our framework for client service excellence, establishing clear standards and expectations for delivering exceptional client experiences.

A highlight of our business social engagement events at Pitcher Partners Brisbane

On the Business Development front, Pitcher Partners Brisbane was proud to sponsor the CEO Summit 2025, 'Empowered Together', hosted by The CEO Institute in January. We attended this event and co-presented a session 'Lighting the Flame' with Cindy Hook, CEP of the Brisbane 2032 Olympic and Paralympic Organising Committee.

Supporting our clients in sustainability

The progress our country is making in its sustainability journey is met in ambition by our clients. As advisors, accountants and auditors, we know that our responsibility to support this progress is best displayed through financial related disclosures.

We provide our clients with up-to-date insights and advice in relation to evolving ESG Legislation and anticipated impacts on their businesses. One way we deliver this information is through publicly available insight articles on our corporate website and distributed to our clients through newsletters.

Our commitment to Responsible Investment

We also provide our clients with a diverse range of sustainable investment opportunities through Pitcher Partners Brisbane Investment Services Pty Ltd (AFSL 229887).

At Pitcher Partners Brisbane, we know that contributing to a sustainable economic system holds merit. So do our clients. Which is why we are continually adapting our investment and advisory practices by making small changes, adopting new tools and evaluating new information. The Pitcher Partner Responsible Investment (PPRI) Charter strengthens our existing investment philosophy and process by distinctly disclosing our responsible investment commitment. Pitcher Partners Brisbane has adopted the national PPRI Charter to support our clients with confidence and give them the responsible investment opportunities they are looking for.

We understand that considering ESG factors when it comes to responsible investment positively influences how businesses perform financially and strengthens protection of our client's capital. Responsible Investment (RI) considers ESG factors in investment decisions and active stewardship. Our RI commitment is backed by our dedicated Responsible Investment Advisory Group who focus on integrating and overseeing RI best practice across our investment research and advisory approach, systems and processes. 11

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

Caring for our *community*

We're committed to supporting organisations and initiatives that care for the people, places and communities close to our hearts. At Pitcher Partners Brisbane, we also take corporate social responsibility seriously by sharing our success through financial support to a range of social causes. Our vision is to earn and maintain a legacy of meaningful impact in all the communities in which we operate, and we are proud of our efforts in relation to this. Because our success is a shared success.

Pitcher Partners Brisbane Giving Committee

Pitcher Partners Brisbane has established a guiding charitable committee, the Pitcher Partners Brisbane Giving Committee (PPGC), to help provide governance and engagement around the firm's community-based donations and initiatives. Formed with four members, across different divisions of the firm, the committee is an initiative to drive positive change for locally based charities and further the philanthropic values of the firm whilst supporting staff input, and accountability.

Our 2025 Giving Committee Members

Daniel Lee

Brittany McRobbie

Brendon Yuen

Suzanne Bonel

When determining 2025 partnerships, consideration was given to:

1

Impact

The potential for the donation to make a measurable and meaningful difference in the charity's work.

2

Alignment

How closely the charity's mission aligns with health or social outcomes, and how well it fits with the firms' values.

3

Efficiency

Evidence that the charity operates with low overhead costs, ensuring funds are directed towards services and not administrative expenses.

4

Community

Preference for charities that benefit vulnerable or underserved groups, particularly youth, Indigenous communities, or those in remote or disadvantaged areas.

Our focus is on supporting families and young children within our communities as well as supporting mental health initiatives. For 2025, the PPGC considered a range of organisations, and the following charitable organisations were selected to receive contributions.

QUEENSLAND

The Centre for Women and Co (TCFWAC)

TCFWAC is focused on domestic violence prevention, crisis support, counselling and community education for men and women. TCFWAC empowers integrity, compassion, and respect to create an inclusive and safe space that enhances community wellbeing through engagement, support, and healing.times, reinforcing our commitment to looking after our people when they need it most.

