

Pitcher Partners Sydney

Sustainability Review

Contents

1	Message from the Managing Partner
2	Our journey to a better tomorrow – the highlights
3	About Pitcher Partners
3	Our global reach
4	Materiality assessment
5	Our approach to sustainability
6	Governance
12	Social
23	Environment
27	Looking ahead

Message from the *Managing Partner*

At Pitcher Partners Sydney, we really are *a team with heart*, we care for our people, our clients and our community. This care extends to the sustainable way we do business.

We believe that sustainability is not just a responsibility, it's a reflection of who we are and how we choose to lead. This inaugural Sustainability Review marks an important milestone in our journey toward embedding environmental, social and governance (ESG) considerations into the way we operate, advise and grow.

Over the past year, we've taken meaningful steps to better understand our impact, strengthen our governance, focus on delivering exceptional client service, and support the wellbeing and ambitions of our team. We've also begun laying the foundations for climate-related reporting and resilience, recognising the growing importance of sustainability to our people, clients and stakeholders.

This review reflects our commitment to continuous improvement. It provides a clear view of where we are today, what we've achieved, and where we need to go. From our materiality assessment to our carbon footprint baseline, from our diversity and inclusion initiatives to our community partnerships – each section of this review tells the story of our firm, a firm that is evolving with purpose.

We know there is more to do. And we are committed to doing it with integrity, collaboration and a focus on creating long-term value. Thank you to our people, clients and partners who continue to shape our journey.

We look forward to building on this foundation in the years ahead.

Adam Irwin

Adam Irwin

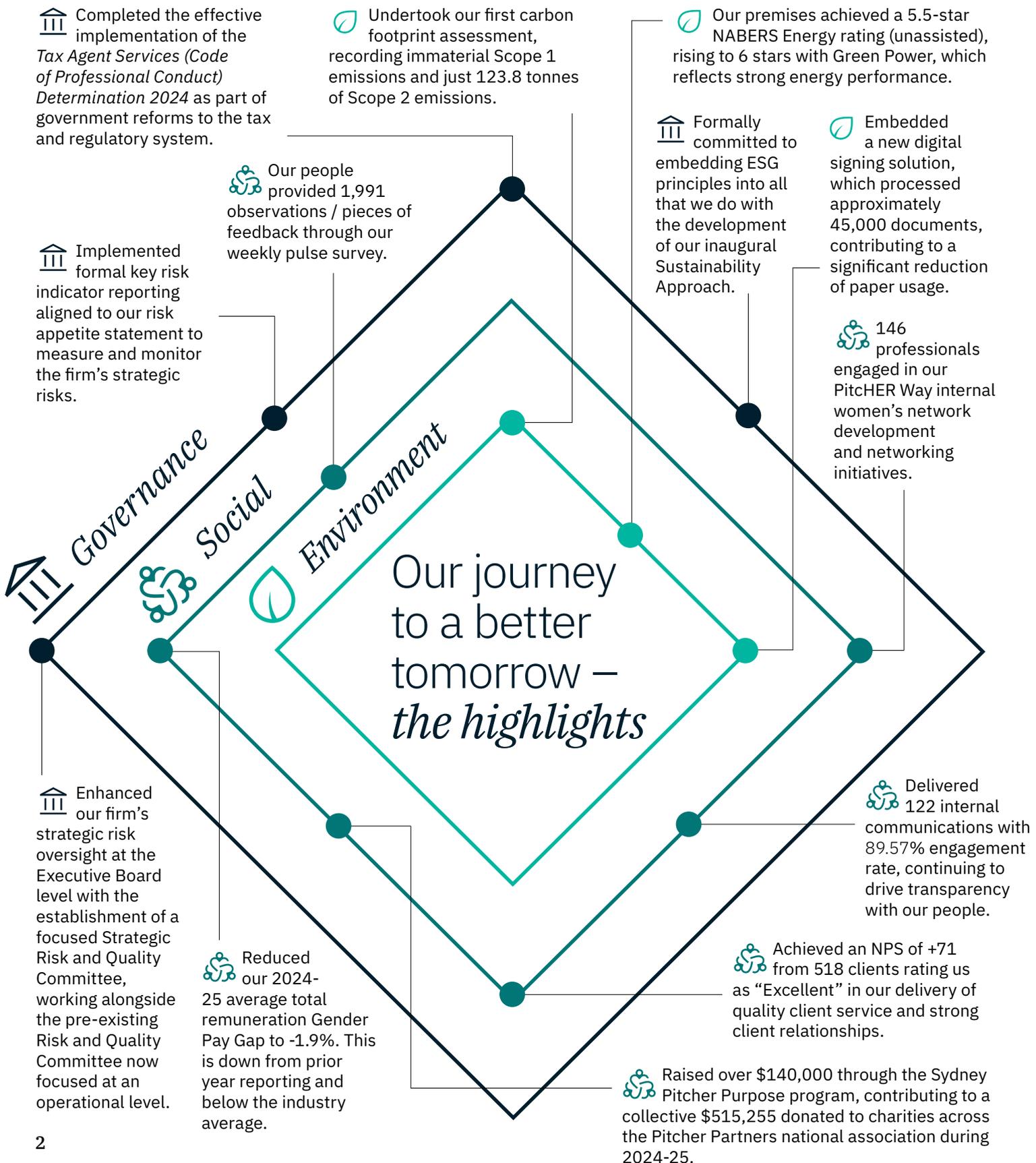
*Managing Partner,
Pitcher Partners Sydney*





We're proud to share Pitcher Partners Sydney's inaugural Sustainability Review for the 2025 calendar year, marking a significant milestone in our journey towards greater transparency and continuous improvement. This review not only reflects our commitment to responsible business practices but also sets the foundation for how we'll share our ESG performance with our broader community moving forward.

So let's look at some of the highlights for 2025.



About *Pitcher Partners*

At Pitcher Partners, we're a community of passionate professionals who care about the people and places around us. With six independent firms across Australia, each with its own unique personality and strong local roots, we're united by a shared commitment to delivering partner-led service that's both personal and professional.

We're backed by a national technical team and a dedicated risk and compliance function, so while our advice is tailored and local, it's also consistent, high-quality and grounded in integrity. Our values and culture guide everything we do, bringing energy, care and deep expertise to help our clients navigate complexity and seize opportunity.

What sets us apart is how we engage with clients: we take the time to understand their story, challenge their thinking, and help shape their plans. Whether they're a business owner, a family group, middle-market business, a not-for-profit organisation or a high-net-worth individual, we're here to help clients frame their goals and unlock their potential. And we have the people to make it all happen!

With 144 partners and over 1,300 people across the association, we have the scale and technical depth to meet any challenge – yet we remain close, connected, and personal in how we work with our clients and each other.

In Sydney, our size speaks for itself.

Pitcher Partners Sydney has¹:



 **Pitcher Partners Sydney is in the heart of Sydney CBD, Darling Park.**

Top 10 Accounting Firms in Australia 

In 2025, Pitcher Partners was ranked among Australia's top 10 accounting firms by The Australian Financial Review, reflecting Pitcher Partners continued growth and strong market presence.

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 31 December 2025



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 31 December 2025.



Materiality *assessment*

We know that delivering on our sustainability ambitions in today’s fast-changing world takes more than good intentions. It requires a clear, structured and forward-looking approach to how we review and act.

That’s why when building this review, we were systematic in our approach, guided by our firm’s values, leading industry frameworks, and expert advice. We wanted to make sure our sustainability review genuinely reflects what matters most to our people, our clients and the communities we’re part of.

We started with a baselining exercise to identify and prioritise the sustainability topics that have the greatest impact and relevance to our business. This helped us focus on what really counts.

