



Pitcher Partners Melbourne

# Sustainability Report

# Contents

---

01	Introduction
04	Our approach to sustainability
06	Social: our people, clients and community
20	Environment: managing our impact
24	Governance: compliance, integrity and trust
29	Going forward

# Introduction

## Acknowledgement of Country

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

## A message from the Managing Partner

At Pitcher Partners, care is at the heart of our culture. Care for our clients, our people, our community and the environment.

We work together to ensure we conduct ourselves responsibly and are committed to sustainable practices that benefit our clients, our people, and our planet. We hold ourselves accountable for our impact and always look for ways to improve and innovate for our clients and our teams.

As a Firm, we pride ourselves on making business *personal*, and have the view that good relationships are built on transparency and accountability. As our first Sustainability Report, we now have a baseline measure of our impact on our planet, our network and our professional accountability expectations and are committed to reporting annually on our progress. This includes what we are doing well and more importantly, areas we need to improve on.

We pride ourselves on being trusted advisors to our clients and understand the importance of investing in long-term solutions to ensure our clients are set up for sustainable success. Our clients can trust that we are across the latest market changes and planning for their future, so they can focus on what is important to them and their business.

Making business *personal* would be impossible without our people. We know that the needs of our teams and their expectations of us as a Firm are ever changing. It is essential for our long-term sustainable growth that our people continue to thrive, grow, and achieve with our clients. Ultimately, this growth benefits us all.

We strive to provide the space, opportunities, and support for our people to achieve their ambitions. Our sustained focus on fairness and supporting and celebrating our differences is one way that we encourage our people to bring their whole selves to work. Our events, activations and communications provide opportunities for our people to consistently learn about and celebrate our differences and what we have in common. We will review this regularly and continue to survey our people to check in and learn more about what we're doing well and where we can do better for them.

By making business *personal* we can work together with our clients to grow their businesses and help progress their sustainability journeys. By supporting our diverse and inclusive teams we can provide the best possible client service. And by taking our own environmental impact seriously, we can support those around us to achieve 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.

*Brendan Britten*

**Brendan Britten**

*Managing Partner, Melbourne*





## About Pitcher Partners

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

### Local knowledge, national footprint

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

With 141 partners and more than 1,500 staff, our association delivers the most personalised and responsive assurance and advisory services in Australia.



### Pitcher Partners Melbourne has<sup>1</sup>:

<b>740</b> Total staff	<b>55</b> Partners	<b>78</b> Directors	<b>173</b> Managers	<b>Head office in Docklands, Melbourne</b>	<b>Satellite office in Melbourne's southeast</b>
---------------------------	-----------------------	------------------------	------------------------	--	--

### Our global reach

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

### Baker Tilly International global results as at December 2023

<b>43,000+</b> People	<b>3,380+</b> Partners	<b>650+</b> Offices	<b>\$5.2bn</b> worldwide revenue (USD)	<b>141</b> Territories
--------------------------	---------------------------	------------------------	---	---------------------------



### Baker Tilly International

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

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

1. As of 30 June 2023.

## About this report

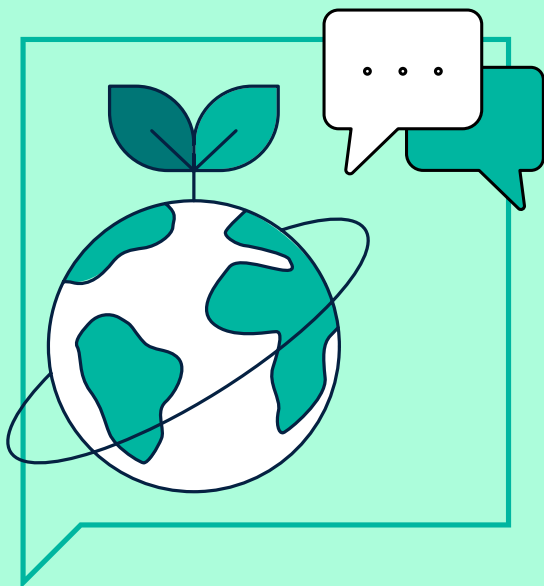
The world is changing faster than ever. Our clients' needs are changing. Our people's ambitions are changing. As a firm committed to making business personal, we are dedicated to delivering excellent client service and driving toward a sustainable future.

We are proud to present our 2023 Sustainability Report which encompasses all aspects of our environmental, social and governance (ESG) progress and performance for the 2023 calendar year. As our first Sustainability Report, it provides a baseline measure of our ESG performance, and sets the scene for ongoing annual reporting. Many of our ESG initiatives are well established, while others are getting underway. By bringing it all together into this report, we can better understand our impacts and identify ways to work towards a more sustainable future.

This report shows how our firm views and practices sustainability. It reveals our strong points and areas for improvement in pursuing a coordinated strategy for a sustainable future. It emphasises new focus points for reporting and identifies where we need to strengthen or provide different data to realise our future sustainability ambitions. We have showcased some of our practices, while also highlighting specific initiatives and data from our firm.

We have prepared this report with acknowledgement of the emerging Australian Accounting Standards Board (AASB) sustainability reporting guidelines<sup>2</sup>. And while we are not required to report under the proposed new legislation<sup>3</sup>, we believe that all companies can play their own unique role in the transition to a sustainable future. Our people want that future. And so do our clients, some of whom will need to report under the new guidelines.

With this report, we want to celebrate our wins and acknowledge where we can do better. We're here to help make sustainability a reality for ourselves, our people, our clients, and our planet.



## Any questions?

Please reach out to us if you have any questions about our 2023 Sustainability Report

[info@pitcher.com.au](mailto:info@pitcher.com.au)

2. AASB Australian Sustainability Reporting Standards – Disclosure of Climate-related Financial Information (Exposure Draft ED SR1, Oct 2023).

3. Amendments to the Corporations Act 2001 (Cth) through the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Bill 2024.



# Our approach to *sustainability*

## What guides us in the sustainability journey

### Our guiding values

What sets us apart is being great at what we do and how we do it. Our values guide the way we work every day. They are central to our commitment to sustainability and shape our dealings with clients, our people, and our corporate partners. Our guiding values of energy, care, courage, honesty, and one firm, underpin our dedication to positively influencing the environment, the community, and the broader economic landscape.

In Melbourne, we have already acted on key aspects of sustainability, especially in the areas of people and community, and by choosing sustainable office buildings, and driving forward our good governance frameworks. We are proud of the steps our firm has taken, but we also know there is more to achieve.

This report highlights how far we have come, and where we aim to go. Our values are our guiding principles for that journey.

## Our values



### Energy

Find a way to make it happen



### Care

Put people at the heart of everything we do



### Courage

Make brave choices and challenge the status quo



### Honesty

Build trust and do what is right



### One firm

Work and lead as one team

## How we implement our values



### Our clients

We prioritise our clients' needs by offering solutions that align with their goals and values. Our approach is client-centric, ensuring that we understand and address their unique challenges and opportunities. By integrating sustainability into our operations, we help clients achieve their objectives while promoting stewardship and social responsibility. Our commitment to transparency and ethical practices builds trust and fosters long-term relationships, enabling us to work collaboratively towards a sustainable future.



