

EVOLVEHOUSING



ANNUAL REPORT
2022-2023

THRIVING COMMUNITIES FOR ALL PEOPLE

WHAT WE DO

At Evolve Housing, we aim to do more than put a roof over our residents' heads. We offer them a place in a thriving and inclusive community, with access to support programs to enhance every part of their life.



A HOME

Our social and affordable housing residents are offered a home that is well suited to their needs and budget. Our properties are of a high quality. We are highly responsive to maintenance requests and manage our residents' tenancies fairly.

Every new social housing resident is offered a needs assessment with a Specialist Support Worker when they sign their tenancy agreement. A Personal Support Plan is then drawn up which addresses personal health, wellbeing, education, training and employment needs, and includes referrals to external support partners if required.

A PERSONAL SUPPORT PLAN



A NEW SKILL

We offer support for residents who wish to up-skill or change careers by providing access to an Employment Support Officer, exclusive job and training opportunities, and workshops relating to digital skills and money management.

We aim to create thriving and inclusive communities where people feel a sense of belonging. We regularly hold free and low-cost social events and activities that cater to the needs of our residents. These events are an opportunity to meet neighbours, feel part of a community, and enjoy new experiences.

AN EXPERIENCE



A VOICE

Our residents have the opportunity to advocate on behalf of their communities through the Resident Advisory Group, which provides input into Evolve Housing programs and initiatives. There are also opportunities to volunteer, such as by joining our resident phone service called the Friendship Aged Network.

Residents have access to a variety of exclusive grants to help them get active within their community or improve their lives. We offer grants to support secondary and tertiary students, and to support young people to access sporting and physical activities.

A GRANT OR FINANCIAL SUPPORT





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November, 2023



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ENVIRONMENT

Evolve Housing cares about the environment.

This Annual Report is printed on FSC® certified paper traceable to certified sources.



COVER PHOTO: James, client of Together Home. Good Thanks Media

EVOLVEHOUSING

THRIVING COMMUNITIES FOR ALL PEOPLE

ANNUAL REPORT

2022 – 2023



ACKNOWLEDGEMENT OF COUNTRY

Evolve Housing acknowledges the Traditional Custodians of the land where we deliver our housing and services. We acknowledge and pay our respects to all Elders past, present and future. We welcome all First Nations Peoples to our services, as we walk together towards reconciliation.

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CEO MESSAGE

LYALL GORMAN

As we reflect on the 2022–23 financial year, I feel a strong sense of accomplishment across all levels of our business. We have delivered outstanding outcomes through our multitude of support programs and services while continuing to provide more housing through our development projects. Our team has worked tirelessly to identify and understand the needs of our clients to ensure they are met through the best possible programs and services we can provide.

Over the last year, the community housing sector has continued to face major challenges in addressing housing shortfalls. The affordability crisis has deepened, with many Australians continuing to experience housing stress. Our purpose is to enable more people in need to live in quality homes, in thriving and inclusive communities. Reflecting on the past 12 months, the Evolve Housing team have focused our strategic direction on exactly that.

Our achievements include successfully completing a new social housing complex in Lidcombe which now accommodates 63 tenancies. Our profit-for-purpose real estate agency EchoRealty has increased our affordable housing portfolio to over 1,800 properties, proudly the largest Affordable Housing provider in New South Wales. Additionally, our Victorian entity Evolve Housing Vic Limited (EHVL) has successfully expanded their portfolio by tendering for and winning the management of 100 new social housing dwellings in Ascot Vale. The past year has also seen the launch of our Victorian office in Moonee Ponds, providing tenancy support and services to our new Victorian renters.

Entering the final year of our Strategic Plan 2020-2023, we reflect, with pride, on the many great achievements

our wonderful staff have delivered. We understand that the needs of our residents are continually changing, and to guide our understanding of the best possible care we can provide, our team will use this reflection to inform our new strategic goals and priorities in our upcoming 2024-2028 Strategic Plan.

I am committed to ensuring that our new Strategic Plan will maximise our ability to increase housing supply, enabling us to respond swiftly to opportunities as they arise while ensuring we can continue to best support our residents in the most effective way possible.

As we enter a new financial year, I want to thank everyone who supported us and our business throughout the year. I am grateful to our residents for engaging with us, to our Board for providing invaluable guidance and to our industry stakeholders for their crucial partnerships in shaping our business and support services.

Lastly, I express my deepest appreciation to the talented team at Evolve Housing who are our greatest strength. A team of individuals who are dedicated and diligent, who work tirelessly to deliver successful outcomes for our clients and our business.

Every year our team is committed to making our organisation stronger. It is my absolute pleasure and privilege to share Evolve Housing's wonderful journey with them.