QUEENSLAND

Baby Give Back

Baby Give Back aims to break the cycle of poverty of disadvantaged and vulnerable families, by providing clean, safe, baby essentials for those in need. Baby Give Back's aim is to transform the lives of the 1 in 6 children in Queensland who are living in poverty.

QUEENSLAND

Dress for Success Brisbane

Dress for Success Brisbane empowers vulnerable individuals by providing free styling, clothing, and career support to build confidence and employment. Aligned with our firm's values, we support their mission through clothing drives, volunteer packing sessions, and assembling toiletry bags for clients. This partnership offers a meaningful way for our team to make a real impact.

NATIONWIDE

MacKillop Family Services

McKillop support children temporarily unable to live at home, offering foster care, residential care, and homelessness support, with over 700 foster carers helping more than 860 children in care. The organisation places an emphasis on education, providing specialist schools and tutoring to assist children and young people who have experienced trauma in reconnecting with learning.

Awareness and engagement are essential to sparking meaningful conversations and inspiring action among our staff. At Pitcher Partners Brisbane, we cultivate a culture of connection and accountability, ensuring our social impact initiatives are both purposeful and effective. We empower our team to engage with causes close to their heart, whether by serving on charitable boards or volunteering with grassroots organisations, reinforcing our commitment to driving positive change.

In addition to the impactful work led by our Giving Committee, our people actively roll up their sleeves to support a number of organisations in the community. This year, our team partnered with Eat Up, a charity that provides lunches to children who would otherwise go without.

Through a hands-on volunteering session, staff prepared hundreds of sandwiches for local schools, helping ensure students had the nourishment needed to focus and learn. The initiative reflects our commitment to purposeful social impact by combining community engagement with tangible outcomes.

Community *spotlight*

"Pitcher Partners Brisbane are the team we trust to further Commonkind's mission to empower children and families to build a kinder and more connected Australia. They not only provide expert accounting advice we can rely on but also show their unwavering support of our ambitions whether it be through generous donations for our appeals, or lending a hand in our service sessions, they've been by our side every step of the way. Thank you, Pitcher Partners."

Commonkind

Dress for Success Brisbane

Eat Up

Baby Give Back

Governance: compliance, integrity and trust

Good governance is at the heart of what we do

Our core values and firm standards shape every aspect of the work we do. We choose to work with businesses and organisations who share our commitment to these principles. By aligning our policies, values, and operational standards, we ensure accountability to our people, community, and the professional ethics we uphold as industry leaders.

We understand that good governance for sustainability starts with good governance overall. When businesses and organisations work with Pitcher Partners Brisbane, they work with a trusted team who can support and understand their needs every step of the way.

Pitcher Partners Brisbane is dedicated to integrating sustainability into every aspect of our operations. To ensure our sustainability initiatives align with our strategic goals and commitment to ethical business conduct, we start by integrating sustainability within robust governance practices. Our governance approach encompasses transparency in decision-making, accountability, and continuous improvement, all of which drive our sustainability agenda forward.

We have continued our work in strengthening our governance structures, across risk, ethics, and security governance, amongst others. We will work towards embedding ESG within the firm, starting by including sustainability in the scope and decision-making of all Brisbane committees across the business.

Doing the right thing for our clients

As industry professionals, maintaining integrity and objectivity requires commitment to ethical operations. 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).

Brisbane professional memberships

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

- Chartered Accountants Australia and New Zealand (CAANZ)
- CPA Australia
- Financial Advice Association Australia (FAAA)
- Financial Planning Association (FPA)
- Financial Restructuring Insolvency and Turnarounds Association (ARITA)
- Australian Institute of Company Directors (AICD)
- Self-Managed Super Fund (SMSF) Association.

Achieving quality outcomes for clients

Across all Pitcher Partners Brisbane firms nationally, the internal National Audit Review Committee oversees quality management for our audit and assurance services. The Committee meets quarterly and is responsible for the annual peer review process. This ensures consistent high standards in assurance engagement performance and involves reporting results to the National Cooperation Committee. Throughout 2022, each Pitcher Partners Brisbane firm successfully designed and implemented a risk-based system of quality management, developed in accordance with Australian Standard on Quality Management 1 (ASQM), ASQM2, and Accounting Professional & Ethical Standards 320 report, effective from 15 December 2022.