Our materiality assessment was central to this process. It included:



Scanning key frameworks to understand which sustainability topics are most material to our industry.



Surveying our people and partners to hear directly from them about what matters most.



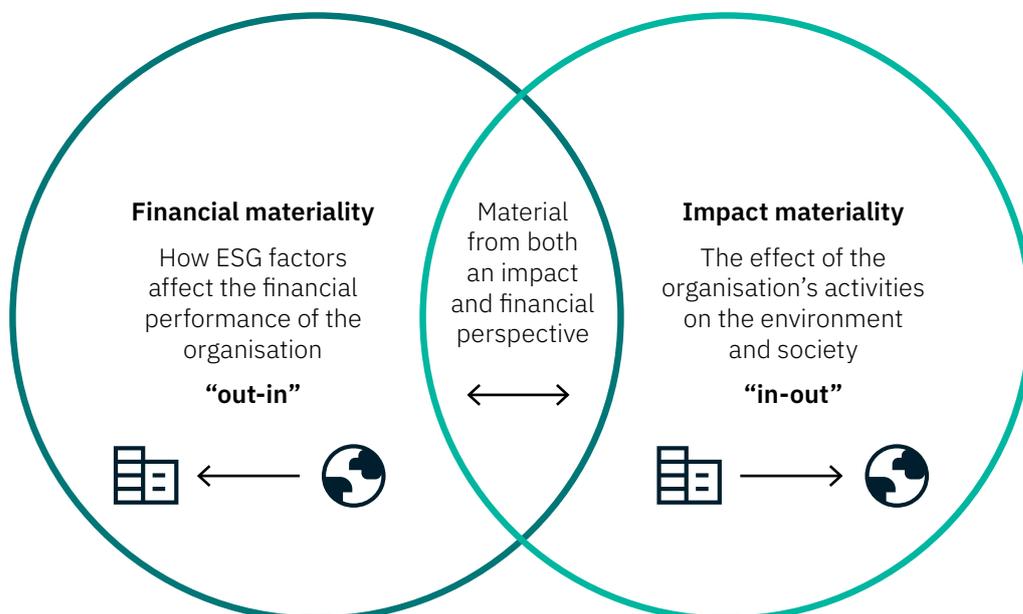
Engaging our leadership team in focused discussions to explore risks, opportunities and impacts using a double materiality lens to look at both financial and sustainability perspectives.

This work not only shaped the content, key pillars and priorities of this review, it helped us define where to focus our efforts beyond the 2025 review period. It’s given us clarity on the areas where we can make the biggest difference, and where our strategy needs to evolve to stay aligned with the expectations of our clients, our people and our broader community.

We’ll continue to refine and update our materiality assessment as we go, making sure it stays relevant and responsive to the world around us.

Double materiality perspective of *topics*

Our materiality assessment applies a double materiality lens, with each topic evaluated from both financial and impact perspectives to reflect what matters most to our business and stakeholders.



Our approach to *sustainability*

Our sustainability priorities are anchored in three key pillars of governance, social and environment, which act as a guiding framework to the way we operate, lead and grow.



Governance



Business resilience and risk management

Avoiding disruption of business and ensuring compliant and consistent operations. This includes having clear governance structures, effective enterprise risk management, strong cybersecurity and AI risk management, and data protection practices.



Business ethics

Conducting business responsibly and upholding integrity, independence and professional standards in all client and business relationships. This includes complying with ethical codes, managing conflicts of interest, being transparent in tax practices, and financial conduct.



Regulatory compliance

Meeting all legal and regulatory obligations relevant to the business.



Social



Employee wellbeing, diversity and engagement

Supporting a healthy, inclusive and engaged workforce by ensuring a respectful work environment, psychosocial safety and respecting diversity.



Labour practices and workplace rights

Ensuring fair, lawful and respectful treatment of all employees by upholding workplace rights.



Service quality

Delivering consistent, high-quality services that meet client needs and expectations.



Community and stakeholder engagement

Building positive relationships with the community by supporting local initiatives and listening to what matters most to our stakeholders.



Environment



Climate change

Increasing energy efficiency and minimising emissions across our operations and value chain through informed decision making.



Climate-related services

Providing climate-related advisory and assurance services to clients.



Circularity and waste management

Commitment to making a positive impact by choosing digital content where possible and encouraging resource efficiency, waste separation, and recycling throughout our operations.



Governance



Governance

We foster a culture of integrity, transparency and trust by maintaining strong governance and risk management practices. We're committed to upholding and promoting ethical standards, clear and credible disclosures, and compliance with regulatory standards.

Ownership and structure

Behind the Pitcher Partners brand there are some important ownership and structural frameworks in place.

At Pitcher Partners Sydney, we're an independent accounting firm that delivers a broad range of professional services through corporate and related entities.

Service	Entity
Tax consulting, compliance, accounting and advisory services	PPNSW Services Pty Limited Pitcher Partners US Services (NSW) Pty Ltd
Audit and assurance	Pitcher Partners Sydney Partnership
Corporate finance	Pitcher Partners Sydney Corporate Finance Pty Ltd
Private wealth	Pitcher Partners Sydney Private Wealth Pty Limited
Legal	Pitcher Partners Legal NSW Pty Ltd

National Association

We're a member of the **National Association of Pitcher Partners firms**, a collective of like-minded, independent firms across Australia which includes Adelaide, Brisbane, Melbourne, Newcastle and Hunter, Perth, and Sydney. While each firm is a separate legal entity and operates independently, we share a common culture and values, working together to deliver the best possible outcomes for our clients. Our Managing Partner, Adam Irwin, actively contributes to the National Cooperation Committee, meeting regularly to collaborate on national matters. Importantly, while we work closely together, each member firm remains responsible for its own activities, which ensures autonomy while fostering a strong spirit of cooperation.

Going global

Pitcher Partners Sydney is also proud to be an independent member of **Baker Tilly International**, one of the world's leading networks of independently owned and managed accounting and business advisory firms. This global connection empowers us to support our clients not just locally, but wherever their ambitions take them. Whether expanding into new markets or navigating international complexities, our Baker Tilly membership gives us access to global expertise and resources, while still delivering the personalised service our clients value.





Governance and *leadership*

At Pitcher Partners Sydney, strategic oversight is guided by a clear and collaborative leadership structure, led by our Partnership group, Managing Partner and Executive Board.

Our Partnership group are a passionate, aligned and committed team who genuinely live the firm's values every day. They bring energy, integrity, and a shared sense of purpose to everything they do creating a culture where people feel supported and inspired to deliver their best.

These values shape how we make decisions, how we support our people and clients, and they come through in the way we show up every day.

Our values



Be brave

Find your voice and challenge the norm.



Own it

Have a passion for all that you do remembering you get out what you put in.



Play as one team

Working together to achieve the bigger picture.



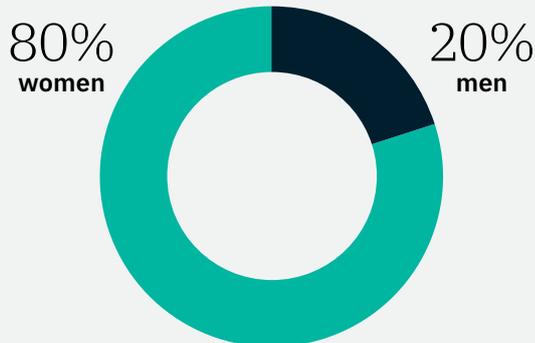
Be the custodian

Put yourself in the client's shoes and be proud to fly the practice flag.