LYALL GORMAN

CHAIRMAN REPORT

PAUL HOWLETT

Year on year, Evolve Housing has consistently delivered exceptional results for our business and community. The 2022–2023 financial year has proven to be a period in which Evolve Housing has seized opportunities to grow while continuing to provide outstanding services that empower our residents on their journey to greater independence.

At Evolve Housing, we understand that housing is a fundamental right for all people. This past financial year has reiterated the importance of our work meeting the ever-growing need for social and affordable housing. With the increase in interest rates, rising rents and the cost-of-living soaring, Evolve Housing is proud to be supporting those most in need.

Evolve Housing currently provides housing for more than 11,000 people, an increase of 6.3% since the last financial year. This is due to our interstate expansion with three separate entities, Evolve Housing Vic Limited (EHVL), EchoRealty NSW & ACT Limited (ERNAL) and EchoRealty Vic Limited (ERVL). EHVL corresponds with our successful tender in Ascot Vale where we now manage 100 social housing dwellings, as well as look after the management of all common areas and building maintenance for all 200 dwellings on the site.

Across our Affordable Housing portfolio, we now manage 1,811 properties including 1,566 properties in NSW (of which 169 are owned by Evolve Housing), 40 properties in the ACT and 205 in Victoria.

Partnering with other like-minded organisations has always been vital to the success of Evolve Housing and this is evident with the launch of our very first Core and

Cluster project, The Haven Residences, in May 2023. Our commitment to providing more crisis accommodation for women and children at risk of homelessness and escaping domestic and family violence is a testament to shaping a future where every woman and child can have a place of safety and opportunity. We are grateful to our partners at the Women's Community Shelters (WCS), and The Haven—Nepean Women's Shelter who are working alongside us on this much-needed project.

In addition to our core business of providing quality housing services, our team has been hard at work refining our business practices so that our operations are more efficient, adaptable and flexible. With our residents at the core of what we do, the IT department implemented new programs to increase productivity across the organisation and deliver great experiences for customers and employees. We have also seen the Resident Advisory Group (RAG) provide vital feedback on how to improve our policies, support services, programs and events to better meet the needs of all residents.

All of these fantastic achievements would not have been possible without the support, passion and dedicated effort of the Evolve Housing team. I would like to take the opportunity to thank my fellow Board members, staff, residents, and partners for their hard work over 2022–2023. I look forward to many great things from Evolve Housing in the upcoming financial year to assist more Australians in need.



PAUL HOWLETT



ABOUT EVOLVE HOUSING GROUP

AT EVOLVE HOUSING, WE BELIEVE IN EVERYONE'S RIGHT TO A HOME.

Home is somewhere to feel safe and secure, and to be part of a community. We provide housing to those in need, and offer programs, activities, and services to enrich our residents' lives and help them feel connected to their community.

OUR VISION

Thriving communities for all people.

OUR PURPOSE

To enable more people in need to live in quality homes in thriving and inclusive communities.

WHO WE ARE

Evolve Housing Group is recognised as one of the most innovative, high performing providers of social, affordable and key worker housing in Australia.

We are a Tier 1 community housing provider (CHP) registered by the NSW Government, and a housing provider registered by the Victorian Government. We are also one of the largest not-for-profit CHPs in Australia.

The Evolve Housing Group comprises Evolve Housing Limited and its controlled entities, including Evolve Housing Vic Limited (EHVL), EchoRealty NSW & ACT Limited (ERNAL) and EchoRealty Vic Limited (ERVL). The Evolve Housing Group is also a 15% member of Centacare Evolve Housing, a registered CHP in Tasmania.

Entities comprising the Evolve Housing Group are all registered charities, and some entities within the group maintain Deductible Gift Recipient and Public Benevolent Institution status and are a registered Specialist Disability Accommodation (SDA) provider under the National Disability Insurance Scheme. As a 'profit-for-purpose' business, we reinvest financial surplus back into social and affordable housing and associated services.

1

EVOLVE HOUSING GROUP



AS OF 30 JUNE 2023, WE MANAGE MORE THAN
4,700 PROPERTIES ACROSS NSW, VIC AND THE ACT.

Our proud group of entities work together with aligned purpose and values to provide housing services to people in need across New South Wales (NSW), the Australian Capital Territory (ACT), Tasmania and Victoria.

Evolve Housing is one of the largest community housing providers in NSW and the largest provider of affordable housing in NSW. We provide housing across the entire housing continuum—from crisis accommodation for those experiencing homelessness or domestic or family violence to social, affordable and market housing. Our quality support and service, ambition to improve and grow, and passionate and dedicated team, define us and continually inspire us.