The Pitcher Partners Brisbane National Quality Management Manual (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 Brisbane audit practices can be conducted by:

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

Managing risk

Pitcher Partners Brisbane has a national structure that recognises quality as essential in performing all engagements. We believe one of the most critical drivers of quality is the tone set by the firm's leaders in the actions and attitudes they demonstrate.

The Pitcher Partners Brisbane network and local governance structure includes:

The National Cooperation Committee serves as a governing body to ensure the continued success and quality of its member firms and is attended by the Chairman of Partners and/or Managing Partner.

The Local Risk Committee (LRC) Chair and the General Manager are participants within the National Risk and Quality Committee (NRQC) which comprises delegates from other network firms. The 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 System of Quality Management across the network.

The Local Risk Committee in Pitcher Partners Brisbane 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. We create lasting value by managing risk through our System of Quality Management (SOQM), guided by the National Quality Management Manual (NQMM) and supported by the National Risk and Compliance Team based in Melbourne.

The Local Risk Committee in Brisbane delegates SOQM responsibilities to individuals within the firm who have the right level of knowledge, influence, time and authority.

Additionally, the Local Risk Committee oversees the specific design and implementation of controls, the monitoring of compliance with SOQM, the coordination of engagement inspections and peer reviews, and overall reporting outcomes.

We have a clear framework for responding to non-compliance with laws and regulations (NOCLAR), requiring staff to act in the public interest when they identify or suspect breaches. Where appropriate, this may involve reporting to relevant authorities. This approach reflects our commitment to ethical conduct, transparency, and the highest standards of integrity and accountability.

Additionally, employees, their family and suppliers are encouraged to speak up through our whistleblower program (OKtoSAY) which provides a confidential and secure channel for individuals to report concerns about misconduct, unethical behaviour, or potential breaches of legislation, supporting a culture of integrity and accountability.

Pitcher Partners Brisbane's Risk Committee consults with partners to determine the firm's risk appetite. By assigning ultimate responsibility for the system of quality management to specific individuals, the Risk Committee facilitates communication between those with overall responsibility and those with operational responsibility for the system of quality management.

Together, these committees and processes provide governance of our risk management, supporting transparency in decision making and communication.

Managing risks in the workplace

As a medium-sized, independently run member of the National Association of Pitcher Partners Brisbane firms, Pitcher Partners Brisbane is not legally required to issue a Modern Slavery Statement. Nevertheless, we remain steadfast for workplace safety and ethical, sustainable procurement practices.

We are committed to maintaining a safe workplace free from undue duress, reflecting our dedication to fostering a caring and collaborative culture. Our robust recruitment procedures and employee management practices are designed to uphold these standards and minimise the risk of being involved in or contributing to modern slavery through our employment practices. To support this commitment, we have implemented targeted measures - such as our whistleblower policy – to provide ongoing vigilance and protection against modern slavery in the workplace.

Supply chain

Pitcher Partners Brisbane is committed to supporting Australian businesses, and the services we procure are predominantly domestically operated and based.

In managing our supply chain, we apply the following principles:

Buy local first
to maximise the opportunity for local small to medium sized business owners and operators to participate within our supply chain.

Procure Australian-sourced
environmentally accredited products.

Commit to sustainability
by appointing diverse suppliers within our supply chain, where possible.

Our firm has provided numerous businesses with a response to survey questions regarding our suppliers and procurement activities, since the introduction of Modern Slavery laws. We are committed to aiding our supply chain (and that of others we work with) to ensure compliance with Modern Slavery processes and reporting obligations.

We do also use a limited number of overseas based suppliers to support our operations. In such cases, all significant services that are sourced non-domestically, are subject to our risk assessments. We also review our procurement of capitalised expenditure items, such as portable devices, to ensure that they are from reputable vendors, supporting our commitment to modern slavery principles.