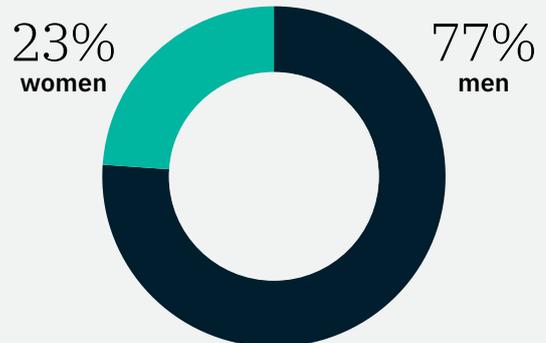
Professional ethics, values and attitudes aren't just spoken about, they're actively demonstrated and reinforced by our leaders. This commitment ensures we consistently deliver high-quality engagements and uphold our responsibility to deliver service excellence.

Our approach to leadership is also grounded in the belief that diversity strengthens decision-making. We know that gender diversity brings a broader range of perspectives and experiences to our governance, helping us achieve our strategic objectives in a sustainable and inclusive way.

Executive Board *gender representation* in 2025¹



Partnership *gender representation* in 2025¹



While we've made strong progress in gender representation at the executive level, achieving greater balance within our Partnership group remains a key focus. We're committed to fostering an environment where diverse talent is supported, developed and empowered to lead.

1. As of December 2025.

Business resilience and risk *management*

Resilience matters to us. It's about being prepared for the unexpected, staying adaptable and continuing to deliver the high-quality service our clients count on, no matter the circumstances.

Strong risk management, especially in areas like cybersecurity and AI risk, is a key part of how we protect our people, our clients and our firm. It gives our clients confidence that we're not only responsive but also forward-thinking in how we manage challenges and safeguard their interests.



Disaster planning

We regularly review and test our business continuity, disaster recovery and incident response plans to ensure that we are well placed to respond to unexpected events. Our approach is proactive and practical, with guidance from external specialists in scenario planning that enhances our preparedness, and allows us to create adaptive strategies to enhance our business resilience and improve recovery efforts.

Effective risk management

At Pitcher Partners Sydney, we've embedded a firm-wide Risk Management Framework that aligns with APES 325 *Risk Management for Firms*. This framework supports our public interest obligations and our business goals, and is fully integrated into our strategy and our day-to-day operations. It helps us stay ahead of emerging risks and ensures we're always thinking proactively about how to manage them.

Our Executive Board, along with our Strategic and Operational Risk and Quality Committees, plays a hands-on role in overseeing the effectiveness of this framework. Through regular risk reviews, internal control assessments, and clear escalation processes, we make sure our approach remains strong, relevant and responsive.

From financial and operational risks to cybersecurity and broader sustainability-related challenges, our framework brings everything together into one cohesive, forward-looking approach so we can continue to deliver with confidence, no matter what comes our way.

System of quality management

Quality management is a shared commitment across our firm and the Pitcher Partners national association. We operate a risk-based system of quality management in accordance with ASQM1 *Financial Information, or Other Assurance or Related Services Engagements*, ASQM2 *Engagement Quality Reviews* and the revised APES320 *Quality Management for Firms that provide Non-Assurance Services*.

Our system is built around seven key components that guide how we consistently deliver high quality work to our clients:

- 1 Leadership responsibilities for quality
- 2 Ethical requirements, including independence
- 3 Acceptance and continuance of client relationships and engagements
- 4 Resources
- 5 Information and communication
- 6 Engagement performance
- 7 Monitoring and remediation

Ultimate responsibility for our quality management system sits with our Managing Partner, Adam Irwin. But quality is everyone's responsibility. Our partners play an active role in ensuring our policies and procedures are followed and continuously improved, and all staff are expected to uphold these standards as part of their every day work.

This collective approach helps us maintain the trust of our clients and deliver work that meets the highest professional standards.

Non-Compliance with Laws and Regulations

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.



Cybersecurity and data *privacy*

At Pitcher Partners Sydney, protecting our systems and client data is a top priority. We've built a structured cybersecurity management system that aligns with the Essential Eight mitigation strategies developed by the Australian Signals Directorate (ASD), which is a trusted framework designed to help organisations defend against a wide range of cyber threats.

By adopting the Essential Eight, we've set clear expectations around system updates, vulnerability response times, and baseline security controls to strengthen the protection of our internet-connected systems. These eight strategies include:

- 1 Patching applications
- 2 Patching operating systems
- 3 Multi-factor authentication
- 4 Restricting administrative privileges
- 5 Application control
- 6 Restricting Microsoft Office macros
- 7 User application hardening
- 8 Regular backups

Our cybersecurity approach is supported by a specialised security team and a comprehensive suite of internal IT and client privacy policies. Oversight is provided by our Operational Quality and Risk Committee, which meets regularly to review and refine our cybersecurity controls to ensure they remain aligned with current regulations and responsive to emerging threats.

This system helps us prevent data breaches, manage digital risks, and maintain operational resilience so our clients can feel confident that their information is secure and our services remain reliable.

It is vital that we are prepared in the event of a data breach and so we have a formal, pre-determined response plan that can be activated immediately, providing a structured approach to managing the incident in an effective, efficient and transparent manner.

Data privacy

The nature of our business means that we are often sharing personal information. Protecting the privacy and confidentiality of clients' personal data is something we take very seriously and it's central to the trust our clients place in us.

Our privacy policy sets out clear and comprehensive measures for how we collect, use and retain client data. It includes transparent guidance on data handling and defined retention periods, all designed to safeguard against misuse, accidental loss, unauthorised access or unlawful processing.

We're committed to meeting all relevant privacy laws and regulatory obligations, and in the unlikely event of a data breach, we have protocols in place to respond swiftly and responsibly. Our goal is simple: to ensure our clients feel confident that their information is secure, respected and handled with care.



To view a copy of our privacy policy visit pitcher.com.au/privacy-policy/

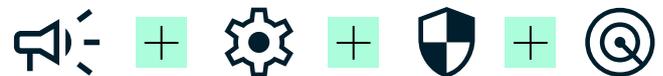
Protecting our systems and client data

Our internal IT services team works together with external cybersecurity specialists to protect our systems and data. We operate a 24/7 Security Operations Centre (SOC) that continuously monitors for potential threats. This proactive approach is backed by monthly technical reviews to ensure we stay ahead of regulatory changes and evolving market risks.

By combining internal expertise with external insights, we've built an integrated cybersecurity strategy that allows us to identify, respond to, and manage risks quickly and effectively. It's all part of our commitment to maintaining a secure and resilient environment for our people and for our clients.

When we think about cybersecurity these are the four quadrants:

Pitcher Partners Sydney integrated cybersecurity approach



React

Manage and support

- Incident management
- Insurance
- Forensic
- Legal
- PR

Pre-empt

Consult

- Education and awareness
- Simulation exercises
- Assurance
- Vulnerability and penetration testing

Prevent

Secure and protect

- Perimeter
- Email
- Device
- Cloud
- Data and DLP

Detect

Monitor

- Security operation centre
- Managed SIEM
- SOC management centre

Doing business, the right way and the *ethical way*

Integrity and ethical conduct are at the heart of how we do business. We place strong emphasis on upholding high standards of behaviour across the firm, guided by a set of firm-wide policies that align with the Accounting Professional and Ethical Standards. These policies reflect our commitment to ethical decision-making and our responsibility to act in the public interest.

We've also implemented dedicated policies covering anti-bribery, corruption and anti-money laundering, ensuring our business practices remain robust and aligned with both internal expectations and external regulatory standards. We ask our key suppliers to adhere to a code of conduct that requires compliance with anti-bribery and corruption, modern slavery, health and safety, privacy and quality management standards.