Our combined property portfolio of over 4,700 social, affordable and market rental housing properties provides homes for more than 11,000 residents living in metropolitan Sydney, the Hunter region, Mid-North and Central Coast of NSW, the ACT and Victoria.

We provide homes for people from a wide range of culturally diverse backgrounds including First Nations peoples and new arrivals from all over the world.

WHAT WE DO

AT EVOLVE HOUSING, WE PROVIDE:

- safe and secure housing for people experiencing homelessness or those on lower incomes experiencing housing stress;
- support services, programs, financial grants and activities to empower individuals, build their capabilities, and provide pathways to greater independence; and

- quality, accessible affordable housing developments that support more sustainable, inclusive and thriving communities.

Through partnerships with governments, support partners and private sector stakeholders with aligned values, we create new community housing to help meet a growing demand.

WHAT THIS MEANS FOR OUR RESIDENTS AND OUR COMMUNITIES

Our work has real impact in the communities where we work.

- We provide subsidised housing for people living on very low-to-moderate incomes who are unable to pay for appropriate housing in the private market.
- Our housing caters to a diverse range of needs, household sizes and incomes, so we can offer a variety of options to our residents.
- We help people to reach their potential by providing support services and programs. Our education and training programs provide opportunities for residents to participate in their communities and pursue their career aspirations.
- We also offer tailored support plans to address certain areas of need in residents' lives, including physical and mental wellbeing, education and job readiness.
- Our regular social activities bring people together and support community belonging.
- Our employees' involvement with residents reinforces our relationships with them, and our values-led approach.

TYPES OF HOUSING WE PROVIDE

As at 30 June 2023, Evolve Housing managed 4,773 properties across our portfolio, housing 11,015 residents. Our properties cater to a range of needs, which are outlined below.

SOCIAL HOUSING

Social housing is secure, subsidised housing for people on low-to-very-low incomes who need accommodation. Social housing can be provided by the Land and Housing Corporation, the Department of Communities and Justice, or non-government CHPs like Evolve Housing. Rental rates are calculated on a sliding scale, however most social housing residents will pay 25%, 27% or 30% of their income, depending on their circumstances.

As at 30 June 2023, Evolve Housing managed 2,962 social housing properties, which is approximately 62% of Evolve Housing's property portfolio.

AFFORDABLE HOUSING

Affordable housing is for low-to-moderate income households and is priced so that residents are able to meet their other basic living costs such as food, clothing, transport, medical care and education.

Affordable housing residents pay a percentage of market rent, which is usually 74.9% if the property is owned by Evolve Housing, or 80% if the property is managed by Evolve Housing on behalf of an investor-owner.

As at 30 June 2023, Evolve Housing Group managed 1,811 affordable housing properties, which is approximately 38% of our portfolio.

DISABILITY HOUSING

Evolve Housing is a registered Specialist Disability Accommodation (SDA) provider under the National

Disability Insurance Scheme. We offer customised, accessible housing to people with disabilities so that residents can maintain their independence in their everyday life. We work closely with other registered Supported Independent Living providers to provide high-quality homes for our residents.

As at 30 June 2023, we managed 98 SDA group homes providing much needed accommodation for 350 residents with disabilities.

SUPPORTED HOUSING

Supported Housing is a three-way partnership between Evolve Housing, Support Providers and the clients of the Support Providers. Evolve Housing offers housing for clients on a short-term to medium-term basis while the support provider working with their clients provides for their support needs.

HOUSING FOR PEOPLE ESCAPING DOMESTIC AND FAMILY VIOLENCE

Evolve Housing has further strengthened its partnership with Women's Community Shelters for the Safe Foundations program through the Core and Cluster model which supports women and their children experiencing domestic and family violence and helps them get into safe, affordable accommodation. This partnership marks a significant step forward in the fight against homelessness and domestic and family violence. It demonstrates the commitment of Evolve Housing to making a positive impact in the lives of at-risk women and children.

We provide a range of accommodation options, varying from short-term (crisis) accommodation to longer term housing for up to three years, allowing people to transition from emergency accommodation into long-term housing. Residents are offered tailored support plans that aim to improve health and wellbeing, while providing access to training and employment. Read more on page 107.

HOUSING FOR HOMELESS

Evolve Housing delivers Together Home, a program funded by the Department of Communities and Justice (DCJ). This program supports people who are experiencing homelessness to access safe and secure accommodation, while receiving wraparound support services for two years. Both the accommodation and support components are integrated into our service delivery model and are provided by Evolve Housing through its Resident Services team.