Whistleblower Policy

In addition to the firm's general policies, under Pitcher Partners Brisbane's Whistleblower Policy, partners, employees, associates, suppliers, and their family members, are encouraged to report any instances of unlawful, unethical or undesirable conduct, including conduct amounting to modern slavery. All partners and employees are provided full training on the protections they are entitled to in making a protected disclosure.

To enable partners and employees to report any observed instances of misconduct in a confidential manner, including concerns of modern slavery and human rights abuses, Pitcher Partners Brisbane has also engaged the services of an external and independent reporting Whistleblowing hotline provider. Pitcher Partners Brisbane's Whistleblower Policy requires that every disclosure is investigated and treated with strict confidence.

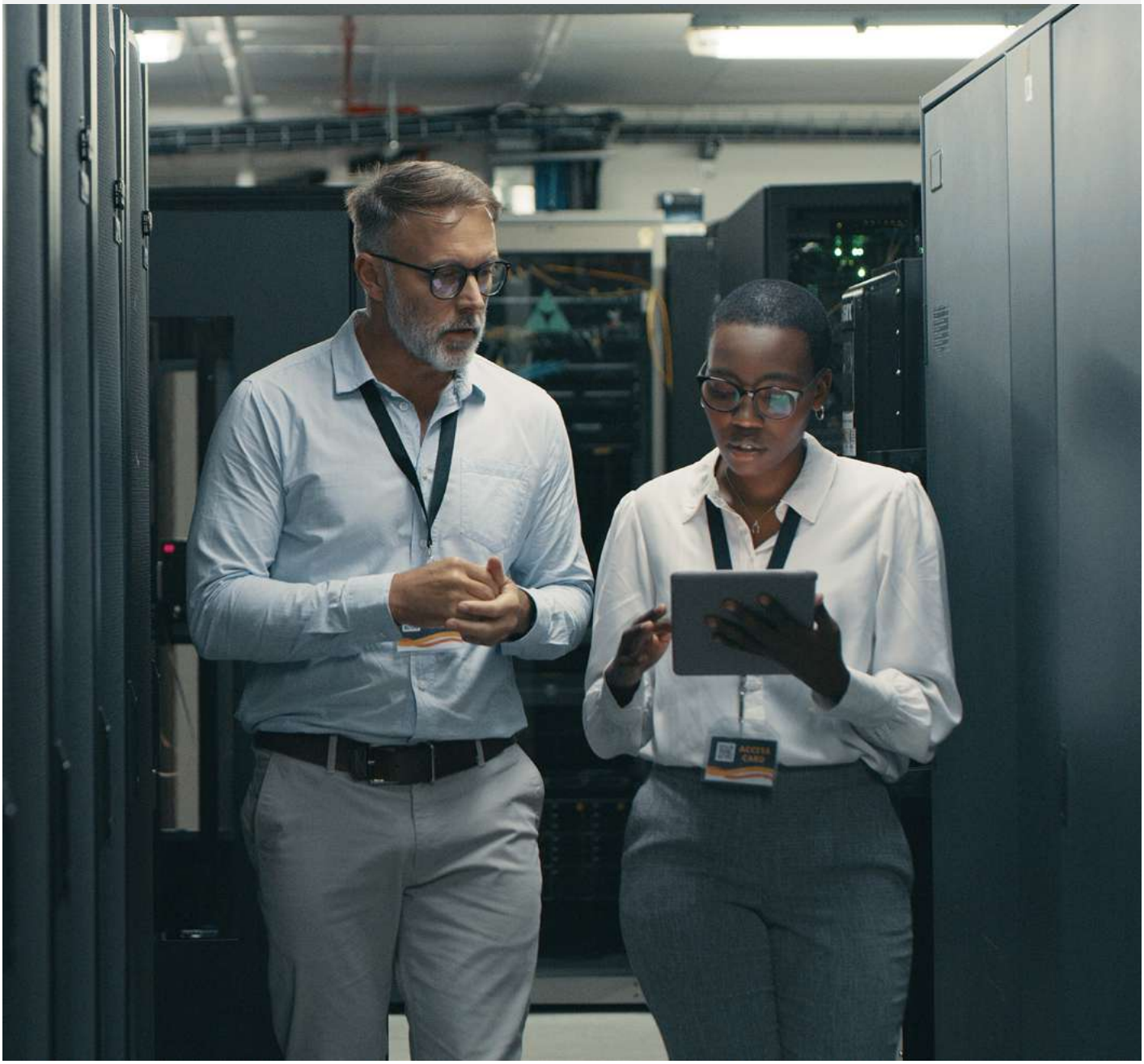
Data and cybersecurity

Pitcher Partners Brisbane has committed to employing several internal controls in line with the 'Essential Eight' standards, a set of cybersecurity strategies developed by the Australian Signals Directorate (ASD), to guard sensitive organisational data against cybersecurity threats.

Cyber threats from potential bad actors are evolving at a rapid pace. We take cyber security very seriously, which is why we're making substantial and ongoing investments to safeguard our organisation and the businesses and organisations we work with.

Our people participate in cyber security training modules and randomised phishing simulations to tackle the threat of cyber security and improve knowledge to continue and keep pace with bad actors.

Pitcher Partners Brisbane uses antivirus services across all devices, providing 24/7 monitoring and detection. This system alerts the team of any suspicious activities or detected viruses. We prioritise cyber awareness by educating our people through cyber awareness training and simulated phishing attacks. Additionally, all users logging into Pitcher Partners Brisbane must use two-factor authentication, which includes phone number verification.



Environment: managing our impact

Measuring our emissions

As a professional services firm, we're mindful of our environmental footprint and committed to finding ways to reduce our impact. To start with, we can contribute to reducing impact by minimising our carbon footprint and greenhouse gas (GHG) emissions. In FY2025, we took a significant step forward by beginning to measure our GHG emissions and set ambitious, informed targets that help us contribute to national and global climate goals.

