

## AASB-S2 / MCR

# *From Awareness to Action*

## Climate related Compliance and Strategies for Group 2 entities

“This presentation is for informational purposes only and should not be interpreted as legal, financial, or professional advice. No representation or warranty, express or implied, is made as to the accuracy or completeness of the information contained herein. All information is subject to change without notice. Viewers should seek appropriate advice before making any commercial decisions.”



# Today's presenters



**Manny Vassal**  
Principal Consultant  
Climate Strategy & MCR  
Manny.Vassal@pangolin.com.au



**Alyssa Lambinico**  
Consultant  
Climate Strategy & MCR  
Alyssa.Lambinico@pangolin.com.au



**Olivia Garvey**  
Associate  
Climate Strategy & MCR  
Olivia.Garvey@pangolin.com.au

# Acknowledgement of Country



Our organisation recognises the First Peoples of this nation and their ongoing connection to culture and country.

We acknowledge First Nations Peoples as the Traditional Owners, Custodians and Lore Keepers of the world's oldest living culture and pay respects to their Elders past and present.

# About Pangolin Associates



## 14+ years of experience in Environment and Sustainability Consulting

- Specialisation in GHG emissions inventory
- Expertise in climate risk and opportunity analysis
- Climate and statutory reporting

## Assisting clients in reducing their impact on the environment

- Decarbonisation and Net Zero advisory
- GHG assessments
- Life Cycle Analysis (LCA) and Environmental Product Declaration (EPD)

## Guiding clients through complex sustainability challenges

- Executive briefings, explorations & planning
- Preparation - implementation of AASB-S2 compliance
- NGER reporting
- ESG strategy and reporting

**Pangolin Associates** is a founding member of B Corp in Australia, a business member of 1% For The Planet, and a signatory of the UN Global Compact.

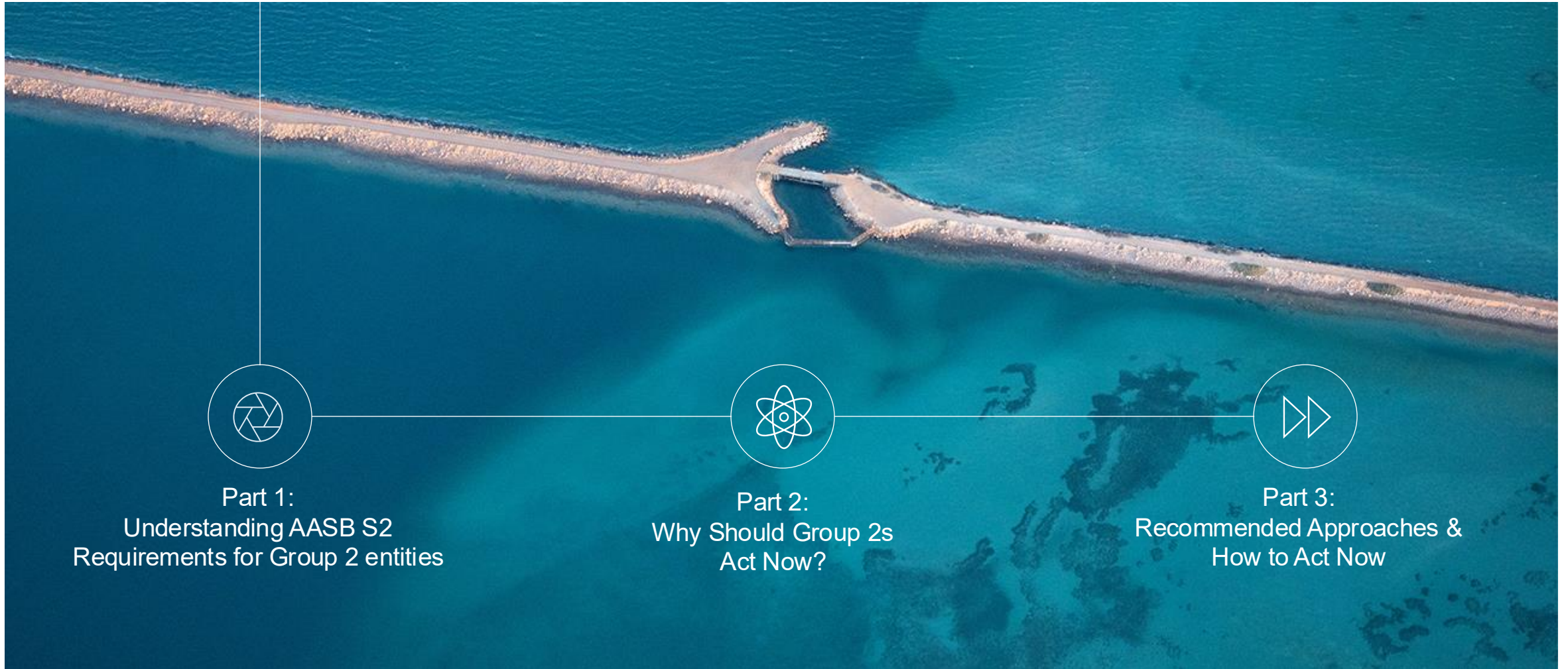


This company meets the highest standards of social and environmental impact



**United Nations**  
Global Compact

# Today's presentation is about...



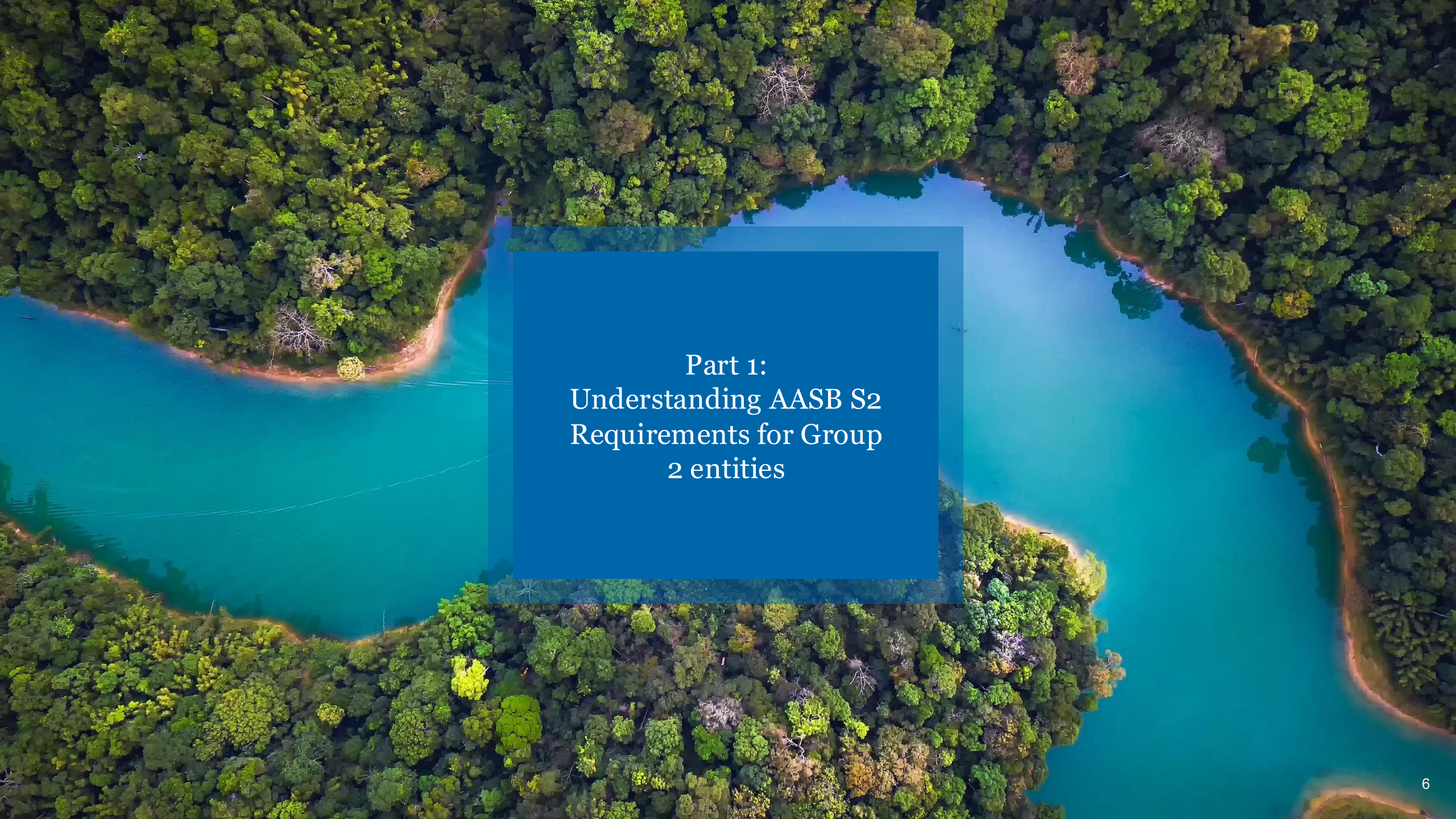
Part 1:  
Understanding AASB S2  
Requirements for Group 2 entities



Part 2:  
Why Should Group 2s  
Act Now?