For our tax and financial advisory professionals, we've aligned our ethical principles with the Tax Practitioners Board (TPB) Code of Professional Conduct and the Australian Securities & Investments Commission (ASIC) Financial Planners and Advisers Code of Ethics. This alignment ensures our team consistently meets the obligations required in every engagement.

Memberships

Many of our partners and client-facing employees hold memberships with recognised professional bodies, and as such, are also required to comply with the ethical standards set by these organisations. These professional bodies include:

- Chartered Accountants Australia and New Zealand (CAANZ)
- CPA Australia (CPAA)
- The Tax Institute Australia (TIA)
- Financial Advice Association Australia (FAAA)
- Chartered Financial Analyst Institute (CFA)

Compliance that reflects our values

Delivering quality work and exceptional client service means staying true to our commitment to meeting all legal and regulatory responsibilities. It's not just about ticking boxes – it's about doing the right thing, every time.

We stay across evolving requirements by keeping up with updates from key regulatory bodies and making sure our teams are supported through regular briefings, training, internal audits, and policy reviews. These practices help us stay informed and confident in the way we work.

Our professionals also follow external codes and frameworks that guide ethical and professional conduct. These include standards from the Accounting Professional & Ethical Standards Board (APESB), ASIC, TPB, and the Australian Tax Office (ATO).



➔

We're all about transparency, it's a core part of how we operate. That's why we publish a Transparency Report each year. You can find our 2025 report [here](#).

Independence

Professional independence is a fundamental concept that enables accountants, advisors, and auditors to approach our work with integrity, objectivity, and professional scepticism. Partners and staff are required to be independent in fact and in appearance.

Our policies set out detailed requirements regarding firm independence, personal independence and audit team member independence in compliance with:

- APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*
- Corporations Act 2001
- ASQM 1 *Quality Management for Firms Performing Audits or Reviews of Financial Reports and Other Financial Information*
- ASA 220 *Quality Control for an Audit of a Financial Report and Other Historical Financial Information*

Basis of remuneration

Remuneration of partners is based on a whole-of-firm profit sharing model. Partners are remunerated based on their overall contribution to the firm.



Social



Social

We're building a workplace where everyone feels valued, supported and empowered to grow. By nurturing an inclusive culture and encouraging personal and professional development, we enable our people to thrive. Together, we're driving real change by partnering with our communities and stakeholders to shape a purposeful, sustainable future.

People are at the centre of what we do

As a professional services firm, our social impact is shaped by how we support our people, engage with our clients and contribute to the community. We're building a workplace and culture grounded in care, inclusion and shared purpose.

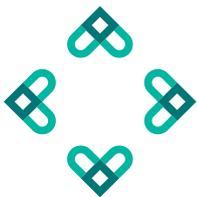
For us, business is personal. We're all about putting our people first. We believe great outcomes come from strong relationships, open conversations and a shared commitment to doing things well.

We're here for the honest, informed, and often refreshing discussions that spark new ideas and lead to better decisions. Whether it's supporting our clients' ambitions or helping our people grow, we're committed to making a meaningful difference.

As part of this commitment, we aim to:

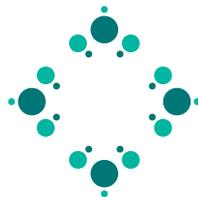
- ✔ Create long-term value for our clients and partners through trusted relationships and high-quality service
- ✔ Foster a safe, respectful and inclusive environment where everyone can thrive
- ✔ Contribute to the broader community by building meaningful connections and supporting shared social outcomes

Our culture plays a vital role in how we approach sustainability. By fostering an environment that values care, curiosity and connection, we're creating space for new thinking and real change, which helps us move closer to our sustainability goals. Our cultural pillars are built upon building close and trusted professional relationships with our clients, respecting and caring for one another, our clients and our communities, and being open to new ideas and new thinking.



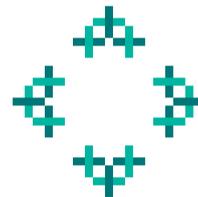
A TEAM WITH HEART

This is what sets us apart from the rest. We foster genuine relationships based on **respect** and **care** for one another, our clients and our communities.



HERE FOR OUR CLIENTS

We pride ourselves on the **close, professional relationships** we build with our clients. They trust us with their most personal information and their aspirations.



EMBRACING POSSIBILITY

We don't believe there is only one right way. Whilst we always act with integrity, we believe in being open to **new ideas** and **new thinking**.

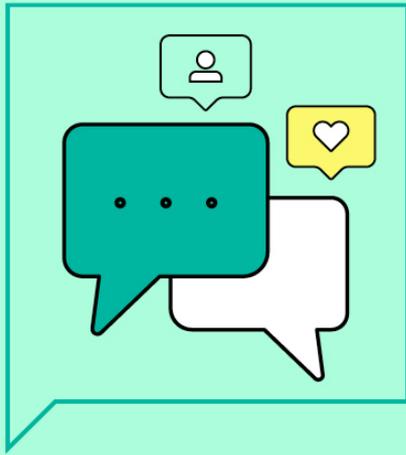
When you bring our cultural pillars and sustainability goals together, it just clicks. That's because at the heart of our sustainability journey are our people, our clients, and the possibilities we're ready to embrace as we move forward.



Delivering exceptional client experiences

Exceptional client experiences are at the core of everything we do. We're dedicated to delivering high-quality services that empower our clients to pursue their ambitions with confidence, while nurturing strong, personal and professional relationships built on trust. We're proud of the way we work with our clients and we know that their experience matters. That's why we're focused not just on what we deliver, but what they value, how they perceive our support, and whether they'd recommend us to others. To help us stay close to what matters most, we run a formal Client Listening Program. It's a structured, independent process that gathers feedback and uses the Net Promoter Score (NPS) to measure how we're performing. This feedback helps us recognise what we're doing well and identify where we can continue to improve.

In 2025, we heard from 518 clients, whose responses resulted in an NPS of +71. According to Bain & Company, the creators of Net Promoter Score, this places us firmly in the "Excellent" category for client service. It's a strong endorsement of the quality and impact of our service, and a clear reflection of the trust our clients place in us.



Riding the wave with *our clients*

URBNSURF designs, developing and operating world-class surf parks, which harnesses wave technology to provide people with access to surfing all year round.

In 2018, URBNSURF embarked on the construction of its first surf park in Melbourne. However, after excavating the lagoon, they realised the need for additional capital and returned to the market to raise more funds.

At that time, they also recognised the importance of a more sophisticated audit approach. URBNSURF sought a firm who could provide not only basic auditing but also commercial advice and guidance to align their processes with corporate standards.

In 2019, Pitcher Partners were appointed as URBNSURF's auditors. Since then, we have been instrumental in guiding URBNSURF through the audit process and supporting their growth plans, which included opening a second surf park in Sydney, making them the only operator of two surf parks globally.

Over time the scope of our involvement extended beyond auditing. We have assisted URBNSURF with tax matters, remuneration advice and other ad hoc services.

Seeing URBNSURF evolve from construction sites to fully-fledged surf parks has been rewarding for everyone involved.

Scan the QR code to see how we've worked with URBNSURF.





During the sustainability review period, three of Pitcher Partners Sydney Private Wealth Advisors were recognised on the Barron's Top 150 Australian Financial Advisors 2025 list, highlighting the strength of our quality-driven approach and ongoing dedication to exceptional client service.

Driving excellence through innovation

Our focus on service innovation is reflected in our accelerated efforts to improve the way we work and communicate with clients. By introducing new technologies and digital platforms, we aim to enhance service quality, increase productivity, and create more connected and responsive client experiences. These improvements support our broader ambition to deliver more innovative, more sustainable solutions in a dynamic operating environment.