### Our people

Our people are the driving force behind our operations. We are dedicated to creating a supportive and inclusive work environment that empowers our people to thrive. We invest in their professional development, providing training and resources to enhance their skills and knowledge in sustainability practices. By fostering a culture that embraces innovation and continuous improvement, we encourage our people to contribute to our sustainability goals actively. We recognise and celebrate their achievements, understanding that their dedication and passion are crucial to our success.



### Our Association

Collaboration is key to our sustainability strategy. We work closely with our association firms to share best practices, resources, and knowledge. This cooperative approach allows us to leverage collective expertise and drive impactful sustainability initiatives across all member firms. By aligning our efforts, we can address global challenges more effectively and create a unified front in promoting sustainable development. Our commitment to cooperation ensures that we remain at the forefront of sustainability, continuously learning and evolving to meet the needs of our clients, our people, and the broader community.

## Environmental, social and governance impact factors

At Pitcher Partners we live by our values and 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 for our impact.

# E



Emissions



Resource use



Innovation

# S



Community and responsible investment



Diversity, equity and inclusion



Leadership, health and wellbeing

# G



Ownership and structure



Values, ethics, integrity and accountability



Quality and risk



Data and cybersecurity



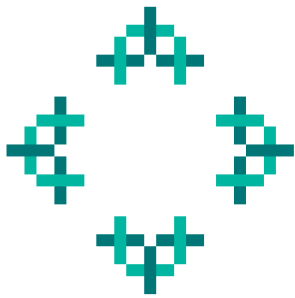
# *Social:* our people, clients and community

## Putting people first

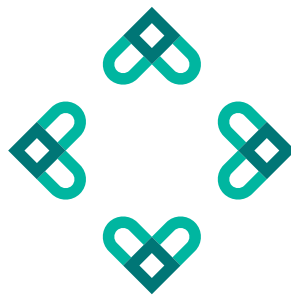
Pitcher Partners is based on the belief that business is more than just business. Since our founding days, we've been committed to creating great relationships. People and clients first. Everything we do is grounded in communication and collaboration. We're here for that frank, often refreshing and always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

Our approach to sustainability is no different. Our people and our clients are the heart of our business, and the secret to our success. Our culture pillars set the tone of our whole business, including our approach to sustainability.

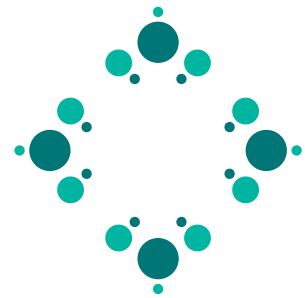
## Our culture pillars



**HERE FOR OUR  
CLIENTS**



**A TEAM WITH  
HEART**



**EMBRACING  
POSSIBILITY**



## Our clients are central

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

That's why we were delighted to be in the top 10 of the Australian Financial Review's Top 100 Accounting Firms list for 2023. It's thanks to our clients and their trust in us. They are the ones who make a difference and create value for themselves, their clients, and their communities. We work with clients whose values and ambition are aligned with ours; growth-oriented entrepreneurs and family wealth creators who hold dearly the future for the next generation. And accomplished middle market business owners and leaders driving value in our economy.



## Client *story*

Latitude 37, an award winning and well recognised brand in Melbourne's luxury custom home building market, have been clients of Pitcher Partners Melbourne for over 10 years. They came to the firm looking for a higher calibre of accounting partner, and one that could also assist with business planning and strategy, beyond typical accounting services. Partner, Daniel Doherty, has been working with Latitude 37 since their very first meeting and has become a trusted member of the team.

Latitude 37 have built their success on quality craftsmanship and a commitment to ensuring a seamless and dedicated client experience. It's this alignment with Pitcher Partners' client service ethos and approach that has made this partnership such a success. We've been able to work directly with the Founder to help them overcome challenges and ultimately achieve their goals. This in turn has helped Latitude 37 elevate the lives of their clients through the delivery of seamlessly designed bespoke luxury homes.

Latitude 37



### How do we create lasting benefits for our clients?



**Match:** We match our clients with the right people delivering the right services. We use our Client Acceptance process to evaluate whether we can work well with a prospective client and meet their needs, and if they are the kind of client we can build an enduring relationship with. This essential step helps us to achieve our promise of excellent client service and a culture of care and belonging.



**Align:** Our values and firm standards shape our actions and decisions. They also influence the clients and suppliers we choose to work with. We work with clients who share our firm's values and operational standards. This helps us to be responsible to our people, our community and the professional ethical standards we maintain as industry professionals.



**Review:** We have rigorous client acceptance and continuance processes to evaluate each engagement for fit and values alignment. These include our Client Continuance and Acceptance Checklist, conflict and independence checks, proof of identity checking for Tax Agent services, anti-money laundering and counter-terrorism financing (AML/CTF) checks and ongoing monitoring for investment advisory services. And our National Quality Management Manual which documents the policies we've established to comply with the Code of Ethics for Professional Accountants and other legal and regulatory requirements.



## Supporting our clients in sustainability

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

We are actively following the emerging Climate-related Financial Disclosures proposed by the Australian Government, and emerging standards guided by the Australian Accounting Standards Board (AASB) to understand the impact on our clients. Some of our clients will have to report under this scheme, and others may choose to report.

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

## Our commitment to Responsible Investment

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

We think that a sustainable economic system, appropriate regulation and rule of law are essential for having stable and effective global markets that generate income, grow wealth, and protect our clients' capital.

We understand that ESG factors can affect how businesses perform financially in the long run. We believe that ESG factors are a key source of both opportunities and risks in companies and assets; by avoiding companies that perform poorly on ESG factors, we direct capital towards more promising investments, improving returns and lowering risk over the long term.

We know that our clients have different investment values, preferences and goals and that these may change over time. So we offer services or options that include ESG considerations in our advice, analysis, and investment choices in a transparent way. How do we do this? We adapt. As the world changes, we need to keep adapting our investment and advisory practices by making small changes, using new tools, and evaluating new information. The Pitcher Partner Responsible Investment (PPRI) Charter strengthens our existing investment philosophy and process by clearly stating our responsible investment commitment. Responsible investment considers ESG factors in investment decisions and active stewardship. It's what we fundamentally believe is important, and aligns us with the global standard, the United Nations Principles for Responsible Investment (RI).

Our RI commitment is backed by our membership of the Responsible Investment Association of Australasia (RIAA) and our dedicated Responsible Investment Advisory Group that focuses on incorporating and overseeing RI best practice across our investment research and advisory thinking, processes, and systems.

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



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



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



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



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



**We actively integrate** ESG considerations into our approved investments.



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

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



## Our care for our people

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

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

### Lead Your Way

Lead Your Way encapsulates the promise we make to our people to have a rewarding and fulfilling career, supported by a culture of care and collaboration. It is about matching our people's passion with meaningful work, supporting flexibility and investing in their development to help them achieve their goals. We believe that nurturing aspiration and keeping our people's fire ignited, benefits us all.