Part 3:  
Recommended Approaches &  
How to Act Now

An aerial photograph of a vibrant turquoise river meandering through a lush, dense green forest. The river's banks are visible, showing some sandy or rocky patches. The overall scene is a beautiful natural landscape.

Part 1:  
Understanding AASB S2  
Requirements for Group  
2 entities

# Introduction to AASB S2: Climate-Related Financial Disclosures

AASB = Australian Accounting Standards Board



## What is it?

**AASB S2 is Australia's new mandatory climate reporting standard.** It requires companies to disclose their **climate-related risks and opportunities** and how they are integrated into governance, risk, strategy, and metrics and targets.

*It is also referred to as ASRS (Australian Sustainability Reporting Standard) or MCR (Mandatory Climate Reporting).*

## What is it for?

To give primary users of financial statements and other stakeholders **consistent and reliable information** on how **climate change** affects a company's **risks, opportunities, and future plans.**

*Primary users = those who make decisions in relation to providing resources to your entity (i.e. financial institutions, investors, etc.)*

# What is AASB S2 - Mandatory Climate Reporting?

Climate reporting is moving from voluntary to mandatory under Australian law.



**Legal requirement** – companies must disclose climate-related risks, opportunities, and emissions under the Corporations Act (via Treasury Laws Amendment Bill 2024)



**Audited by your auditor** as an **extension of financial reporting to ASIC**



**Based on global standards** – Built on global climate reporting standards, **adapted for Australia** by the Accounting Standards Board (AASB)

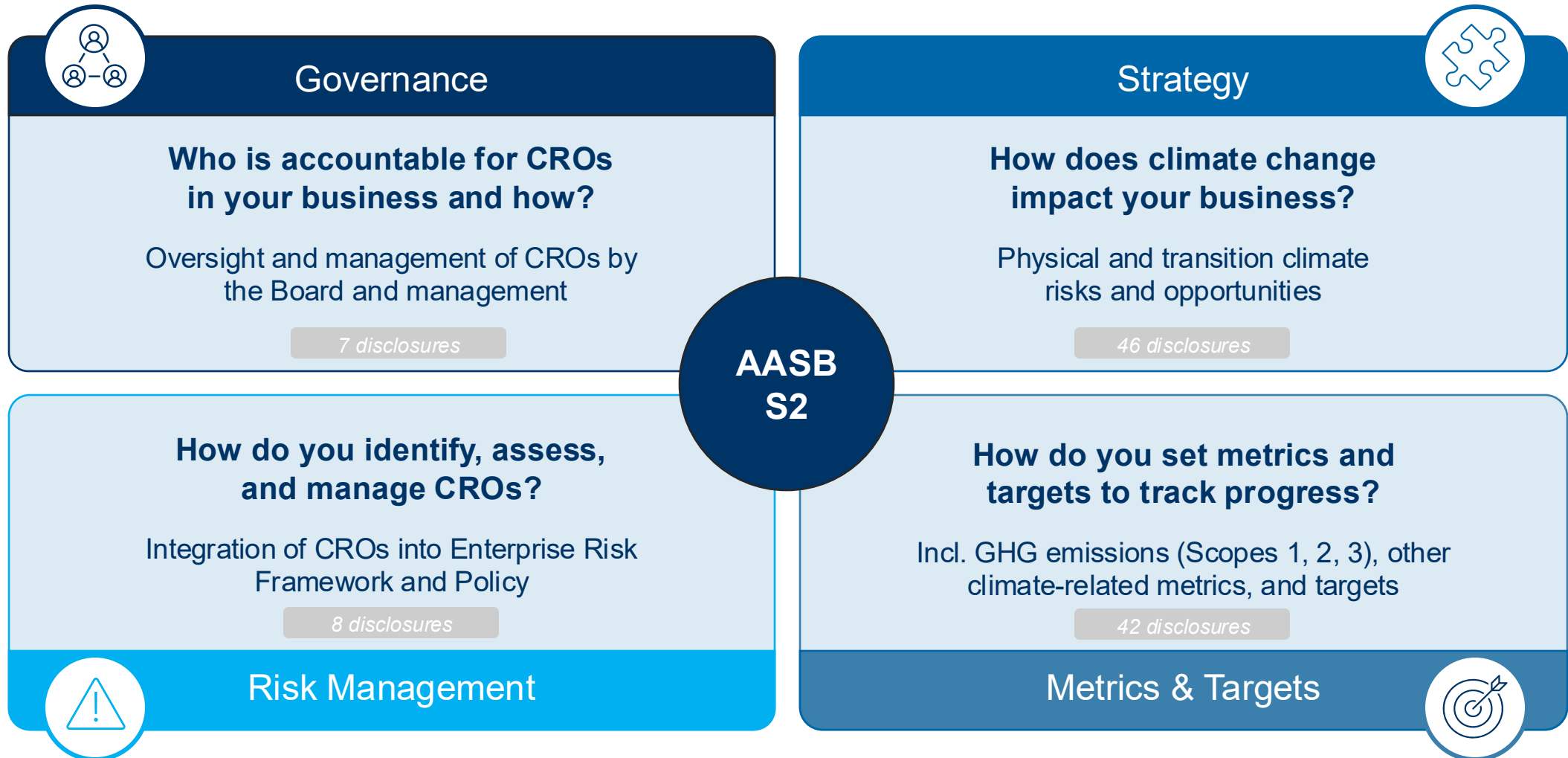


**Focus is mostly climate risks and opportunities (CROs)**, not just GHG\* emissions

GHG = Greenhouse Gas

# What are the 4 Pillars of AASB S2?

AASB S2 requires 100+ disclosure categorised into 4 pillars.