Driving service excellence through digital collaboration

After feedback from clients through our Client Listening Program, we set out to improve the audit engagement experience. Our Practice Management and Audit teams came together to create the Pitcher Partners Sydney Dashboard, which is a platform designed to make working with us easier, clearer and more collaborative.

The dashboard brings everything into one place, helping clients and audit teams stay aligned through a centralised Client Request List. It's all about making the process smoother and more transparent.

Why it's been so successful:

- ✓ Easy-to-follow document requests and uploads
- ✓ Strong security with access controls and audit trails
- ✓ Real-time tracking so everyone knows what's outstanding

By listening to our clients, we created a solution that not only improves their experience but also makes our process smoother.

In 2025,

249 engagements were completed

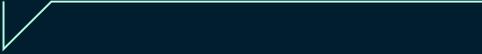
72,161 files were uploaded by clients

351 clients exchanged files with us across 23,129 requests

30,960 comments were exchanged, saving our staff and clients an estimated 2,580 hours of email back-and-forth



The dashboard was effective in sharing data including sensitive information.



Feedback Global Advisory firm, November 2025



Digitisation for a sustainable future

Through our firm’s continuous efforts to identify emerging technologies and market leading practices, we have contributed to our sustainability effort and introduced methods to reduce consumption of physical materials. In 2025, we embedded a new digital signing solution, marking a significant reduction in our paper consumption from printing, mailing and storing physical documents. This change resulted in positive client engagement and satisfaction, enabling us to streamline workflows and align with our commitment to environmental responsibility and resource efficiency.

Labour practices and workplace rights

Fair and equitable labour practices are essential to maintaining a positive experience for our people. We appreciate the value of our people and know that their success is our success. Creating a safe and respectful working environment where they can flourish is essential to this and is underpinned by the principles and requirements of workplace legislation.

Workplace reforms continue to evolve, and we remain committed to upholding fair work practices for our people and complying with all relevant legislative requirements. We prioritise keeping up to date with legislative amendments enabling us to prepare for the changes and take proactive action to update to our practices as required.

As updates to the Fair Work Act were progressively rolled out, 2025 saw us undertake reviews of employment agreements and internal policies and procedures to ensure alignment with the changes relevant to our firm.

We have well-established policies in place to ensure that our people are treated with respect and provided equal opportunity in their careers irrespective of gender, background or personal circumstances. These policies uphold our commitment to protecting our people’s rights and providing support and opportunities for them to thrive.

Work Health and Safety

Providing a safe and healthy workplace is a fundamental responsibility and a key strategic priority for Pitcher Partners Sydney. While the foundation of our Work Health and Safety (WHS) approach is built on compliance with relevant state and federal legislation, our commitment to providing our people with a safe work environment extends well beyond legal compliance. This is because we know that a happy, healthy and safe workplace is key to a thriving team.

The Pitcher Partners Sydney WHS Policy sets clear expectations and guides our safety practices across the firm. The policy is supported by established procedures for incident reporting, workplace assessments, and ongoing employee consultation to enable us to regularly identify and manage potential risks in a timely manner.

Given the nature of our work and the environments in which we operate, our physical safety risks are relatively low. With that in mind, our focus in 2025 remained on the broader psychosocial safety of our people. Education and training continued to be an important element of our approach, ensuring our leadership team remain informed of their roles and responsibilities in this space, as well as the review of our psychosocial hazard risk assessments and prevention plans to ensure they remain fit for purpose.

Ongoing staff consultation is critical in reviewing our plans and we have embedded regular consultative measures as an ongoing practice. This consultation supports our risk assessment and monitoring processes, and helps us better identify potential psychosocial hazards by hearing directly from our people.



Creating a *respectful workplace*

Maintaining a safe and respectful workplace is essential to protecting the health and safety of our people. Our management of workplace behaviour is informed by the seven standards for complying with the “positive duty” introduced under the Respect@Work Act. We have adapted these standards into a set of internal principles that shape our overall approach to creating a safe and respectful workplace. Our Appropriate Workplace Behaviour Policy outlines our expectations, behaviours that will not be tolerated, and the available avenues to address unacceptable behaviour.

To reinforce expectations of appropriate workplace behaviour, in-person training sessions and eLearning knowledge assessments were used to reinforce key messages. All new employees are provided with this training as part of their induction into the firm. This ensures we are going beyond reading a policy document to proactive education and awareness among our people.

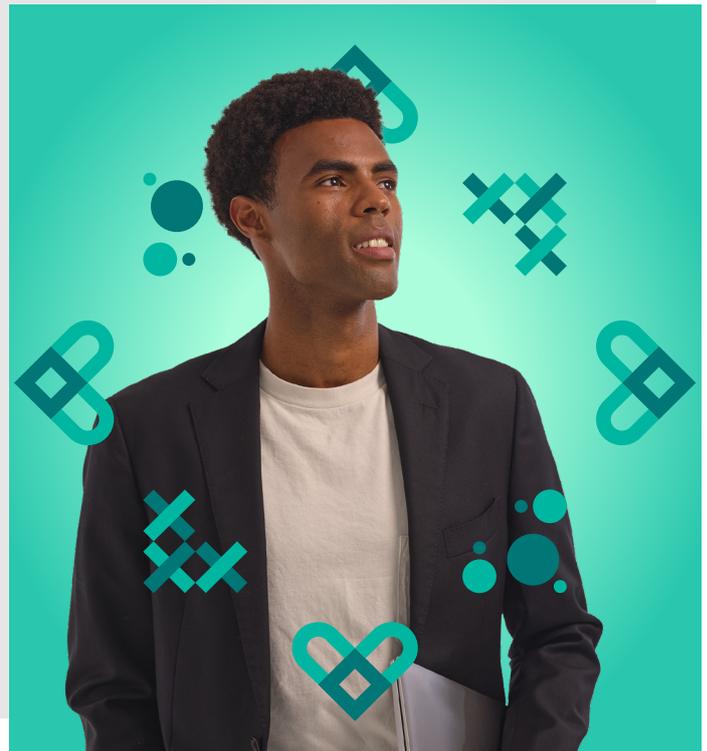
Having these mechanisms in place meant we were proactively compliant with obligations introduced through various legislative amendments following the Respect@Work report several years back and we will continue to fulfill these obligations going forward.

Meaningful engagement, wellbeing and *inclusion*

We are committed to building a team with heart, where we support one another, learn together and foster meaningful relationships.

We respect everyone’s unique personality, skills and experience, and encourage our people to fully contribute to their role while forming genuine, long-lasting relationships with both clients and colleagues.

Lead your way is the ethos at Pitcher Partners Sydney to empower our people. Here they can take ownership of their career, with the support to be the best they can be.



Engaging with our people

We believe engagement is a shared responsibility. It’s shaped by meaningful work, supportive leadership, and a culture built on trust and purpose. We’re committed to creating an environment where people feel connected, heard, and empowered to grow both individually and as part of a team.

Transparency is central to how we do business and that extends to how we engage with our people. We believe open communication and genuine connection are key to building trust and fostering a strong, inclusive culture. In 2025, we delivered 122 internal communications to our team, achieving an engagement rate of 89.57%, reflecting our team’s strong connection to our purpose and priorities.

This strong engagement is more than a metric, it’s a reflection of how our people feel about being a part of our firm.

We’re committed to creating a workplace where everyone feels heard, supported and empowered. That’s why we stay closely connected to our people using a combination of formal and informal feedback channels.

One of the tools we use to support this is a performance and wellbeing analytics platform that helps individuals and teams grow through real-time insights. We use this platform to run weekly pulse surveys that track key lead indicators like wellbeing, relationships, growth, productivity and capability.