## Diversity, Equity and Inclusion

Organisations have both a business and a moral reason to make Diversity, Equity and Inclusion (DEI) a key part of their goals and strategies, as well as their ESG standards and reporting. For our firm, this is no different. We want to act in the best interests of our people and create an environment where everyone feels safe, accepted, and valued. We are a team with heart. We show respect and care for each other, our clients, and our communities. We also embrace possibility, showing openness to new ideas and thinking.

It also just makes good business sense. A sustained focus on DEI as part of our people strategy helps us attract and retain talent as part of a culture that truly reflects and delivers on our value proposition.

### DEI actions in focus

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

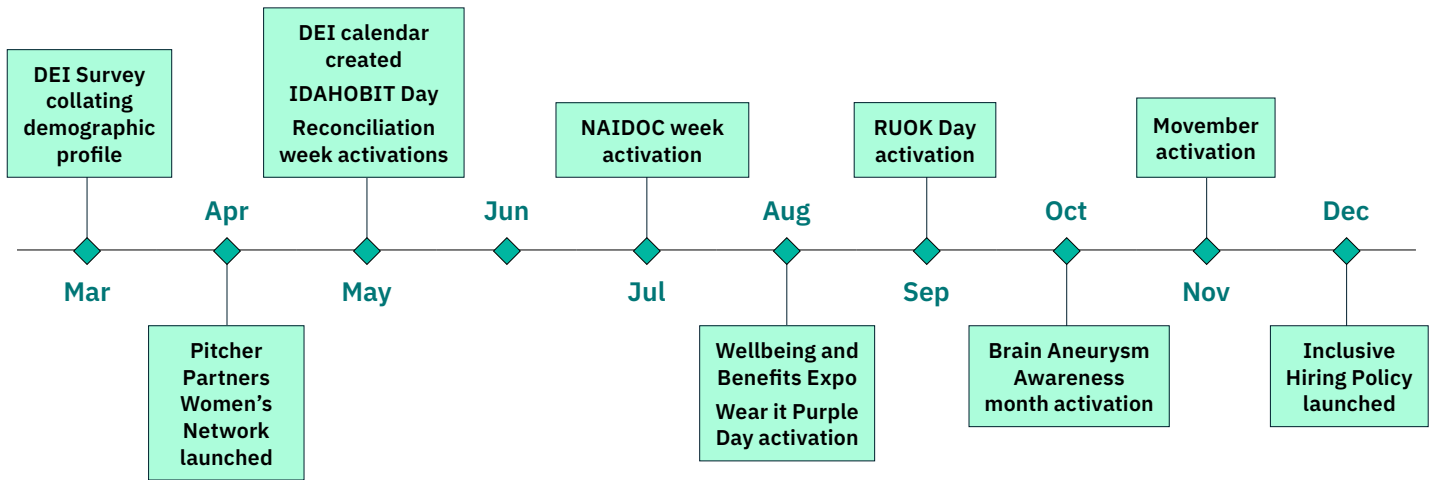
- To ensure adherence to new (and existing) mandatory obligations.
- To continue our existing/planned programs of work.
- To strengthen our program and position us as a diverse, equitable and inclusive employer.

New legislation concerning DEI took effect in March 2023<sup>4</sup>. It aims to accelerate gender equality in Australian workplaces, and phase in greater reporting obligations for employers throughout 2024 – including for our firm. Pitcher Partners is committed to meeting our ongoing reporting obligations to the Workplace Gender Equality Agency (WGEA) and, through our DEI Action Plan, has a strategy in place to actively progress DEI within the firm.

4. Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023. This Bill made amendments to the Workplace Gender Equality Act 2012.



## 2023 achievements



We've achieved a lot during 2023 – including creating a DEI calendar, conducting a DEI survey to get a picture of our employee demographic profile, hosting cultural week festivities, celebrating LGBTQIA+ events, supporting our Pitcher Partners Women's network, implementing National Reconciliation Week initiatives, developing a new Wellbeing Action Plan and introducing our Inclusive Hiring Policy.

Demonstrating our dedication to gender equity, we conducted a thorough gender pay equity analysis in 2023–24. This initiative helps us ensure that all of our people are valued and compensated fairly for their contributions, reinforcing our commitment to equity and inclusion.

## Gender Equality Commitment

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

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



## Our gender pay gap

For the 2022–23 reporting period to the WGEA, Pitcher Partners reported a Gender Pay Gap (GPG) of 14.8%, based on average total remuneration. By comparison, the GPG reported by WGEA for the Professional, Scientific and Technical Services industry for the same period was 22.3%.

Multiple factors have contributed to this GPG, including:

- There being significantly more women in administrative roles than men.
- More males in senior advisor/consulting roles than women.
- More women than men taking time out of the workforce for caring responsibilities.

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

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

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

## Angela's story

Angela Bryce started her career with the firm as a graduate in 2008, after a previous vacation placement while still at uni, and has since risen through the levels to Client Director in our Tax Advisory practice. Angela was given the opportunity to work with a number of major clients early on in her career and proved herself to be a capable and dedicated advisor, able to build great client relationships. Having recognised her talent, Angela was promoted to Client Director while on parental leave with her fourth child.



Pitchers have fostered my development since day one. One stand-out moment was when I was unwell in the lead up to the birth of my first child, who was born six weeks early. Pitcher Partners were so understanding, helping me manage my health and work commitments.

**Angela Bryce**  
Client Director – Tax Advisory



## Flexibility and professional development

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

### Work where you need to be

Our firm supports flexible working by empowering our people to work remotely as needed – whether that's at a client's site, at home, at our main office in Melbourne's CBD, or one of our satellite offices in Melbourne's south east or in Geelong<sup>5</sup>. We know that flexibility best suits our clients, our teams, and our people's own professional development needs. We also encourage 'Flexitime' where appropriate for ongoing, one off, ad hoc, or non-recurring flexible working arrangements to support our people.

We recognise and embrace our diverse workforce as a strength. We understand that there are differing religions, cultures, occasions and events which are significant to our people. Our people can work any national or state recognised public holiday and take a substituted day off that may better suit their personal needs, family or caring responsibilities, beliefs and/or identity, including cultural, religious, or sexual orientation or identification.

These arrangements are already formalised in our Flexible Working Policy and Flexible Public Holiday Policy. But we continue to review and improve the support available by looking at flexible working needs through different lenses. By promoting and normalising a flexible working environment for all, it reduces the barriers for those that need it. Reducing barriers means that we can cultivate better, more inclusive, high performing teams.

In 2023, we completed a Parents and Carers Support review in consultation with our people. Consideration of the recommendations from this review is underway as part of our DEI Action Plan for 2024 and beyond.

Throughout 2024, we have committed to:

- Ongoing data collection to measure our progress on DEI, through an annual DEI survey, employee consultation, onboarding and exit interviews.
- Reviewing the availability and uptake of flexible working arrangements.
- Strengthening our ongoing accreditation with Work180.



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

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

### Support for life's stages and changes

The only constant in life is change. That's why at Pitcher Partners, we offer a range of options to support our people through life's many phases. Some of the ways we support our people are:

- In addition to paid parental leave, we offer grandparents leave and the ability to purchase additional leave. Superannuation contributions are also made during paid parental leave.
- Our policy explicitly includes domestic and family violence leave provisions in line with legislative requirements, including access to paid leave and medical services to support our team when they need it most.
- We provide study leave so that our people can pursue areas of interest relevant to their career at Pitcher Partners.
- We offer and encourage international secondment opportunities within the extensive global network of our Baker Tilly International firms.