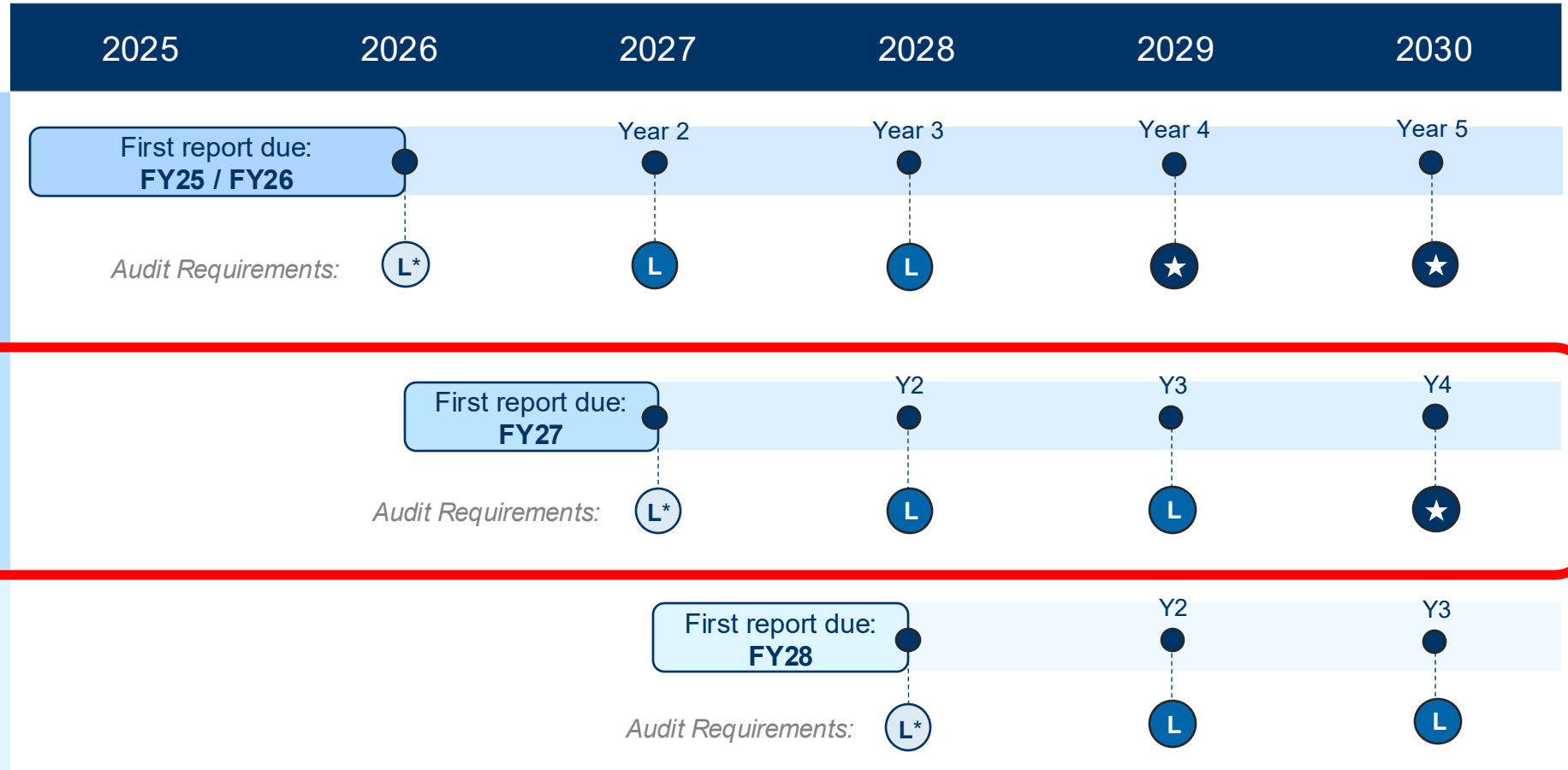
CROs = Climate Risks and Opportunities

# AASB S2 Reporting Timeline



Reporting and audit requirements ramp up over the coming years with reports due annually

Year 1 reporting is first financial year starting..



● Annual report published	L* Limited assurance on select disclosures	L Limited assurance on all disclosures	★ Reasonable assurance on all disclosures
---------------------------	--------------------------------------------	----------------------------------------	-------------------------------------------

\*If your Financial Year is a Calendar Year, then your first year of reporting is FY27.

# ASIC's role in monitoring sustainability disclosures



## ASIC interventions on greenwashing

ASIC published **Report 791** which details ASIC's greenwashing interventions, which include:

- **Corrective disclosures**
- **Infringement notices**
- **Civil penalty proceedings**
- **Civil penalties**

ASIC also released **Information Sheet 271** which provides guidance on how to avoid greenwashing.



## How to avoid greenwashing when offering or promoting sustainability-related products



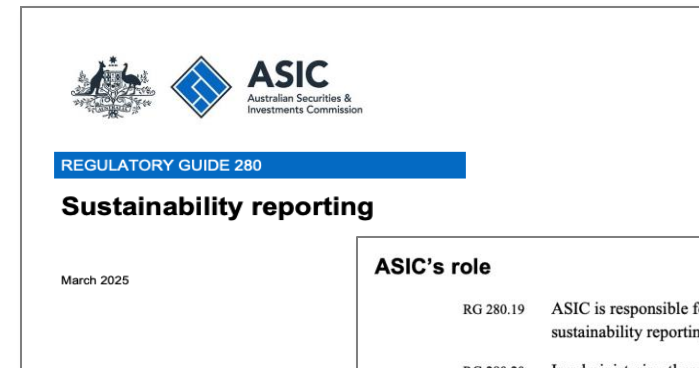
This is **Information Sheet 271 (INFO 271)**. It provides information about misrepresenting the extent to which a financial product or investment strategy is environmentally friendly, sustainable or ethical for responsible entities of managed funds, corporate directors of corporate collective investment vehicles (CCIVs), and trustees of registrable superannuation entities (issuers).

## ASIC guidance on Sustainability Reporting

ASIC published **RG280: Sustainability Reporting** which outlines guidance to comply to AASB S2.

Key information includes details on:

- Director's duty of care and diligence
- Temporary modified liability settings
- Obligation to keep sustainability records



## ASIC's role

- RG 280.19 ASIC is responsible for administering, and where appropriate, enforcing, the sustainability reporting requirements under the Corporations Act.
- RG 280.20 In administering these sustainability reporting requirements, our focus is on fostering high-quality, consistent and comparable climate-related financial disclosures to enable users of that information to make informed decisions. This facilitates fair and efficient capital markets.

ASIC resources portal for sustainability reporting: <https://www.asic.gov.au/regulatory-resources/sustainability-reporting/>

# Proportionality Mechanisms and Exceptions

Both AASB S2 and ASIC mention exceptions based on the entity's capacity, skills, and exposure.



## Application of proportionality

- Entities are required to disclose '**reasonable and supportable information**' available '**without undue cost or effort**' (publicly available or internal).
- **Skills and capability** guidance (18b) allows entities to stage their uplifts over two to three years.
- Entities may apply **exceptions** where data is impracticable or overly costly to obtain, with **strong justification and basis for the exception**.

RG 280.80

AASB S2 requires that a reporting entity 'use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort' in disclosing the forward-looking climate information described at RG 280.79(a)–RG 280.79(c). This reflects that the quality and availability of data to support forward-looking climate information is expected to evolve over time and that disclosing forward-looking climate information over the medium and long term may be more uncertain than disclosing forward-looking information over the short term: see paragraphs 15(b), 16(c) and 16(d) of AASB S2.

[Excerpt from ASIC RG280: Sustainability Reporting](#)

18

In preparing disclosures about the anticipated financial effects of a climate-related risk or opportunity, an entity shall:

- (a) use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort; and
- (b) use an approach that is commensurate with the skills, capabilities and resources that are available to the entity for preparing those disclosures.

[Excerpt from ASRS AASB S2](#)

# Financial and Risk Materiality

Materiality threshold dictates what climate-related risks and opportunities need to be disclosed.



## Materiality considerations

- Financial materiality threshold allows **selection of CROs** that must be disclosed.
- Financial materiality for CRO selection is **typically aligned with auditor's materiality** for financial reporting.
- It is helpful to **use your existing Enterprise Risk Framework** to set materiality thresholds for your CROs.

## Materiality

Information is material if omitting, misstating or obscuring that information could reasonably be expected to influence decisions that the primary users of general purpose financial reports make on the basis of those reports, which provide information about a specific reporting entity. In other words, materiality is an entity-specific aspect of relevance. The materiality of information is assessed in the context of an entity's climate-related financial disclosures and is based on the nature or magnitude of the item to which the information relates, or both.

## Identifying material information

Materiality judgements are specific to an entity. Consequently, this Standard does not specify any thresholds for materiality or predetermine what would be material in a particular situation.

An entity shall assess whether information, either individually or in combination with other information, is material in the context of the entity's climate-related financial disclosures taken as a whole. In assessing whether information is material, an entity shall consider both quantitative and qualitative factors. For example, an entity might consider the magnitude and the nature of the effect of a climate-related risk or opportunity on the entity.

[Excerpt from ASRS AASB S2](#)

An aerial photograph of a river with vibrant turquoise water, meandering through a lush, dense green forest. The river's path is clearly visible, curving through the thick canopy of trees. The lighting is bright, highlighting the textures of the forest and the clarity of the water.

Part 2a:  
Why Should Group 2s  
Act Now?

# Physical: National Climate Risk Assessment, National Adaptation Plan Online Data Explorer



## Australia Climate Risk and Adaptation Plan

- Now a highly visible mainstream topic. **Hard to ignore** with easily accessible trends, policies, models and data sets
- Hot topic for Board - Duty of Care
- Reinforces **links between Hazards and Financial Impacts**
- Codifies **physical climate risk analysis** and adaptation planning
- Facilitates early exploration of Physical CROs with Board and Executives



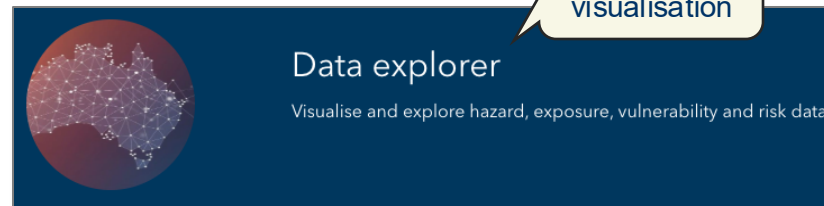
Evidence for action  
Hazards  
Exposures  
Vulnerabilities  
**across 7 impacted 'systems'**

Adaptation guidelines, policies, funding for the 7 impacted systems



Local Data sets

Online visualisation



- ### 7 impacted systems
- Trade/Finance
  - Primary Ind.
  - Infr. / Build
  - Nature
  - Community
  - Health
  - Defense

# Transition: Australia new 2035 target and Sector pathways to Net Zero

## Australia 2035 target and Net Zero by 2050

- Economic, Trends, Targets modeling of decarbonisation for Australia
- 6 GHG-contributing Sector pathway laid out
- Technologies, Barriers, Policies, Incentives
- Hot topic for Board & Execs: **Strategic opportunities and risk mitigation**
- Contributes to early exploration of **Transition CROs** from competitive pressures, incentives and financing opportunities, or risks.