These quick check-ins provide valuable, actionable data for both individuals and managers helping spark meaningful conversations, monitor progress and highlight areas for development. It also helps managers better understand their teams by identifying trends and focus areas, enabling timely and thoughtful responses to feedback.

What we learned

74%



84.9%

1,991

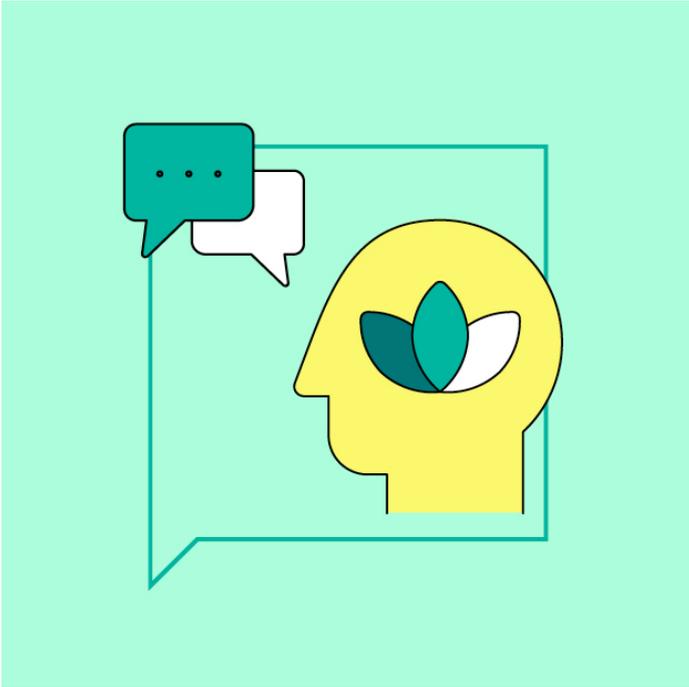
of our people agreed with the statement “I have great relationships with the people I am working with now”

Relationships were the strongest performing data set

of our people participated in these weekly pulses, showing strong engagement

observations and pieces of feedback were provided through the platform

Engagement was also important to us as we created this sustainability review. As highlighted in our materiality assessment, we knew from the outset that hearing directly from our people was essential. Their insights, experiences helped shape the actions behind the review. By involving our people in the process, we’ve ensured that this review reflects what truly matters to us all.



Wellbeing

A happy, healthy and safe team is the key to success and through our Wellbeing Program initiatives, we have built the foundations to create a work environment for our people to thrive. We have continued our focus on supporting our people to be the best they can be, through education, resources and active promotion.

Our Wellbeing Program for the 2025 calendar year evolved the firm's ability to support our people's wellbeing and our preparedness to respond to ever-evolving expectations and obligations to create a safe, respectful and equitable workplace.

In 2025, we delivered a significant program of work across our Sydney firm ranging from legislative compliance work to activations supporting the full spectrum of wellbeing.

Highlights of our work include:



Policy and training

- Ongoing Appropriate Workplace Behaviour training
- Regular review of our internal policies to ensure we continue to meet requirements
- Leadership reminders of obligations relating to psychosocial hazards in the workplace



Services and resources

- Intranet health and wellbeing hub, including healthy eating recipes, at-home workouts, financial wellness tips and mindfulness programs
- Partnership with mental health research charity Black Dog Institute, providing staff access to regular expert-led, research-based webinars on a range of mental health topics
- Ongoing partnership with Associated Counsellors as our Employee Assistance Program (EAP) provider, offering staff access to counselling support services as required



Active promotion

- Access to free and discounted on-site health services, such as flu vaccinations and health checks
- Provision of free fresh fruit and healthy snacks
- Subsidised in-house wellness activities, including massages and Pilates
- Financial wellness support via corporate health insurance plan and discounts hub with access to numerous retail, fitness and entertainment providers
- Internal book club and sporting initiatives, promoting social connection and self-care



The firm currently does a good job at providing an office space that is both functional and environmentally friendly.



Manager, Tax Advisory



Psychological safety is likely to become a greater priority in most workplaces as legislation continues to evolve. There were some great initiatives this year that contribute to supporting a healthy and well workforce.



Practice Management Group team member

Wellness Week *leading the way to healthier staff*

In 2025, we shone a spotlight on wellbeing by hosting Wellness Week. With activations available everyday, staff were able to participate in initiatives across the spectrum of wellbeing.

Kicking off the week with Mindfulness Monday, we paused for a meditation session to refocus, followed by free onsite health checks on Check-Up Tuesday. Workout Wednesday saw the team go head-to-head on in-office smoothie blender bikes to create delicious and nutritious drinks, and we caught up on budgeting and savings tips on Thrifty Thursday. Rounding out the week was Fitness Freebie Friday with prize giveaways of fitness equipment and accessories to keep the momentum going.

By providing space for our team to engage across multiple wellness activations, we demonstrated our ongoing commitment to supporting our people, helping them perform at their best, and equipping them with tools and resources to continue their wellness journey.



Through our weekly pulse surveys, we mapped that our firm wellbeing score was 71%, which is above the industry benchmark of 68%.

Diversity, equity and inclusion

We value diversity, ensure equity in opportunities, and foster inclusion so everyone feels respected and empowered. This strengthens our *team with heart*, deepens collaboration and enhances the value we deliver.

We strive to create an environment where everyone feels accepted and free to be themselves, embracing the possibilities that diverse workplaces can bring.

Key highlights of our Diversity, Equity and Inclusion initiatives in 2025 include:

-  Continuation of our PitchER Way network, including participation in the Women's Rising Program
-  Harmony Day cultural sharing initiative
-  Mental Health Awareness month activations
-  R U OK Day activation
-  International Women's Day activation

Gender equality

We are continuously working to ensure that the firm provides opportunities for all staff to feel valued, challenged and supported in their growth. A gender balanced workforce and equity amongst all of our people remains a priority.

We continue to review our practices and explore ways to improve gender equity outcomes, with the aim of ensuring fairness in career development, promotion and remuneration.

Our annual submission to the Workplace Gender Equality Agency (WGEA) for the 2024-25 reporting period returned a Gender Pay Gap (GPG) of -1.9% based on average total remuneration. This is down from prior year reporting and significantly lower than the 10.1% average GPG that WGEA reported for the Accounting Services industry. The firm remains committed to working towards gender equity outcomes across the firm.

Our reporting results reflect a generally balanced and equitable pay structure across the firm and we continue to focus on driving various initiatives to encourage female participation in the workforce.

To foster meaningful connection, reflection and professional growth of women in the workplace, we have introduced dedicated initiatives that support women both within our firm and across the wider business community. One such initiative is our PitchER programs designed to empower women through targeted activities that enhance leadership, visibility and development.



PitchER Way

PitchER Way is an internal staff program designed to unite talented women within the firm, providing a space for effective reflection, support and development. It supports women’s career pathways through coaching, mentoring, flexible learning opportunities and progression that aligns with individual ambitions. In 2025, a total of 146 attendees joined three networking events to share updates and insights, and 52 people have participated in the Women’s Rising course.

PitchER Exchange

PitchER Exchange is our client program, which unites like-minded female leaders to share ideas, expand their networks and foster curiosity. The program is designed to spark conversations that build valuable connections and celebrate the incredible women at the forefront of business. In 2025, the PitchER Exchange events feature a series of intimate ‘Women in Business’ lunches, offering 50 clients and contacts the chance to share stories and forge new connections.

We take pride in celebrating women who are leading in business and have been honoured to sponsor the Australian Institute of Company Directors’ New South Wales Women’s Lunch for the past five years.

Beyond our events, we encourage ongoing connections through our PitchER Exchange LinkedIn Group, extending the conversations and networking opportunities.



Support for *growing families*

As a team with heart, support for our people and their families is part of how we work, and we’re committed to helping our people balance their careers and family life.