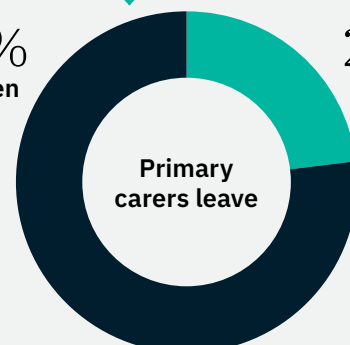
## Parental leave

14 weeks  
paid parental leave  
for primary carer

4 weeks  
paid parental leave  
for secondary carer

77%  
women

23%  
men



5. Our Geelong office opened in 2024.

## Investing in our people's success

We pride ourselves on the close, professional relationships we build with our clients. They trust us with their most personal information, and their aspirations. In turn, we are given diverse opportunities to learn, develop, grow and impact the world of business.

Pitcher Partners provide ongoing development for our people at all levels, throughout their careers. We support and learn from each other, with a focus on sharing knowledge and expertise so everyone can grow. Our learning is intentional – for the benefit of our peoples' careers and their personal goals, and to ensure we have the right skills to help our clients achieve their goals.

- ### 1 Learning and development

From gaining confidence in stakeholder management to building potential for advancement, our **professional development sessions** are designed to provide the skills and capabilities necessary to perform roles well and keep skills up to date with rapidly moving industry trends.
- ### 2 Technical training

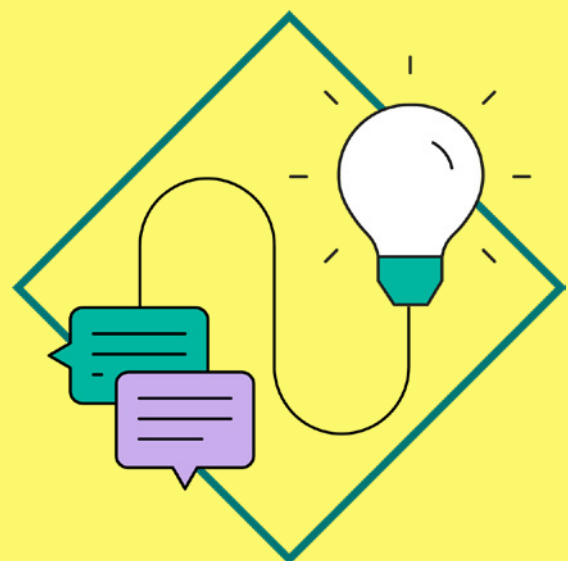
We host a full calendar of technical training opportunities designed to keep our people up to date with the **latest legislation and technical skills** required when working in professional services. Our network of professional connections means that we can host experts from leading technical bodies such as CAANZ and the ATO, and ensure our people are across the most recent changes to the technical landscape.
- ### 3 Study support

Where further technical skills and **accreditation** might be useful, we are here to support our people in pursuing further study. Postgraduate study assists in building a solid foundation of knowledge and skills for a career at Pitcher Partners and sets the standard for a life of continued learning and growth.
- ### 4 Leadership programs

Our leadership programs have been developed to help take our people's leadership capability and confidence to the next level. The tailored programs explore how to **lead with impact** at Pitcher Partners, build skills and an impactful leadership style, and build capabilities through a series of learning labs, peer coaching, and immersive experiences.

## Pitcher Partners *Women's Network*

The Pitcher Partners Women's Network allows the women in our firm to connect, grow and learn together. A staff-led initiative, the network hosts regular development sessions, networking opportunities and social events. It aims to build a platform to support women and gender-diverse individuals to connect, collaborate and build leadership skills.





## 5 Fostering a feedback culture

A culture of feedback is important to help foster connection and engagement with our people, as well as facilitate change. That's why we run regular employee engagement surveys where our people can provide anonymous feedback and provide their thoughts on organisational culture, strategies, and systems. This feedback is a valuable tool that helps us to decide the next actions to take in building the best workplace for the firm and our people.

## 6 Student careers

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

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



### AAGE Top Graduate Employer 2023

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



### GradConnection Top Graduate Employer 2023

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



### GradAustralia Top 100 Graduate Employers

Recognising both the popularity and quality of graduate programs, we are overjoyed to come in at #7 for the accounting and advisory sector.



### GradAustralia Top Workplaces 2023

We are thrilled to have been recognised for our amazing culture, having been ranked #1 in culture in the accounting and advisory industry.



## Health and wellbeing

Ensuring our people feel safe at work is critical to helping them thrive. From our Occupational Health and Safety (OH&S) Policy to our Wellbeing Program Action Plan, we've built the foundations of a safe and healthy work environment, while empowering our people with the knowledge and tools to proactively manage their physical and mental health, and overall wellbeing, both at work and outside it.

### From wellbeing to thriving

Our **Wellbeing Program Action Plan** for calendar year 2023 means we're well placed to respond to evolving expectations and obligations to create a safe, respectful and equitable workplace. During 2023, the Commonwealth Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 commenced, and the Victorian Government was considering proposed new rules for mental health at work<sup>6</sup>. Our firm is in the process of planning how we'll proactively prevent and manage psychological risks at work. During 2024 we will be implementing a Psychosocial Risk Prevention Plan. It is all part of our structural efforts to create a safe, supportive, and welcoming place to work.

In 2023 we delivered a significant program of work for wellbeing across our Melbourne firm through three wellbeing pillars – care, connect and thrive. Highlights of our 2023 work include:



#### OH&S policy and training

Delivering our comprehensive OH&S policy to meet our obligations under the Victorian Occupational Health and Safety Act 2004 and Occupational Health and Safety Regulations 2017. We commit to providing a work environment that minimises the risk of health and safety incidents, personal injury, or illnesses. During 2023, we reinvigorated our OH&S Committee and recruited new members to enable suitable representation across the firm.



#### Employee Assistance Program (EAP)

We launched Assure, a new Employee Assistance Program (EAP). The EAP offers short-term proactive support for a range of areas relating to work, health and life. Our people and their immediate family can get access to support such as counselling, financial coaching, wellbeing coaching, diet/nutrition support and legal support. Through the EAP, our people can also access monthly virtual wellbeing sessions and the 'Wellbeing Gateway' app, which provides 24/7 support through a variety of tools and resources.



#### Mental health first aid (MHFA)

We developed and implemented our MHFA Program and launched our Mental Health and Wellbeing Working Group. The roll out included promotional material to ensure our people know how and where to access mental health support. We were delighted to be recognised as a "Tier 1 Skilled Workplace" in mental health first aid skills.



#### Employee Benefits Program

We offer a range of wellbeing and other benefits, in addition to remuneration, to support our people during all stages of life. In 2023, we launched a refreshed wellbeing and benefits page on our Pitcher+ portal, collating a revised suite of benefits available to our people. These include access to free and discounted services on-site such as vaccinations, skin checks, massage, pilates and yoga, discounted Myki passes, free coffee at our on-site cafe, and discounts and partnerships with numerous retail, product and entertainment providers.