*“Businesses are ready to invest in the net zero transition. A stable and navigable investment environment is essential for facilitating capital flow”*



An aerial photograph of a river with vibrant turquoise water winding through a lush, dense green forest. The river's path is clearly visible, curving through the trees. A semi-transparent blue rectangular box is overlaid in the center of the image, containing white text.

Part 2b:  
Why Should Group 2s  
Act Now?

# Why Should Group 2s Act Now?



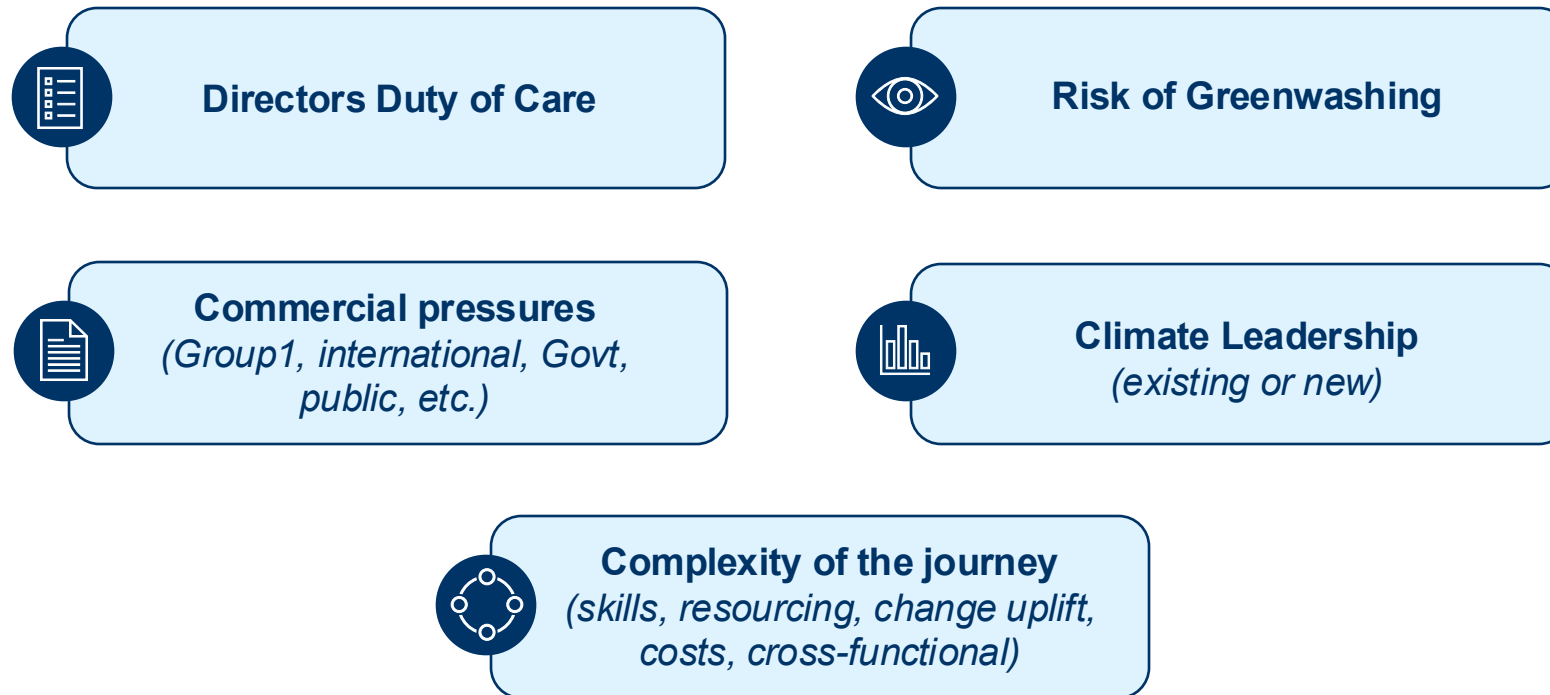
**1.**  
Factors creating a  
**Sense of Urgency** &  
impacting your  
**Organisation Stance**

**2.**  
Explore your Sector  
and Organisation  
exposure to **Climate**  
**Sensitivity**

**3.**  
Prepare for the  
**trickle-down effect**  
from Group 1 reporting  
entities

# 1. Factors creating a **Sense of Urgency** & impacting your **Organisation Stance**

An organisation's attitude toward governance and risk management, whether risk-adverse, proactive, or a leader in the climate space, will shape the urgency of early action. Taking early action can reassure the Board, Audit & Risk Committee, and stakeholders that there is someone in charge and a clear plan in place to meet reporting requirements.






 Acting early means the Board and Executives can explore robust oversight and duty of care on climate matters.

## 2. Explore your Sector and Organisation exposure to **Climate Sensitivity**



Certain sectors may be at a higher level of sensitivity to climate hazards (i.e. physical risks) and/or decarbonisation-associated impacts (i.e. transition risks), depending on their reliance on carbon-intensive operations, exposure to climate stressors, and ability to adapt.

Higher Sensitivity/Intensity	Medium Sensitivity/Intensity	Lower Sensitivity/Intensity
<p><b>Definition:</b> Directly exposed to severe physical climate hazards and/or heavily reliant on carbon-intensive operations.</p> <p><b>Sectors:</b></p> <ul style="list-style-type: none"><li>• Fossil fuel extraction (oil, gas, coal)</li><li>• Energy production (coal &amp; gas-fired)</li><li>• Heavy industry &amp; hard-to-abate manufacturing (steel, cement, chemical)</li><li>• Transport &amp; logistics (aviation &amp; shipping)</li><li>• Agriculture &amp; forestry</li><li>• Insurance/reinsurance</li></ul>	<p><b>Definition:</b> Moderately exposed to physical climate hazards and/or dependant on carbon-intensive supply-chains.</p> <p><b>Sectors:</b></p> <ul style="list-style-type: none"><li>• Mining &amp; metals (medium-high)</li><li>• General manufacturing (non-heavy industry)</li><li>• Construction, Real estate</li><li>• Healthcare &amp; Pharmaceuticals</li><li>• Financial services</li><li>• Tourism &amp; hospitality</li><li>• Food &amp; beverage</li></ul>	<p><b>Definition:</b> Limited direct exposure to physical climate hazards or transition pressures. Indirect risks, mainly via supply chains, investor expectations, reputation.</p> <p><b>Sectors:</b></p> <ul style="list-style-type: none"><li>• Technology &amp; IT services (low-medium)</li><li>• Professional &amp; business services</li><li>• Education</li><li>• Public Administration</li></ul>
		



Taking early action can help mitigate the risk of sudden financial or operational shocks associated with sector climate-sensitivity and carbon-intensity.

# Physical Risk in the Transport Sector:



Increased frequency of extreme weather events may disrupt operations and drive higher costs.

Toll Group has reported that the increasing frequency of extreme weather events, such as cyclones, floods, and heatwaves, poses physical climate risks to its logistics and transport operations. These events could disrupt supply chains, damage infrastructure, and delay deliveries, potentially leading to decreased revenue, higher operating costs, and increased capital expenditure to enhance resilience



**Risk:** Increased frequency and severity of acute physical risks (e.g. bushfires, cyclones, flooding, heatwaves)

**Inherent impact rating:** High

**Time horizon:** 2050

**Physical:**  
Chronic

**Decreased revenue, increased operational and capital expenditure, plus increased legal costs related to staff injury claims due to:**

- Asset, inventory and infrastructure damage and increased resilience requirements
- Disruptions to operations and logistics networks
- Decreased thermal comfort and performance for mobile and fixed assets leading to increased cooling demands and fuel consumption
- Heightened staff health risk or mass stranding due to inaccessible roads and public transport or linehaul driver fatigue from rerouting
- Interruptions to energy/power supply (e.g. grid electricity)
- Reduction in value of land/facilities in areas rezoned as flood areas
- Higher insurance excess/premiums

Source: Toll Group Sustainability Report 2024

# Transition Risk in the Energy Sector:



Higher operating and legal costs due to policy and regulatory transition risks in the Energy Sector.