That’s why we have developed our Parental Leave Policy to go beyond minimum legislated entitlements to include generous paid parental leave inclusive of superannuation for our people growing their families.

For our team members taking on a primary care role, they may be entitled to up to 26 weeks of paid parental leave, with secondary carers entitled to 4 weeks to be taken flexibly at a time that aligns with their growing family’s needs.

Pitcher Partners Sydney encourages team members to return to work following a period of parental leave, with flexible arrangements available to support them in juggling their career and family responsibilities.



We're a part of something *bigger*

We care deeply about the communities we're part of and the people we work with. That's why we're committed to meaningful engagement with our stakeholders, our clients and the broader community. It's not just about giving back; it's about building trusted relationships through open conversations, collaboration and initiatives that create lasting impact.

Our giving efforts are focused and intentional. We support organisations that champion quality education, empower young people and communities, promote sustainability, and improve health and wellbeing. These are causes that matter to us.

Making a positive impact in the community

We have developed the formal giving program Pitcher Purpose to enable our firm to make a meaningful impact on the community. Key areas of support we provide include:



Donations



Volunteering



Pro / low bono work



Fundraising events



Collaboration opportunities

In the true spirit of Lead Your Way, our charity partners are nominated and selected by staff, ensuring we are championing causes meaningful to our staff. Our charity partners for 2025 were:



Since its inception, the Pitcher Purpose formal giving program has provided over \$240,000 to charity partners in financial support alone. Key giving figures for the 2025 calendar year are provided below.

\$142k

in donations and fundraising

366 hours

of staff volunteering activity

\$101k

worth of staff time donated to volunteering

8

cross-collaborative events with charity partners

Additionally, we supported Ronald McDonald House Charities Sydney by continuing our sponsorship of a room at the Randwick house and commenced a room sponsorship at the Westmead house in support of Ronald McDonald House Charities Greater Western Sydney. This sponsorship directly contributes to the maintenance and upkeep of a guest room for families in need.



Pitcher Purpose in action: *Partnering with Dress for Success*

Dress for Success NSW & ACT, is a not-for-profit organisation that empowers women who are rebuilding after setbacks, pursuing new opportunities and stepping into a new chapter in their lives, to achieve financial independence. A key focus is equipping women to return to or enter the workforce by providing a network of support, professional attire and the development tools to help women thrive in work and in life.

Pitcher Partners Sydney has provided support to Dress for Success not only through fundraising and donations, but through tangible means. Our internal clothing drives received hundreds of donations to support the continuation of Dress for Success' signature styling service, and over 20 volunteers attended the Dress for Success Summer Hill boutique throughout 2024-25 to assist with sorting donations and participating in styling activities.

Our engagement with the charity has the added benefit of supporting sustainable environmental practices as they continue to embrace sustainability. Repurposing high-quality, pre-loved workwear through their boutique store to support a circular fashion economy and their ethical clothing disposal processes all contribute to reducing textile waste that may otherwise end up in landfill.

Partnering with Dress for Success complements our internal female empowerment programs and has been a fantastic avenue to provide our people with a tangible way to support women in our community prepare for job opportunities with confidence and dignity and make a real impact.



Supporting the profession

Pitcher Partners created the Critical Point Network (CPN) to support professionals working in accounting, legal and other advisory services. It's a free membership and referral network designed to connect like-minded professionals with trusted technical experts and education to help them make informed decisions and deliver stronger outcomes for their clients. With a growing community of over 5,000 members across Australia, CPN brings smaller firms together, offering access to specialist knowledge, collaboration opportunities, and a sense of connection in a fast-moving professional landscape.





Environment



Environment

We're committed to treading lightly on the planet by improving energy efficiency, cutting carbon emissions and embracing circular practices wherever we can. We're also actively exploring climate-related opportunities that not only support long-term value for our business and stakeholders but also contribute to a more sustainable future for everyone.

We understand that managing our environmental impact is essential to being a future-focused firm. While our operational environmental footprint is relatively small, we are committed to laying the foundation for long-term environmental responsibility that is fit for purpose.

As part of this initial focus, we aim to:

-  Gain a clear understanding of our environmental footprint, including associated risks and opportunities
-  Support our stakeholders in recognising our low emissions and energy usage profile
-  Assess whether further actions are needed to reduce our environmental impact

Climate change and energy efficiency

Climate change is becoming increasingly relevant to our business operations and important to our clients and staff. In 2025, we have made progress on our commitment to disclose our carbon emissions, energy consumptions and reporting on our Scope 1 and 2 emissions.



Supporting clients in understanding their climate-related reporting obligations

We're passionate about helping our clients stay ahead of the curve. One of the ways we do that is by regularly sharing thought leadership and insights that unpack the big trends, opportunities and challenges shaping Australia's middle market.



In February 2025, we released our *Business Radar* report, capturing insights from 140 owners and leaders of middle market businesses across a broad range of growth stages, states and industries. The report explored their readiness for, and perspectives on, mandatory climate and ESG reporting requirements, reinforcing our commitment to understanding and supporting businesses at every stage of their ESG journey.



We also published and shared thought leadership on the climate and sustainability assurance requirements approved by the Auditing and Assurance Standards Board (AUASB), providing practical insights to help organisations prepare for the evolving regulatory landscape.

 To read more, see our report pitcher.com.au/business-radar-2025/

 To read more, visit pitcher.com.au/insights/climate-and-sustainability-assurance-requirements-approved-by-the-auasb/

Carbon emissions accounting

In 2025, we baselined our Scope 1 and 2 emissions and conducted a carbon footprint assessment with support from sustainability experts. As part of this process, both our operational and organisational boundaries were also defined.



Scope 1 – Direct emissions

Scope 1 emissions are those generated through operations owned or controlled by the organisation.

Per the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard of the World Resources Institute/World Business Council for Sustainable Development (the GHG Protocol)*, there are four potential sources of scope 1 emissions:



Stationary combustion: Fuel burned in boilers, furnaces to generate electricity or heat



Mobile combustion: Fuel used in company-owned vehicles



Process emissions: From physical or chemical processing



Fugitive emissions: Equipment leaks, refrigerant losses, etc.

We measure our GHG emissions in accordance with the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)*. The operational control approach has been adopted to define the organisational boundary.

As a professional services firm, the work performed by Pitcher Partners Sydney does not generate any stationary combustion, mobile combustion or process emissions, hence we considered these activities to be not applicable in our inventory. Although fugitive emissions through our use of fridges and air-conditioning within our Sydney office premises is technically possible, the likelihood is extremely low and considered immaterial for our inventory.



Scope 2 – Indirect emissions

Scope 2 emissions capture those which are generated through purchased resources, including electricity, heat, cooling or steam.

Per the *GHG Protocol*, there are two methods for estimating Scope 2 emissions:



Location-based: Calculate emissions using average grid emission factors by region, in our instance, NSW; or



Market-based: Calculate emissions based on contractual instruments that a company has purchased

For the calculations carried out in our 2025 Carbon Inventory, a location-based method was chosen. The emissions factors used in the calculations have been sourced from the *Australian National Greenhouse Accounts (ANGA) Factors 2024* published by the Australian Government's Department of Climate Change, Energy, the Environment and Water.

The market-based method is not applicable as Pitcher Partners Sydney does not have direct power purchase agreements within the reporting period.

Carbon inventory for 2025

Type	Emissions (tCO ₂ -e)*
Scope 1	Nil
Scope 2 (Location-based)	123.8

*Being tonnes of carbon dioxide equivalent, a standard unit used to measure and compare the climate impact of different greenhouse gases.