## Mental Health First Aid '*Skilled Workplace*' Recognition

Pitcher Partners is recognised by Mental Health First Aid Australia as a 'Tier 1 Skilled Workplace', with 22% of staff trained in MHFA and at least 8 actions implemented to support MHFA in our workplace.

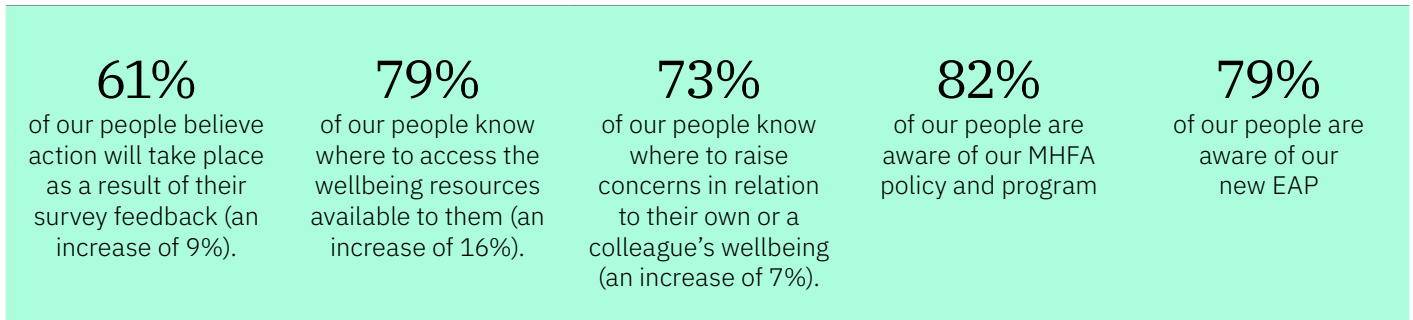
The Mental Health First Aid® Workplace Recognition Program celebrates organisations across Australia who invest in developing mental health first aid skills in their people and who show a strong commitment to embedding MHFA training into their culture.

6. Occupational Health and Safety (Psychological Health) Regulations (proposed regulations).



## 2023 wellbeing survey results

Wellbeing is continually evolving. To continue to deliver a sustainable working environment for our people, we regularly measure the impact of our health and wellbeing programs through our engagement survey. In 2023, we found that:



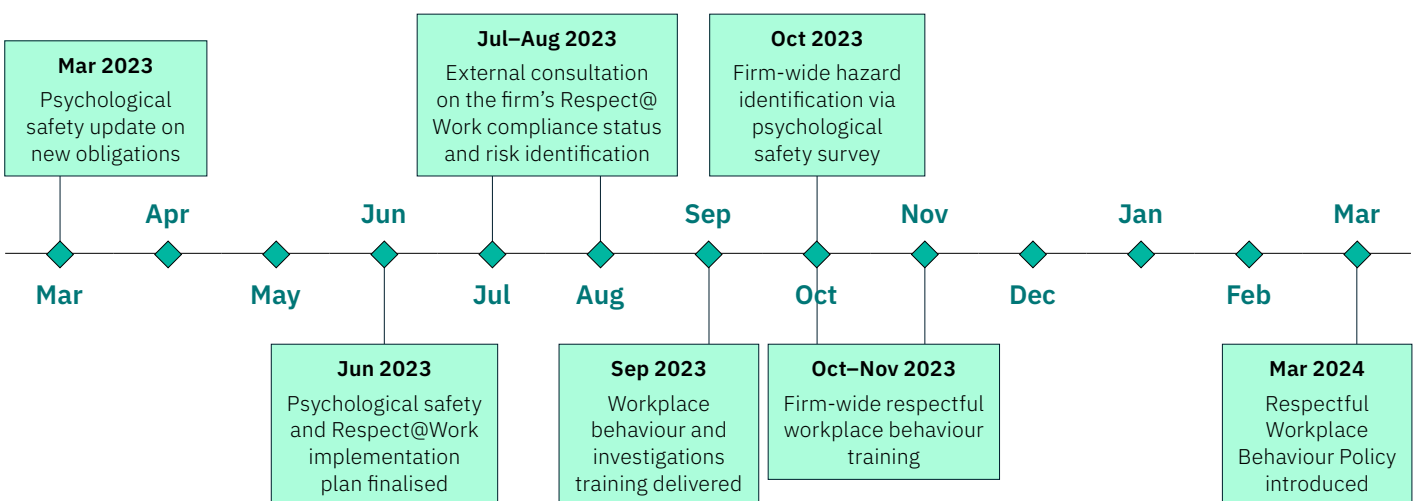
We also track an ongoing engagement score based on responses to five key questions within our engagement surveys. Our December 2023 survey yielded an engagement score of 70%.

Our ongoing commitment to providing a safe and healthy workplace is detailed in our Wellbeing Program Action Plan. Our focus areas and some upcoming key initiatives for 2024 are:

- **Psychological safety** – Continue building psychological safety into our workplace, including review of all available data to assist with hazard identification, and development of prevention and response plans for sexual harassment and bullying.
- **Reward and recognition** – Reinvigorating our recognition program whereby our people receive vouchers for various recognition moments as part of our Lead Your Way value proposition activation.
- **Mental health** – Ongoing promotion of our EAP, evaluation of the impact of monthly wellbeing online sessions and achieving Mental Health First Aid ‘Advanced Workplace’ Accreditation, once we become eligible (from June 2024).
- **Employee benefits** – Review of our Flexible Working Policy and ongoing consideration of new or updated benefits that can positively impact the wellbeing of our people.

## Spotlight on psychological safety

Throughout 2023, the firm has undertaken a significant body of work relating to psychological safety and Respect@Work.



## Caring for our community

We believe success is better shared, so we work with our people and connect with our community to drive positive change together. We're committed to supporting organisations and initiatives that care for the people, places, and communities close to our hearts. Because when you support your community, everyone profits.

### Support where it's needed

Pitcher Partners Melbourne provides the equivalent of \$1 for every hour worked, to support initiatives and organisations that make a positive difference in the community. Our contributions are delivered through four key initiatives:

- **Low and pro bono work** – Our people support not-for-profit organisations through free and heavily discounted business and specialist advice.
- **Community leave** – Our people are encouraged to roll up their sleeves and pitch in with a helping hand when they can. Our permanent staff have the opportunity to take one day of paid community service leave per year.
- **Corporate social responsibility** – We provide support to a range of social causes directly through partner and staff donations, as well as participating in internal and external fundraising events. We also donate goods and services to community groups for people in need.
- **Pitcher Partners Charitable Fund** – We're reinvesting in the profession that has given us so much opportunity. In partnership with Deakin University, the Pitcher Partners Charitable Fund provides university scholarships to talented members of our community who were at risk of dropping out of their tertiary education studies due to financial hardship. Up to three scholarships are available each year, to support the next generation of aspiring professionals.

We focus on providing access to education, shelter, food and other basic support for disadvantaged members of our community.

Our contributions follow agreed principles and guidelines, for meaningful impact. Oversight is provided by the Pitcher Partners Charitable Committee (PPCC), who monitor and report on the support provided each financial year.