Woodside Energy has identified several climate-related transition risks, particularly in the area of policy and legal risk. These include potential exposure to litigation, stricter emissions regulations, and increased carbon pricing. Such risks could result in a range of financial impacts, including higher operating costs, legal expenses, and potential fines, highlighting the importance of proactive climate risk management.



Timeframe*			Type of potential impact	Potential financial impacts
S	M	L		
<b>Policy and legal risks</b>				
✓	✓	✓	Exposure to litigation	<ul style="list-style-type: none"> <li>• Increased operating costs</li> <li>• Deferred revenue from project startups due to delays to, or failure to obtain, regulatory approvals</li> <li>• Asset valuation changes</li> <li>• Legal costs and fines</li> <li>• Increased decommissioning costs</li> <li>• Shareholder divestment</li> <li>• Access to capital</li> </ul>
✓	✓	✓	Delays to, or failure to obtain, project approvals	
✓	✓	✓	Increased pricing or other regulatory control of emissions	
	✓	✓	Mandates or controls on hydrocarbon product use or access to growth acreage	
			Increased emissions reporting requirements	
✓	✓	✓		

Source: Woodside Energy Annual Report 2024

# Climate **Opportunity** in the Utilities Sector:

Expansion into home EV chargers supports low-emission transport and new revenue streams.



Intellihub has identified a climate-related opportunity by expanding into the home electric vehicle (EV) charging market in partnership with Bunnings. This initiative supports the transition to low-emission transport, enabling households to adopt EVs more easily while positioning Intellihub to capture new revenue streams in the growing clean energy sector.



**Intellihub and Bunnings Launch  
Zelora: A Game-Changer for Home  
Electrification in Australia**

*Source: Intellihub website July 2025*

### 3. Prepare for the trickle-down effect from Group 1 reporting entities



Even though Group 2 are not mandated to report immediately, they will still feel the pressure indirectly from Group 1 reporting entities.

#### Group 1 reporting requirements flow down the value chain...

##### Through Commercial Pressures



Group 1s will increasingly use **climate criteria** in procurement, financing and investment decisions.

- Guidance documents and tender requirements (low-carbon suppliers preferred)
- Financing terms (Banks/lenders aligning to financed emissions targets)
- Customer and investor expectations (aligning with supply chain decarbonisation commitments)

##### Through Emissions Reporting



Group 2s supplying to Group 1s will be asked to **provide reliable emissions data** earlier than mandated.

- Large customers need full emissions coverage → suppliers will be asked for activity data (fuel, energy, waste, travel)
- At least Scope 1 & 2 will be gathered, but organisations may also be asked to calculate basic upstream Scope 3 (e.g., transport, materials)

##### Through Climate Risks & Opportunities (CROs)



Group 2s may face **earlier scrutiny** of their own climate risks:

- Group 1 disclosures must report on CROs their full supply chain → Group 2s may be asked to share how they manage physical and transition risks
- Could include evidence of continuity planning, insurance, or exposure to carbon pricing/energy costs



Acting early helps Group 2 organisations get prepared for the data, risk, and reporting expectations that will be passed down from Group 1 reporters, maintaining existing business relationships and enhancing competitiveness.

# Commercial Pressure from Group 1 – Value Chain ‘trickle down’



*[Real case letter received from a Group 1 client]*

Request to  
**measure GHG**

Request to  
**reduce GHG**

Request to **set a  
decarbonisation  
pathway**

We propose the signature of this letter of intent based on the following ambitions:

- **Carbon footprint measurement and associated data:**
  - **Supplier-X** will measure, at least annually, its carbon emissions on scopes 1, 2 and 3 as defined by the GreenHouse Gas Protocol. Scope 3 calculation should be extended to relevant upstream and downstream categories.
  - **Supplier-X** shall identify the portion of carbon footprint corresponding to the purchases of products made by **CLIENT**.
  - Whenever possible, **Supplier-X** will perform and share with **CLIENT** life cycle analyses related to the carbon footprint of the products delivered.
  - This information will be verified and validated periodically, at least annually, by a third party. If these actions are already verified, the report will be communicated to **CLIENT**.
- **Actions to reduce the carbon footprint:**
  - **Supplier-X** will continue to identify, implement and measure the impact of actions to reduce its carbon footprint on Scopes 1, 2 and 3. Part of these actions will be focused on reducing the impact of **Supplier-X** scope 3.1 (purchased goods and services).
- **Carbon footprint reduction trajectory:**
  - **Supplier-X** shall provide a detailed and science-based carbon reduction roadmap dated and quantified per scope and sub-scope when available, with short-term, medium-term and a “net-zero” objective.
  - **Supplier-X** shall report annually the concrete realization of this trajectory to **CLIENT**.

These elements constitute a strategic roadmap aiming at joining the **CLIENT** low-carbon trajectory; they will be followed up during meetings with your usual Procurement contact or upon request of a **CLIENT** Group representative.

# Understanding Emission Scopes



🔥

## Scope 1

Direct greenhouse (GHG) emissions that occur from sources that are **owned or controlled by the reporting entity**.

⚡

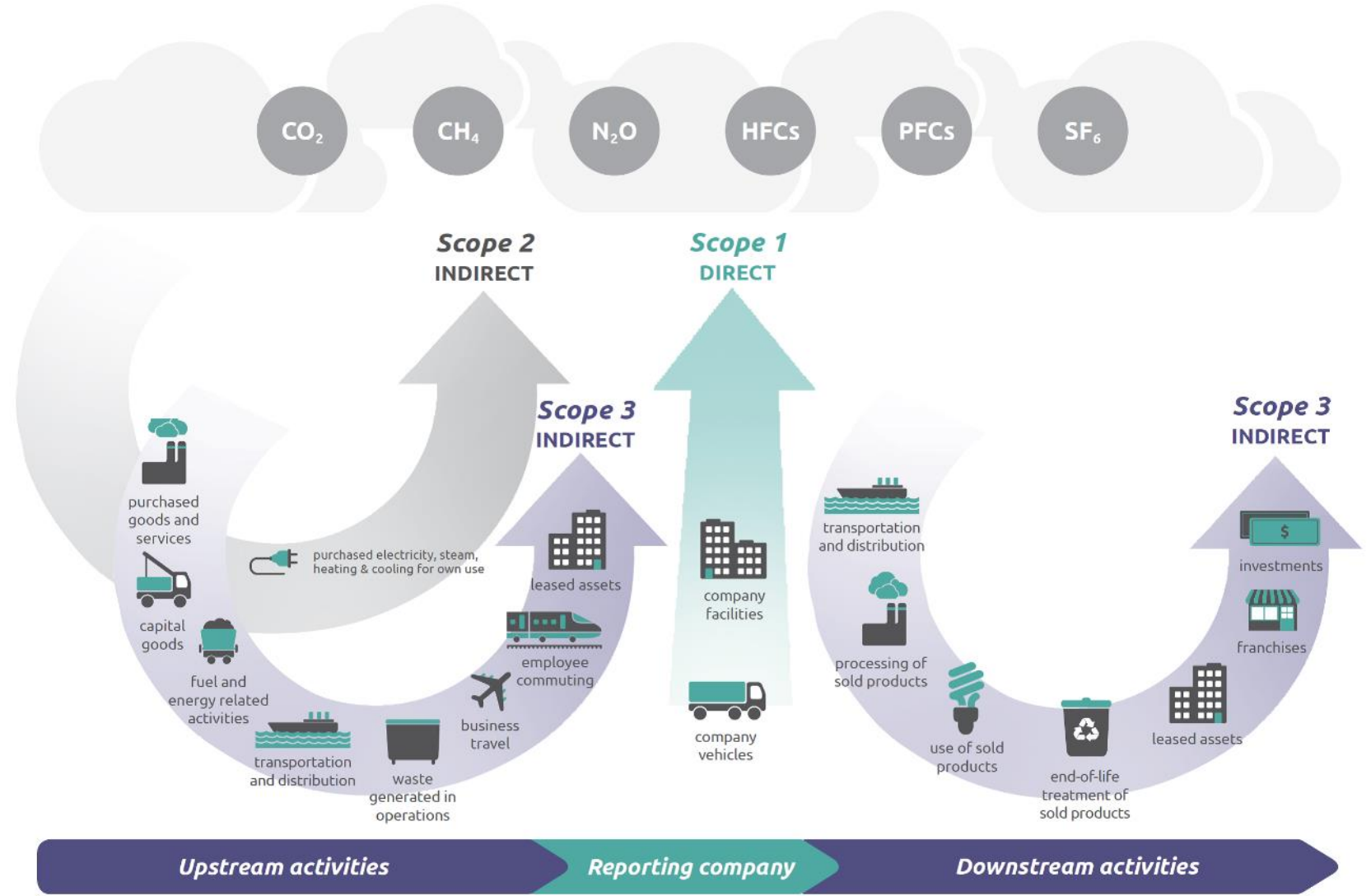
## Scope 2

Indirect GHG emissions associated with the **purchase of electricity, steam, heat, or cooling**.