Environmental footprint of *our office*

We're proud of our Darling Park premises, some of the highlights include:



Carbon neutral certification

Certified carbon neutral since December 2020 via the NABERS + Climate Active pathway, aligned with the Greenhouse Gas Protocol.



Energy efficiency

A strong NABERS Energy rating of **5.5 stars (unassisted)**, increasing to **6 stars with Green Power**, showcasing our focus on energy performance.



Water efficiency

A **4.5-star NABERS Water rating**, reflecting responsible water use and efficient building management.



Offsetting emissions

Remaining emissions from gas, water and waste are offset through **Greenfleet**, supporting native forest regeneration and biodiversity.



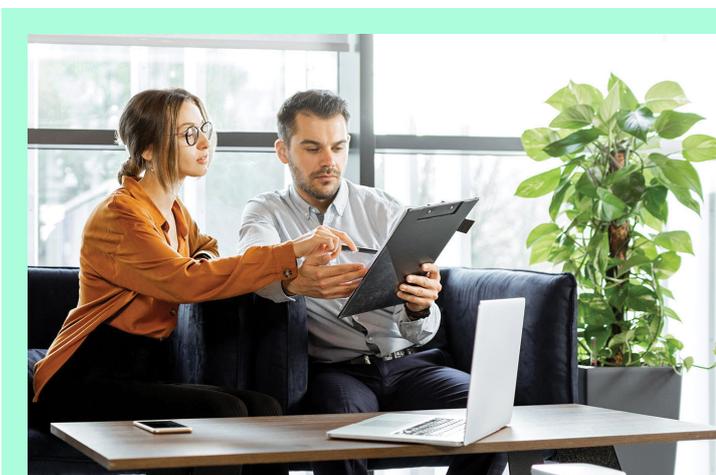
End-of-trip facilities

Cycle storage and electric vehicle charging stations are available to encourage sustainable transport options for our people.



Energy efficiency initiatives

- 100% renewable electricity sourced on-site and off-site
- Participation in demand response programs to manage peak energy loads
- LED and sensor lighting throughout the premises
- Energy-efficient air conditioning systems



To read more visit

Darling Park – Sustainability

darlingpark.com.au/about-building/sustainability

Darling Park – Carbon neutral certified

darlingpark.com.au/about-building/sustainability/carbon-neutral-certified



Looking *ahead*



Looking *ahead*

Looking ahead, our focus remains on strengthening how we manage and respond to sustainability challenges across our business. We will continue to build internal accountability for sustainability outcomes, enhance the integration of climate-related considerations into our operations, and support a more inclusive and equitable workplace for all.

We're committed to building on our progress and taking meaningful steps to further embed sustainability into how we work. Here's what we're focusing on next:



Staying ahead of emerging sustainability standards

We'll continue to monitor and assess new laws and frameworks, like the Australian Sustainability Reporting Standards (ASRS).



Becoming ISO 27001 compliant

We'll commence the rigorous process of obtaining certification of compliance with *ISO 27001 Information security, cybersecurity and privacy protection – Information security management systems*, to demonstrate our commitment to managing information securely and safely.



Measuring key sustainability risks

We're working to identify and responsibly measure key data and risks across our operations, including scope 3 emissions, to support more accurate and transparent reporting.



Maintaining gender pay parity

We will remain committed to working towards achieving gender pay parity in line with the requirements of the annual Workplace Gender Equality Agency reporting.



Optimising waste management

We're reviewing waste streams in our Sydney office, including e-waste, food waste, paper and recyclables, to ensure we have the right recycling options in place.



Continuing to strengthen our governance frameworks

We'll continue to review and refine our governance frameworks, policies, systems and processes.



Pitcher Purpose

We will continue to support charitable work through our Workplace Giving Program and drive meaningful impact in the community.



Engaging our people and communities

We'll keep the conversation going with our people and communities, listening, learning and adapting our sustainability approach to reflect what matters most.



Implementing technology changes

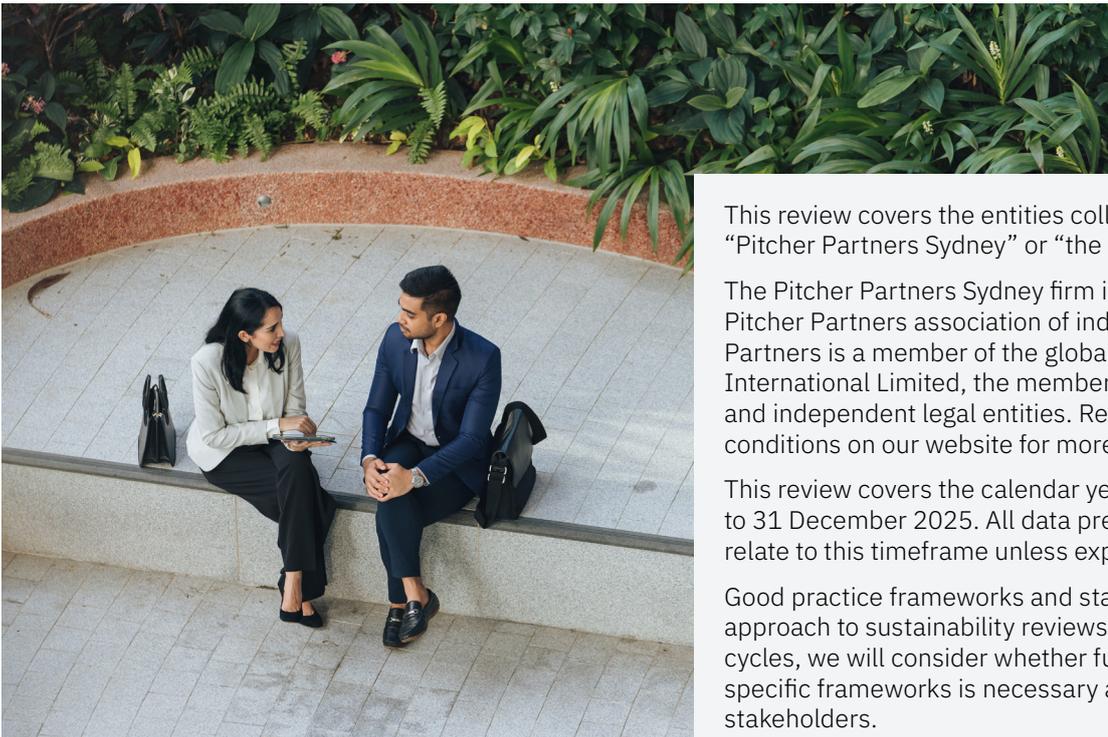
We will continue to develop and implement new technologies across the firm to create efficiencies in our work, strengthen our compliance and ensure more robust governance across our operations.



Enhancing our people platforms

We are committed to enhancing our current systems such as our performance and wellbeing analytics platforms to better support our staff, drive greater performance and manage risk.

To us, sustainability is not just about business, it is personal.
Making business *personal*



This review covers the entities collectively referred to as “Pitcher Partners Sydney” or “the firm”.

The Pitcher Partners Sydney firm is a member firm of the Pitcher Partners association of independent firms. Pitcher Partners is a member of the global network of Baker Tilly International Limited, the members of which are separate and independent legal entities. Refer to our terms and conditions on our website for more information [here](#).

This review covers the calendar year from 1 January 2025 to 31 December 2025. All data presented in this review relate to this timeframe unless explicitly noted otherwise.

Good practice frameworks and standards inform our approach to sustainability reviews. For future review cycles, we will consider whether fully aligning with specific frameworks is necessary and beneficial to our key stakeholders.

The disclosures in this review are not third-party verified or assured.

Please reach out to us if you have any questions about our 2025 Sustainability Review.

pitcher.com.au

Making
business
personal



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