To ensure this report is accurate, complete, and credible, we engaged a third-party independent environmental consultant to measure our GHG emissions. Our GHG emissions inventory was developed in line with the GHG Protocol Corporate Standard (Revised Edition) and informed by the Australian National Greenhouse Accounts (NGA) factors.

Reporting period and boundary

This Sustainability Report has been prepared for the financial year 2025 (1 July 2024 to 30 June 2025) reporting period. Through an operational control approach, we have developed our emissions inventory to capture our office activities under the operational control of Pitcher Partners Brisbane throughout FY2025.

Throughout this reporting period, we captured our Scope 1 (direct emissions we are responsible for) and our Scope 2 emissions (indirect emissions that are a result of generating electricity that we can use for work). All other indirect emissions outside of Scope 1 and 2 are accounted for in Scope 3 emissions. These emissions are outside of the organisation's control but result from the activities of the organisation and its value chain. Scope 3 emissions are not included in the FY2025 report.

As an office-based professional services firm our Scope 1 emissions are zero: we do not combust any fuel that we are directly responsible for. Our Scope 2 emissions for FY2025 were 116.5tCO2-e.

Reducing our impact

At Pitcher Partners Brisbane, we value using sustainability as a guiding principle for responsible business practices, which includes consideration of the efficiency of our office buildings. To minimise our carbon footprint, we have selected office accommodation that provide sustainable business standards.

Pitcher Partners Brisbane is located at Central Plaza 1 1 1, 345 Queen Street. Our office space holds a 5-star NABERS energy rating, valid until late 2025. Central Plaza 1 1 is a 100% Carbon Neutral property with indoor-energy rating of 5.5 star, and 4-star for water. Central Plaza 1 1 is also a 100% Carbon Neutral property. Conveniently situated, 345 Queen Street is just a short walk from Central Station and the Riverside ferry terminal, facilitating ease of commute and reduced-footprint travel for our people.