🚚

## Scope 3

All the **remaining indirect emissions** that occur in an organisation's **value chain**, via sources **not owned or controlled** by an organisation.



Source: US EPA, Scope 1 and Scope 2 Inventory guidance

# Linkage between Group 2 & Group 1 emissions

Emissions from your operations (fuel, electricity, processes) are counted in your customer's Scope 3 reporting, even before you are required to report.

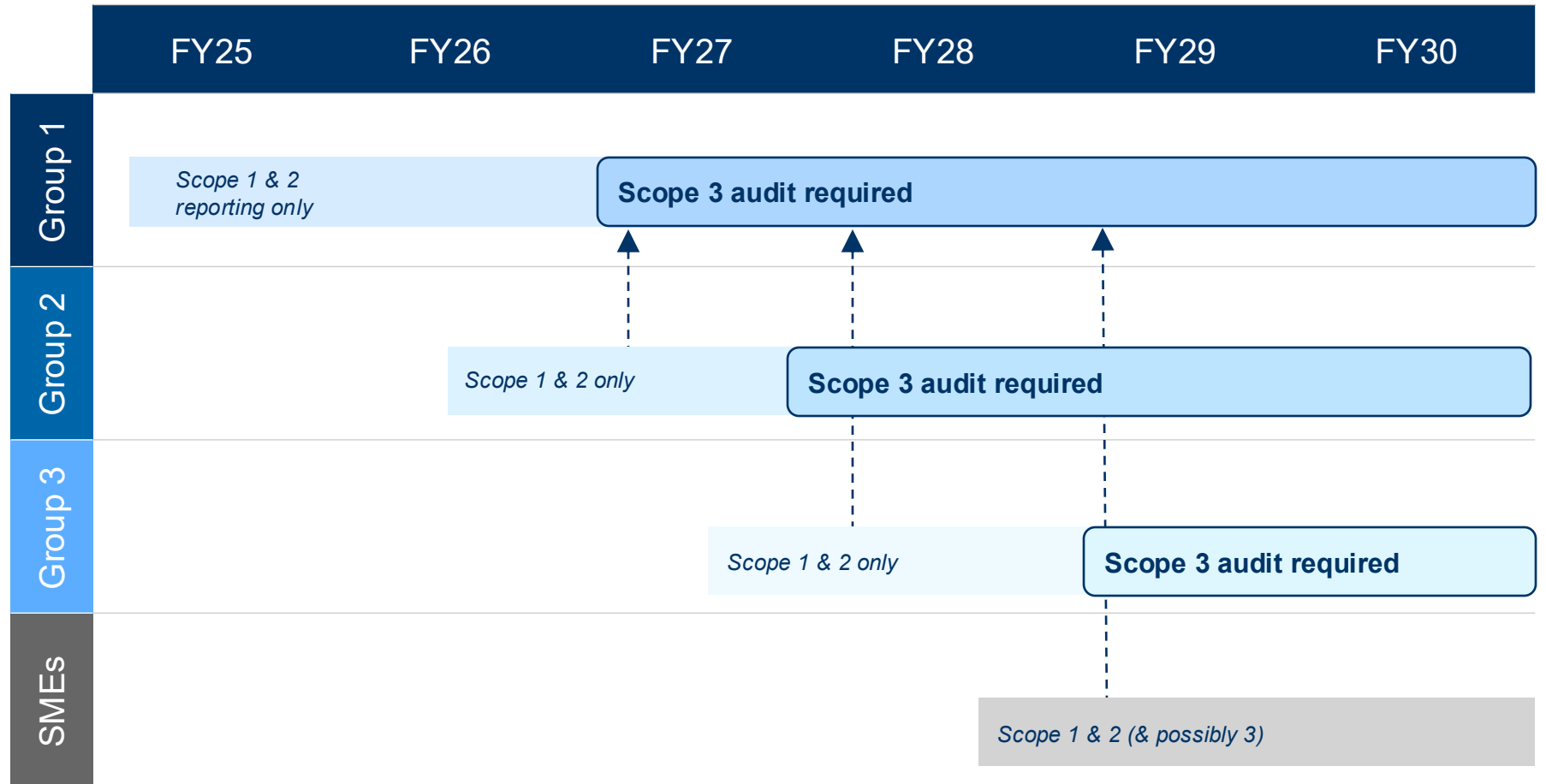


Supplier Scope 1 & 2 → Customer Scope 3

★★★  
**Customer reporting needs** – Even if you are not yet mandated to report under AASB S2, your company's emissions become your customers' Scope 3.

💬  
**Data requests** – Larger Group 1s are already asking Group 2 suppliers for emissions data to meet their own disclosure obligations.

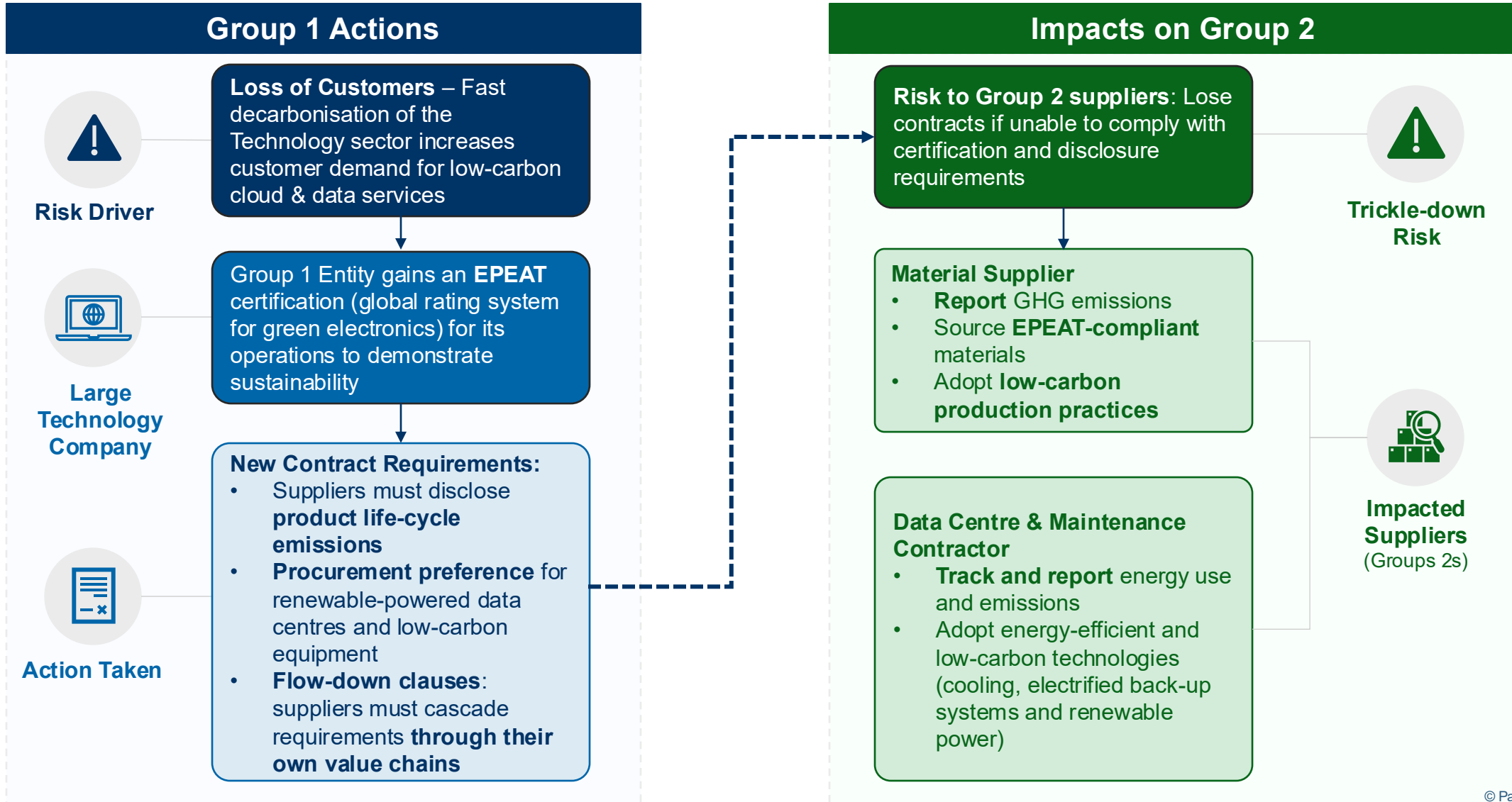
⚠️  
 Group 2s risk **losing contracts, reduced competitiveness** in tenders and **harming reputation** if emissions are not reported in the short - medium term