### Bringing our best to the community

Since 2019, we have provided over \$4.2 million in community support. In 2023, our goal was to contribute \$1.19 million in support, and we achieved \$1.107 million<sup>7</sup>.

Initiative	Nature of support in FY2023	Value
<b>Low and pro bono work</b>	<ul style="list-style-type: none"><li>• Services provided to more than 60 organisations.</li></ul>	\$820,000
<b>Community leave</b>	<ul style="list-style-type: none"><li>• 83 staff provided more than 335 volunteer hours.</li><li>• Volunteer support to 3 organisations.</li></ul>	\$80,000
<b>Corporate social responsibility</b>	<ul style="list-style-type: none"><li>• Firm contributions and employee donations through internal and external fundraising activities.</li><li>• Financial donations to over 25 organisations.</li></ul>	\$152,000
<b>Pitcher Partners Charitable Fund</b>	<ul style="list-style-type: none"><li>• Funding contributed by the Pitcher Partners Melbourne partnership.</li><li>• Support for up to 3 scholarships.</li></ul>	\$55,000

<sup>7</sup> Charitable contribution data presented is for the 2022–23 financial year (FY).



# Koorie Academy *Basketball*

The Koorie Academy is a not-for-profit organisation that provides Aboriginal and Torres Strait Islander kids with opportunities to play sport. Through running events such as basketball clinics and other life skills workshops, the Koorie Academy's aim is to provide opportunities for connection and fun experiences. The Academy's workshops and clinics are available to Aboriginal and Torres Strait Islander kids of all ages and skill levels. Pitcher Partners has an ongoing partnership with the Academy. So far, we've provided 15 scholarships to pay sporting fees for Aboriginal and Torres Strait Islander kids.



The Koorie Academy are very grateful to have partnered with Pitcher Partners to be able to help pay sporting fees for Victorian Aboriginal kids. When you're struggling to pay for rent and food, the last thing on your mind is sports for kids. And all the benefits that flow are immeasurable. So being able to give kids who come from low socio-economic backgrounds opportunities to play sport is a very special thing to be able to do. We look forward to working with Pitcher Partners for many years to come.

**Rick Baldwin**  
CEO – Koorie Academy



# The Lighthouse Foundation

The Lighthouse Foundation provides support to kids and families who are experiencing homelessness or trauma. Through the organisation's support, people are able to break the cycle of homelessness and get the support they need to live a healthy life. Support is provided through the Foundation's homes and Lighthouse's Community Connect Program. These programs include foster care and family support, therapeutic homes, and community programs. Importantly, the Lighthouse Foundation ensures that it provides further support for those at risk of homelessness if it is needed after a young person moves on from a Lighthouse home through their 'On for Life' program. For over 22 years, Pitcher Partners have provided support through annual pro bono audit services and as a trusted advisor, enabling the Lighthouse Foundation to focus on driving positive change.



## Haven House Boronia

The Property Industry Foundation builds homes for well-established youth homelessness charities which then operate them. One of these is Haven House Boronia, a transitional home, run by the Lighthouse Foundation, that supports young people to develop essential life skills such as cooking and helping with household chores. In 2023, some of our people used their community leave to volunteer at Haven House Boronia for a working bee. The team was asked to assist with a 'garden blitz', with plant wholesaler, Plantmark also volunteering and donating plants for the gardens. The team spent the day giving the front and back gardens some much needed TLC – pulling weeds, shoveling soil and mulch, and planting some beautiful new plants.



# *Environment:* managing our impact

## Measuring our emissions

As a professional services firm, we consider carefully our impact on the environment and opportunities to minimise this. That also means working to reduce our carbon footprint and emissions. In 2023 we began the process of measuring our greenhouse gas (GHG) emissions and setting meaningful targets to help us contribute to national and international emissions reductions goals.

To enable completeness, accuracy and validity of the information presented here, we partnered with a third-party environmental consultant to measure our GHG emissions. The GHG emissions inventory was compiled in accordance with the GHG Protocol Corporate Standard (Revised Edition) requirements and the Australian National Greenhouse Accounts (NGA) Factors.

### Reporting period and boundary

Pitcher Partners has chosen to report according to calendar year 2023 (January to December). Our inventory has been created based on an operational control approach, meaning that it includes all offices and activities within the operational control of Pitcher Partners Melbourne during the 2023 calendar year.

For 2023 we have included 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 use for our work). Scope 3 emissions include all other indirect emissions outside of Scope 1 and 2. These are emissions resulting from the activities of the organisation and its value chain but are outside of the organisation's control. We intend to include Scope 3 emissions in our baseline calculations for future years, to support future emissions reductions.

## Scope 1 *emissions*

Scope 1 emissions are direct emissions that are generated by sources owned or controlled by the organisation. There are three potential sources of scope 1 emissions:

- Stationary combustion sources (i.e. burning fuel to generate electricity or heat);
- Fugitive emissions (i.e. emissions that escape during business processes like combusting fuel or use of refrigerants); and
- Mobile combustion emissions.

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

# Scope 2 emissions

Scope 2 emissions are indirect emissions resulting from the generation of purchased electricity, steam, heating or cooling. These emissions can be reported using either a location-based methodology or a market-based methodology. The location-based method involves quantifying emissions based on emissions intensity of electricity generation within defined locations. Under the NGA emissions factors, this is based on the state, territory, or grid description from which we purchase electricity. Different states have different emissions factors based on how much renewable energy makes up the total electricity provision into the grid.

The market-based method involves quantifying emissions based on emissions intensity of contractually purchased electricity products or markets, including renewable electricity purchases such as Renewable Energy Certificates. Under the NGA emissions factors, renewable electricity purchases are assigned an emissions factor of zero, and any remaining electricity consumption is assigned a national residual mix factor.

We have selected the location-based method for calendar year 2023 inventory because Pitcher Partners did not have any active renewable energy purchasing agreements within the reporting period. Electricity invoices for Pitcher Partners Melbourne offices were collected for the 2023 period, and NGA Factors for the Victorian electricity grid were applied. Direct electricity data covering almost all of our Melbourne operations was available, however where actual data was not available, estimations were calculated based on square metres occupied following GHG Protocol best practice.

## GHG Emissions Summary

Category	Description	664 Collins	Scoresby	Total
<b>Scope 1</b>				
1	Stationary combustion emissions	N/A	N/A	N/A
2	Fugitive emissions	N/A	N/A	N/A
3	Mobile combustion emissions	N/A	N/A	N/A
<b>Scope 2</b>				
1	Emissions from purchased energy	353.91	0.24	354.15
<b>Total scope 1 and 2</b>		<b>353.91</b>	<b>0.24</b>	<b>354.15</b>

## Scope 2 Location-Based Method Summary

Site No.	Site Address	Site State	Electricity Purchased (kWh)	Scope 2 Emissions Factor (kgCO <sub>2</sub> -e/kWh)	Emissions (tCO <sub>2</sub> -e)
1	664 Collins Street, Melbourne	Victoria	447,984.25	0.79	353.91
2	44 Lakeview Drive, Scoresby	Victoria	309.00	0.79	0.24

## Emissions Intensity Metrics

Metrics	CY23
Average FTE	725.5
Emissions intensity (tCO <sub>2</sub> -e per FTE)	0.49
Total revenue (\$M AUD)	\$165*
Emissions intensity (tCO <sub>2</sub> -e per \$M AUD)	2.15

\*Total revenue is for the year ended 30 June 2023, sourced from the Pitcher Partners Transparency Report.