Current environmental initiatives

Waste management initiatives with Centre Management

As a firm, we strive to make a positive shift in all aspects of our operations. Through Bintracker, our metering and analytical platform for waste and recycling management, we can track our overall recycling rate and waste outcomes. We break down waste by type, quantity, and volume, as well as monitor waste type by weight each month. This helps us better understand and manage where our waste is going and find ways to reduce waste from going to landfill. By the end of June 2025, Pitcher Partners Brisbane's environmental savings were measured to be 267 kg of carbon emissions reduced, 2,790 Litres of water conserved, 113 kg of wood saved, and 18 kg of waste eliminated.

Containers for change

We like to make the most of what we have. That's why we've partnered with Central Plaza 1 and Containers for Change to collect 10-cent drink containers to reduce the amount of drink container waste ending up in landfill. All refunds are donated to a local charity, Eat Up Australia.

Energy saving

Our office is equipped with motion-sensor lights, to save energy when not in use.

What we're working towards

Supplier engagement

To foster more sustainable business partnerships, our plan focuses on aligning suppliers through clear sustainability standards, shared goals, and transparent communication. We will establish supplier evaluation criteria that prioritise environmental and social responsibility, and from this incorporate sustainability metrics into our procurement contracts. Regular collaboration and feedback sessions with our suppliers will support alignment, foster innovation, and build long-term relationships rooted in mutual commitment to sustainable practices.

Reducing our impact | Working Committee

As part of our sustainability business plan, we will establish a business-wide Sustainability Committee to guide and oversee environmental and social initiatives across all divisions within the organisation. This Committee will include representatives from key departments such as operations, procurement, HR, and marketing to ensure diverse perspectives and broad ownership of sustainability goals. To raise staff awareness and engagement, we will implement regular internal communications through newsletters, intranet updates, and sustainability-themed events such as "Green Weeks" or eco-challenges.

Looking ahead

We recognise that sustainability is an ongoing journey and all-encompassing of the pillars that govern our organisation. Although not required, under new regulations and improved environmental reporting requirements, we take this opportunity to support improved future reporting quality. At Pitcher Partners Brisbane, we believe that by taking our own environmental impact seriously, we can support the businesses and organisations we work with in doing the same. Sharing common sustainability values and goals means that we can reach our target as a collective.

This change provides us with the opportunity to report under the guidance of new regulations with improved standards.