# CROs - Transition Risk Example through Supply Chain



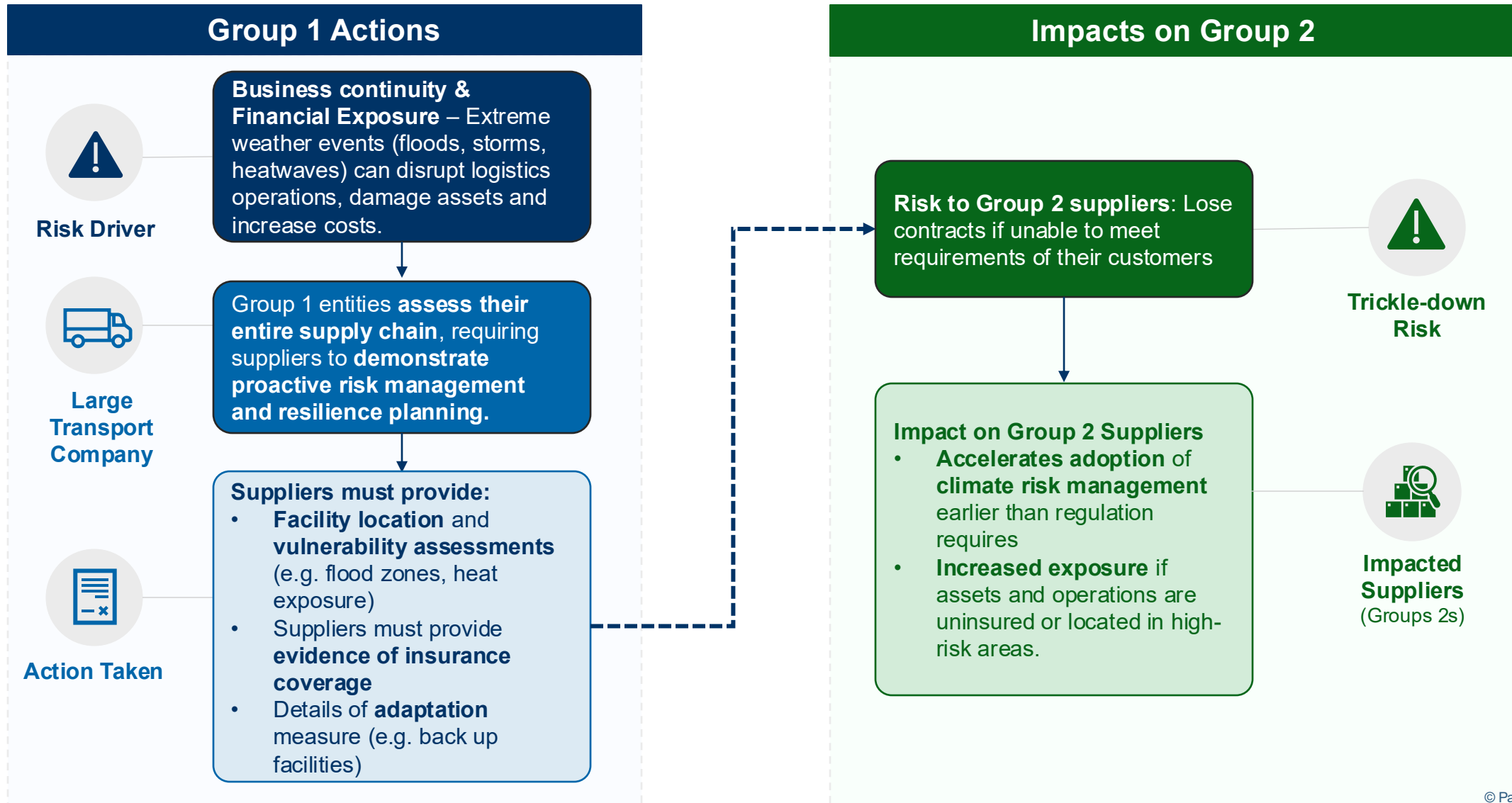
When large organisations identify and act on climate risks, the impacts will trickle down to smaller companies.



# CROs - Physical Risk Example through Supply Chain



When large organisations identify and act on climate risks, the impacts will trickle down to smaller companies.



An aerial photograph of a river with vibrant turquoise water, meandering through a dense, lush green forest. The river's path is clearly visible, curving through the thick canopy of trees. The lighting is bright, highlighting the various shades of green in the forest and the clarity of the water.

Part 3:  
Recommended  
Approaches for Group 2  
entities

# Recommended Actions

What Group 2 entities can do now to make sure your organisation remains competitive and compliance-ready.



**Board Executive  
Exploration  
Session**



**Get started with  
GHG reporting**



**Board Executive  
Upskill Program**



**Early Climate  
Sensitivity & CRO  
Exploration**



**Gap assessment  
& 2Y Road mapping**

# Recommended Actions



**Board Executive Exploration Session**



**What it is:**

- A **tailored session** for senior management teams and executives to introduce and understand AASB S2 requirements, sector context, and peer practices.


**Outcomes:**

- Builds **awareness and understanding** at the SMT/executive level
- Identifies **key early decisions**

**Best suited for:**

- Organisations at an early stage of their climate reporting journey
- Those with limited Board/Exec awareness, wanting to understand implications for their sector.

**Board Executive Upskill Program**



**What it is:**

- An ongoing program to **build and maintain** Board and Executive capability on AASB S2, market developments, and emerging practices.

**Outcomes:**

- Sustained climate reporting literacy
- Informed governance and oversight with ongoing **alignment to evolving requirements**

**Best suited for:**

- Organisations embedding long-term climate competency
- Boards/Executives seeking regular updates and insights



## Early Climate Sensitivity & CRO Exploration



### What it is:

- A first-pass targeted assessment of how CROs could impact your **operations, sector, and value chain.**
- Covers both **physical & transition climate risks** and **opportunities**

### Why it matters:

- Identifies **vulnerability and opportunities** early, enabling proactive management before they become commercial risks.
- **Informs strategic, financial and operational planning**, including resourcing and investment requirements.

### Best suited for:

- Organisations in **climate-exposed or emissions-intensive sectors** (e.g. transport, mining, agriculture)
- Businesses with **complex value chains** or **critical dependencies** vulnerable to climate impacts.

# Recommended Actions



## Get Started with GHG Reporting



### What it is:

- A practical starting point to **establish your organisations GHG emissions baseline**, covering Scope 1 and Scope 2 emissions (and relevant Scope 3 if feasible).

### Why it matters:

- **Quantifies your emissions footprint** for the first time - providing a foundation for strategy, targets, and reporting.
- **Prepares for customer, investor, and supply chain requests** - your Scope 1 & 2 are their Scope 3.

### Best suited for:

- Organisations **without an established GHG emissions baseline**.
- **Suppliers to Group 1 entities** beginning to receive emissions data requests in contracts or tenders.



## Gap Assessment & 2Y Road mapping



### What it is:

- A structured review of **current policies, processes, and disclosures** against **AASB S2 requirements**.
- Identifies gaps in **governance, data, and reporting readiness**, with the option to complete a **'dry-run' climate report**

### Outcomes:

- Provides a **clear view of your current state and key uplift priorities**.
- Delivers a **practical two-year roadmap** to build readiness and reduce future compliance risk.