## Reducing our impact

### Resource use

We understand that less is more. As a firm we are committed to reducing the use of paper, water and electricity. One of our key considerations when selecting locations for our offices is efficiency in resource use. Our team sought out the best offices to reduce our carbon footprint. The offices we occupied in 2023 were both National Australian Built Environment Rating System (NABERS) rated for their energy use. In our offices, we commit to using recycled paper, have no single-use plastics and we partner with local charities to minimise food waste through donations.



### 664 Collins Street, *Docklands*

664 Collins Street is our primary location in Melbourne. It has a 5.5-star NABERS energy base rating (the top rating is 6) and a 4-star Water Whole Building rating. It also sports one of the largest solar panel banks in the Melbourne CBD, which supports base building energy use during the week and exports renewable energy to the grid during weekends. 664 Collins is also directly adjacent to Southern Cross Station, maximising convenient, reduced-footprint travel for our people.



### 42 Lakeview Drive, *Scoresby*

42 Lakeview Drive is our satellite office in Melbourne's South East. Our satellite offices help our people and clients to reduce their commutes and carbon footprints. Part of Waterman Caribbean Park, this office is surrounded by an award-winning gardenscape, featuring BBQ areas, shaded lounge areas, manicured lawns and waterways that run through the park. It also has a 5-star NABERS energy base rating. We began leasing our Scoresby satellite office on 1 December 2023.

### Emissions management

As a firm, we like to make the most of what we have. We help to manage our waste through an in-office recycling program, as well as a 70% waste diversion from landfill commitment from our 664 Collins office. We minimise commuting emissions by encouraging our people to use public transport, and providing satellite offices.

### Innovation: product innovation and green activities

We are always looking to innovate how we make an impact. As a firm we operate a paperless office approach, to reduce waste and our environmental impact. We use digital working papers and take advantage of e-signature programs to facilitate engagement documents. We use a shared digital workspace MyPitcher as part of our engagements too. MyPitcher puts key documents at client's fingertips and allows seamless and simple file sharing, anywhere, at any time, via an internet-connected computer, tablet or smartphone. And we use online identification of verification instead of hardcopy documents – it's cleaner, quicker and helps to keep data safer.

We're proud to have reduced our printing by over 70% since 2019, in response to a preference for digital correspondence and adoption of technology by our people.

Location	Comparison period Mar 2019 – Feb 2020	Current period Oct 2022 – Sep 2023	Reduction
664 Collins Printers (17 Printers)	3,372,242 prints	935,760 prints	72% reduction
Print Room (2 Printers)	573,367 prints	166,700 prints	71% reduction



## Looking ahead

The Australian Government has recently released draft legislation proposing requirements for climate-related financial disclosures. Although Pitcher Partners will not be initially required to report under the legislation, we believe in taking a proactive approach and leading by example for our people and clients. That's why we have decided to start our reporting journey on our climate-related governance, strategy, risk management, and metrics and targets (including Scope 1 and 2 GHG emissions) now.

As more information regarding these requirements is released, including sustainability and assurance standards from the Australian Accounting Standards Board (AASB) and the Australian Auditing and Assurance Standards Boards (AUASB), we will update our reporting to fulfil new requirements. We are also planning on expanding our reporting to Scope 3 emissions in future years and have committed to aligning with appropriate standards.





# *Governance: compliance, integrity and trust*

## **Good governance is at our core**

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

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

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

In 2023 we continued our work in strengthening our governance, risk, ethics, and security governance. In 2024 we will work towards embedding sustainability governance across the firm, starting by including sustainability in the scope of all Melbourne committees across the business.

## **Doing the right thing for our clients**

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

## **Memberships**

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

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

## Achieving quality outcomes for clients

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

The Pitcher Partners 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 audit practices may be conducted by:

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

## Managing risk

We create lasting value by managing risk through our System of Quality Management (SOQM), guided by the National Quality Management Manual (NQMM). The Risk Committee in Melbourne, along with other network firms, delegates SOQM responsibilities to individuals within the firm who have the right level of knowledge, influence, time and authority. The Director of Independence and Quality in Melbourne oversees specific controls design and implementation, the monitoring of compliance with SOQM, the coordination of engagement inspections and peer reviews, and overall reporting outcomes.

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

Melbourne'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.



**National Cooperation Committee**



**National Risk and Quality Committee**



**Risk Committee of each firm**



**Partners and staff of each firm**

All supported by the *National Risk and Compliance Team*

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

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

**Melbourne Risk Committee members as at 31 December 2023:**



**Michael Hay**

*Chair*

Partner



**Brendan Britten**

*Member*

Managing Partner



**Kylee Byrne**

*Member*

Partner



**Paul Toner**

*Member*

Partner



**Michal Jozwik**

*Member*

Partner



**Geoff Gray**

*Member*

Chief Risk and Compliance Officer



**Christine Flear**

*Independent Member*

Partner – Arnold Bloch Leibler

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 reporting NOCLAR to the appropriate authorities, we uphold our commitment to ethical conduct and transparency. Our proactive stance reinforces our dedication to maintaining the highest standards of integrity and accountability across our operations.

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



## Ethical procurement

We take ethical procurement seriously. Pitcher Partners Melbourne's comprehensive approach to risk management emphasises the importance of assessing and documenting the risk profile of our supply chain. This is especially important to reduce the risks of modern slavery. As required by section 13 of the Modern Slavery Act 2018, Pitcher Partners Melbourne has a duty to lower the chances of modern slavery in our activities and supply chain.

To deal with this risk, we categorise suppliers as high, medium, or low risk based on indicators such as sector and industry risks, product and service risks, geographic risks, and entity risks. Due diligence measures are implemented accordingly. We require all supplier arrangements to include clauses related to modern slavery compliance.

Monitoring and evaluation of our suppliers' adherence to modern slavery standards is completed by our finance team, with remedial action taken if necessary. The firm maintains a register of all suppliers subjected to enhanced due diligence, ensuring ongoing monitoring and assessment of modern slavery risks. We avoid any suppliers who pose a high risk or have a history of modern slavery violations.

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

## Data and cybersecurity

Pitcher Partners is dedicated to safeguarding our organisation and its data against cybersecurity threats by having implemented a range of internal controls in line with Essential 8 standards. We are also currently working towards achieving ISO27001 certification. With the cybersecurity landscape evolving rapidly, we make significant and ongoing investments in cybersecurity to protect our organisation and our clients.

To enhance and verify staff awareness and vigilance, we conduct regular cybersecurity training and simulated phishing attacks. Multifactor authentication is required to access IT systems. We have established perimeter firewalls and network security measures to block unauthorised external connections, and our Security Operations Centre (SOC) provides 24/7 monitoring of our IT network and systems for unusual activities.