Going *forward*

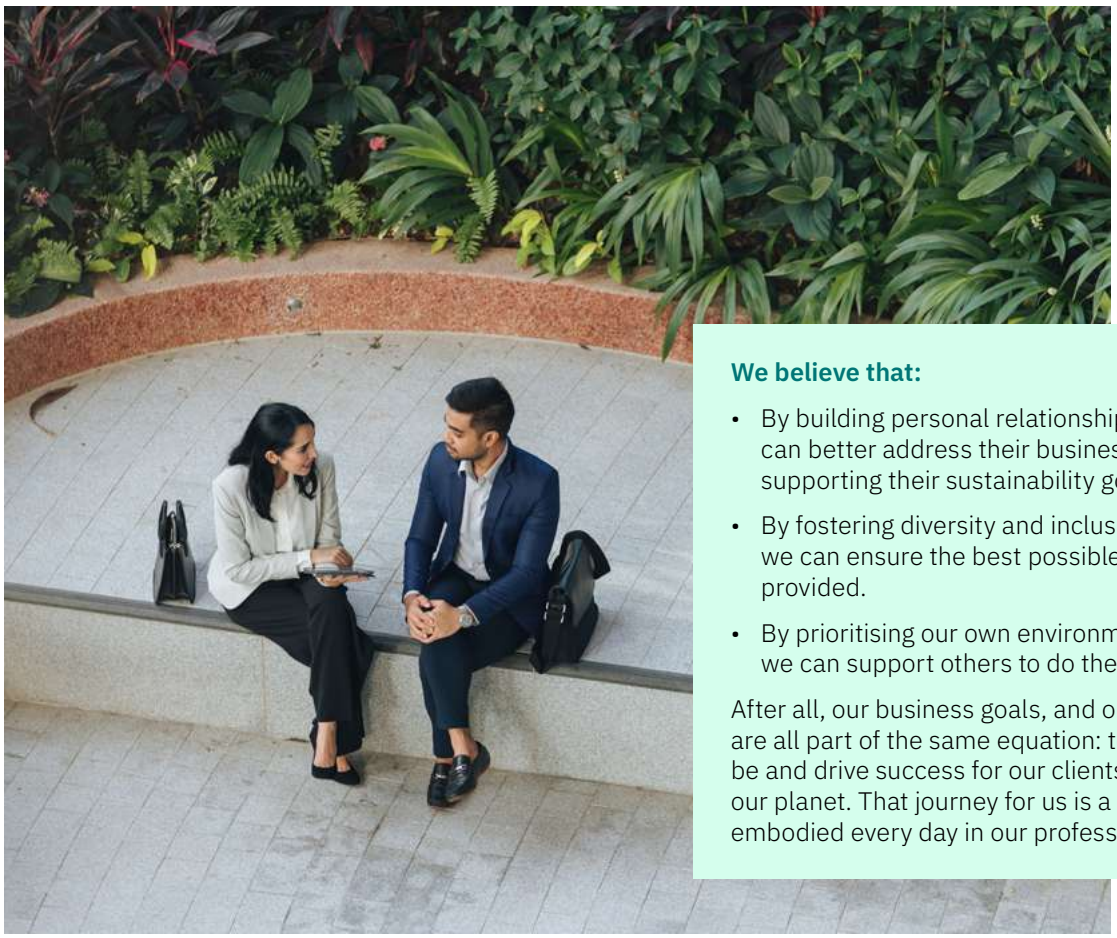
Sustainability is personal

Pitcher Partners Brisbane is proud of the progress we have made so far on our sustainability journey and excited to share our achievements with our people and clients. We acknowledge that there is still much work ahead; sustainability is an ongoing commitment for us. Going forward, we will focus on three areas of sustainability improvements: embedding sustainability governance across the firm; aligning and reporting on relevant climate change guidelines; and driving forward with increased diversity, equity and inclusion across our firm.

From 1 January 2025 mandatory sustainability reporting on climate-related financial disclosures has started rolling out for companies that reach the Group 1 threshold, managed under the auspices of the AASB. In this new landscape of climate reporting, there is an opportunity for us to work more closely with our clients to create long-term, sustainability-driven value, and to provide our people with the tools and approaches to support our clients as they navigate these changes.

As we also embark on this journey, our initiatives will evolve, including:

- Extending our information gathering on emissions, including relating to Scope 3 emissions.
- Collecting data and reporting on paper usage in our Brisbane office, as well as setting targets to reduce our paper use.
- Including sustainability in the scope and decision-making of all Brisbane committees across the business.
- Reviewing all our Queensland office waste streams including e-waste, food waste, paper waste and recyclables, to ensure recycling is maximised and appropriate waste baskets are in place.
- Exploring low carbon alternatives for emissions that are currently difficult to avoid. For example, exploring options for low emission airlines or flights where possible (such as those using Sustainable Aviation Fuel), and opportunities to buy high quality carbon offsets for all business flights.



We believe that:

- By building personal relationships with our clients, we can better address their business challenges while supporting their sustainability goals.
- By fostering diversity and inclusion within our team, we can ensure the best possible client services provided.
- By prioritising our own environmental responsibility, we can support others to do the same.

After all, our business goals, and our sustainability goals are all part of the same equation: to be the best we can be and drive success for our clients, our people, and our planet. That journey for us is a deeply personal one embodied every day in our professional actions.

Our business goals and our sustainability goals are all part of the same equation: to be the best we can be and drive success for our clients, our people and our planet.

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Making business *personal*

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