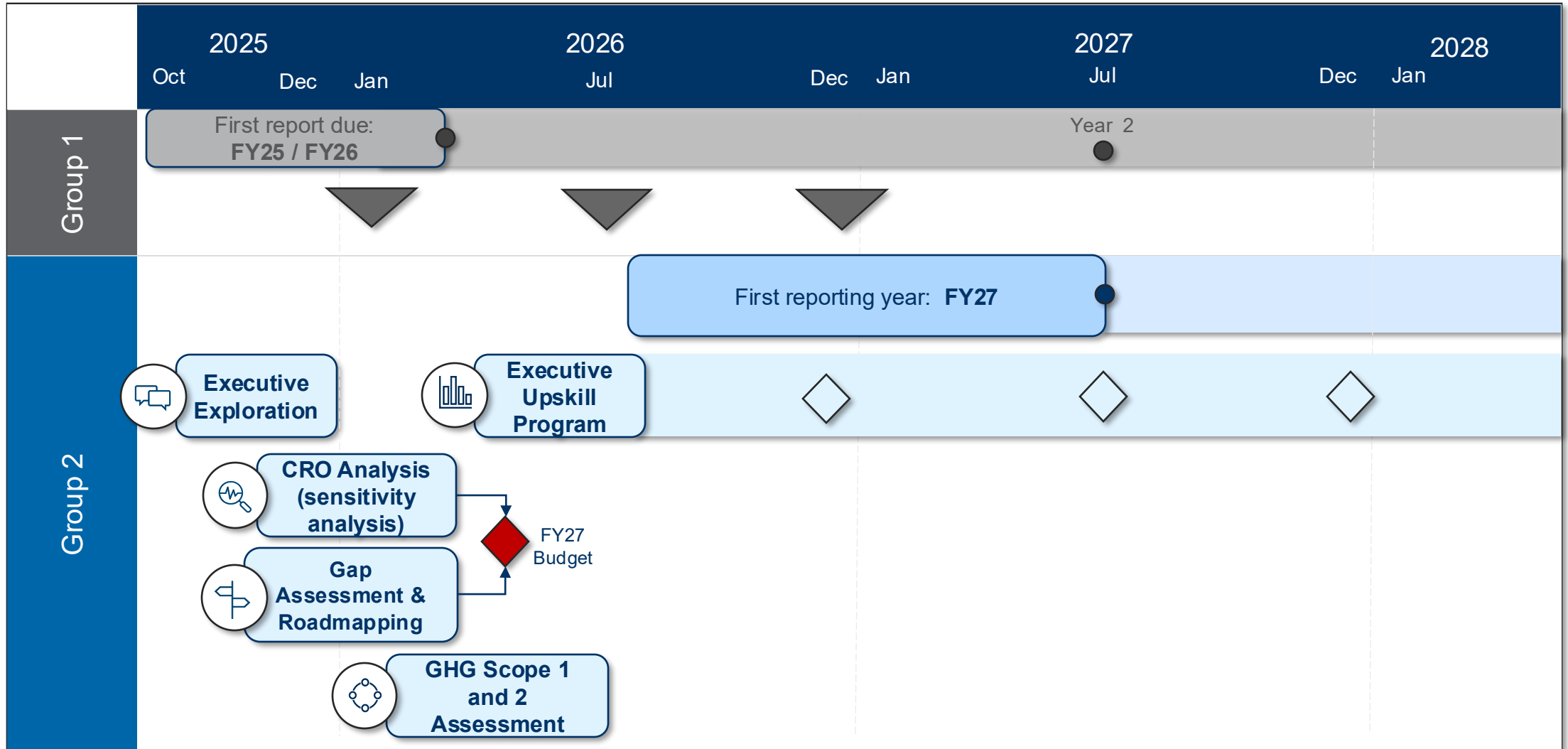
### Best suited for:

- Organisations ready to **move beyond ad hoc efforts to a structured implementation plan**.
- Those already reporting on sustainability and seeking to **align with AASB S2 and future MCR obligations**.

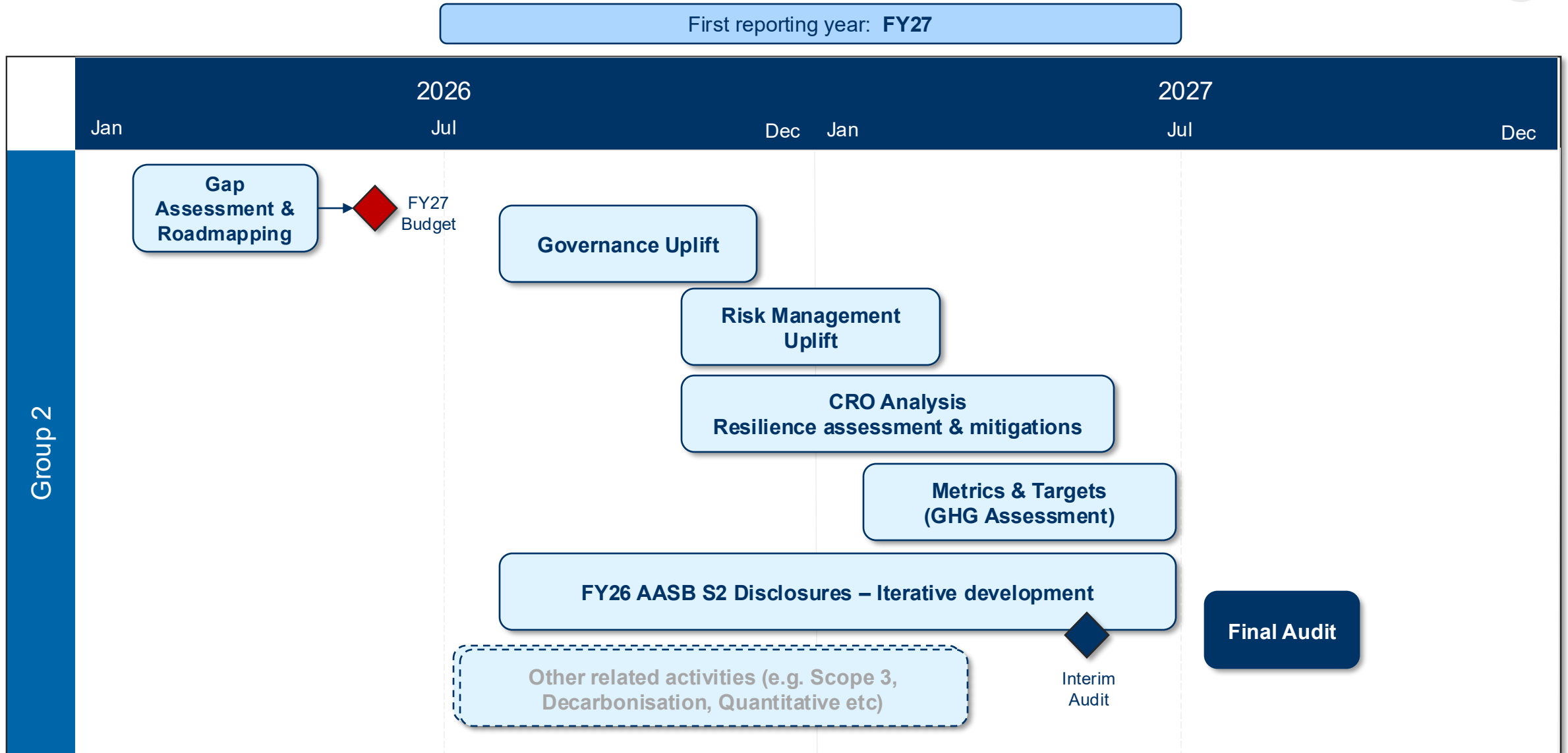
# AASB S2 Pre- Year 1 Reporting Timeline (*Indicative activities*)



Indicative Roadmap of Group 2 reporting timelines and opportunities to take early action before Year 1 reporting commences.



# Year 1 Reporting Timeline *(Example Jul-Jun reporting year)*



# Further actions... Opportunity to Leverage Learnings from Group 1 Reporters



## **Insights from Group1 Year 1 submissions**

Disclosure articulation

CRO Analysis and scenario approaches

Governance and Risk Management models

Focus and insights from auditors

Sector peak body guidelines

# Pangolin can help...



## **Early Actions**

*Executive Exploration*

*CRO Analysis*

*Gap Assessment &  
Roadmapping*

*GHG Reporting*

## **MCR Implementation**

**Net Zero  
Decarbonisation  
Pathways**



# Q&A



**Manny Vassal**

Principal Consultant

m 0410 441 539

e [manny.vassal@pangolin.com.au](mailto:manny.vassal@pangolin.com.au)

**Olivia Garvey**

Associate

m 00353 85155 8633

e [olivia.garvey@pangolin.com.au](mailto:olivia.garvey@pangolin.com.au)

**Alyssa Lambinico**

Consultant

m 0451 445 892

e [alyssa.lambinico@pangolin.com.au](mailto:alyssa.lambinico@pangolin.com.au)

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

+61 2 8310 6378



[pangolinassociates.com](http://pangolinassociates.com)