Regular patching of IT infrastructure, operating systems, and applications is undertaken to address or remove known security vulnerabilities. We conduct annual penetration testing to identify and rectify system vulnerabilities and configuration issues. Contract and assurance mechanisms are in place to protect and backup systems and data hosted or stored by third parties, and encryption protocols are implemented where appropriate to protect the transmission and storage of data.

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

## Ownership and structure

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

## Pitcher Partners *Melbourne*

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

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

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

## National *Association*

Pitcher Partners Melbourne is a member of the National Association of Pitcher Partners firms. Pitcher Partners association firms, while separate legal entities, share aligned values and culture, fostering a spirit of cooperation to enable the best possible client outcomes. This collaborative approach allows us to offer holistic services through trusted entities. As a national association, Pitcher Partners includes independent accounting firms in Adelaide, Brisbane, Melbourne, Newcastle and Hunter, Perth and Sydney. Each firm appoints at least one partner to the National Cooperation Committee, which meets regularly to discuss national affairs.

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



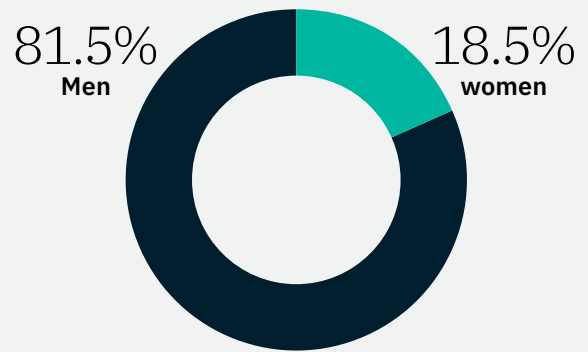
## Partnership diversity

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

The Partners uphold our dedication to creating a workforce that is diverse and inclusive, mirroring the principles we stand for and strengthening the quality of our decisions. We recognise, though, that the present gender distribution within our Partnership isn't balanced. So, we are taking deliberate steps and implementing specific recruitment and development strategies to strive for improved gender parity.

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

## Partnership *gender representation* in 2023<sup>8</sup>



8. As of 31 December 2023.

# Going *forward*

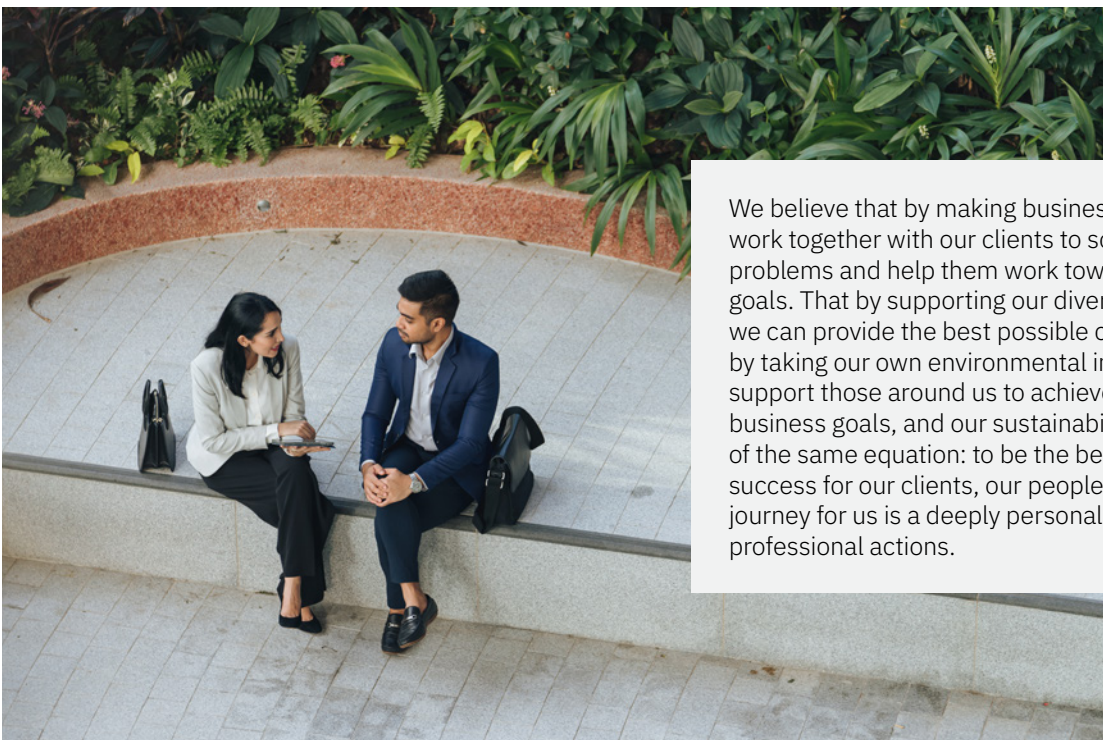
## Sustainability is personal

We are proud of the progress we have made on our sustainability journey and are pleased to share our achievements with you. But the journey is long. We have more work to do and goals to achieve. Going forward we will focus on three key areas of sustainability improvements: embedding sustainability governance across the firm, aligning and reporting on relevant climate change standards, and driving forward increased diversity, equity and inclusion across our firm.

The incoming Australian climate compliance requirements under the AASB and Department of Treasury will usher in a new landscape of climate reporting across our economy. This presents an opportunity for us to work more closely with our clients and provide our people with the tools and approaches to support financial-related sustainability disclosures.

So for calendar year 2024 we will be taking our sustainability efforts to our next level following both the guidance of new regulation and our own broader sustainability initiatives. We will continue to report on our progress against ESG impact factors, which includes measuring our progress towards the ongoing and planned initiatives highlighted throughout this report, as well as exploring new ways to contribute to our sustainability. Some of these initiatives will include:

- Extending our information gathering on emissions, especially relating to Scope 3.
- Collecting data and reporting on paper usage in our Melbourne offices, as well as setting targets to reduce our paper use.
- Including sustainability in the scope of all Melbourne committees across the business.
- Reviewing all our Victorian office waste streams including e-waste, food waste, paper waste and recyclables, to ensure appropriate recycling options are in place.
- Exploring low carbon options for emissions that are currently difficult to avoid. This may include opting for low emissions airlines or flights where available (for example, those using Sustainable Aviation Fuel), and where not possible, committing to high quality carbon offsets for all business flights.



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

Making  
business  
*personal*



**Brendan Britten**

*Managing Partner*

p +61 3 8610 5279  
e [brendan.britten@pitcher.com.au](mailto:brendan.britten@pitcher.com.au)



**Nick Bull**

*Partner in Charge, Business Advisory and Assurance*

p +61 3 8610 5287  
e [nick.bull@pitcher.com.au](mailto:nick.bull@pitcher.com.au)



**Kylee Byrne**

*Partner, Technical Standards*

p +61 3 8610 5292  
e [kylee.byrne@pitcher.com.au](mailto:kylee.byrne@pitcher.com.au)



**Jack Mackintosh**

*Senior Manager, Business Advisory and Assurance*

p +61 3 8610 5596  
e [jack.mackintosh@pitcher.com.au](mailto:jack.mackintosh@pitcher.com.au)