ABORIGINAL HOUSING

Currently, around 2% of our residents identify as Aboriginal and/or Torres Strait Islander. Evolve Housing has an agreement with the Aboriginal Housing Office (AHO) to manage affordable housing properties designated for use by Aboriginal and Torres Strait Islander people. Rent is set at a maximum of 30% of the resident's income plus their Commonwealth Rent Assistance (CRA) entitlements and is capped at 74.9% of the property's market rent value.

The eligibility criteria, set by the AHO, specify that residents must be employed. We currently manage 160 Aboriginal housing properties. This includes 30 AHO properties in the Penrith area, located in Jordan Springs and Thornton, as well as 130 properties for Birribee Housing. Birribee Housing is a company that offers housing services and support to Aboriginal people across NSW.



OVERVIEW OF OUR STRATEGIC PLAN 2020–2023

Our Strategic Plan 2020–2023 has guided us to achieve the best possible outcomes for residents, clients and the broader community over the past three years.

The Plan has created a clear pathway for our team members as they have worked to create more community housing and provide more support to our residents and clients. It has allowed us to be best placed to fulfil our purpose of enabling more people in need to live in quality homes in thriving and inclusive communities. A high-level summary of

the Plan is featured below. Each strategic objective is explored in this Report, including details on key programs and initiatives that correspond to each objective, and a check list of success measures that has allowed us to track our progress. A more in-depth version of the Strategic Plan can also be accessed by visiting: www.evolvehousing.com.au.

The 2020–2023 Strategic Plan outlines four key goals:

- achieve sustainable growth;
- enhance business practice and capacity;
- provide quality homes and services; and
- improve social outcomes for our clients.

These goals established a framework and provided key indicators to mark our progress in the pursuit of our vision and purpose. They clearly identified what success looks like for our organisation and the critical factors for ongoing growth and achievement.

STRATEGIC PLAN GOALS AND OBJECTIVES

ACHIEVE SUSTAINABLE GROWTH

- 1.1 Meet housing needs by increasing and diversifying housing supply
- 1.2 Optimise financial sustainability and performance
- 1.3 Develop and strengthen strategic partnerships and stakeholder engagement
- 1.4 Seek to influence policy settings for better housing outcomes

ENHANCE BUSINESS PRACTICE AND CAPACITY

- 2.1 Create a high performance culture that enables all team members to maximise their potential
- 2.2 Implement best practice governance systems
- 2.3 Develop and implement business systems that improve oversight and effectiveness

PROVIDE QUALITY HOMES AND SERVICES

- 3.1 Improve our residents' housing experience and sustain tenancies
- 3.2 Align housing to client needs
- 3.3 Improve client satisfaction through high quality service provision

IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

- 4.1 Deliver programs and services that enhance our clients' health, wellbeing and social and economic participation
- 4.2 Create integrated and thriving communities
- 4.3 Implement and enhance systems to measure and evaluate social outcomes

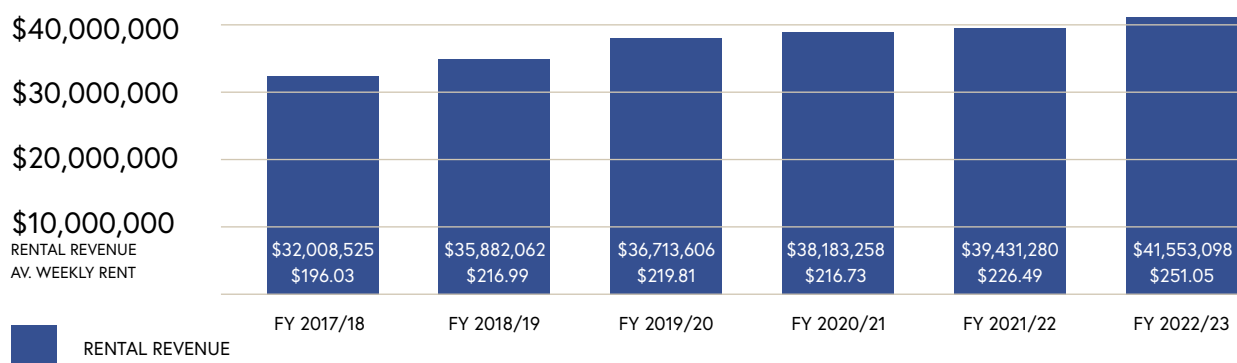
LOOKING FORWARD

Entering the final year of our 2020–2023 Strategic Plan, we take great pride in the achievements we have made over the past three years. Our accomplishments have been firmly guided by our robust strategic framework and we now look forward to introducing our new 2024–2028 Strategic Plan.

As we move into this new chapter, we remain strongly committed to maximising our capacity to bolster social and affordable housing supply whilst continuing to provide high quality housing services and specialised support to our clients and residents, upholding our commitment to excellence for the people we serve.

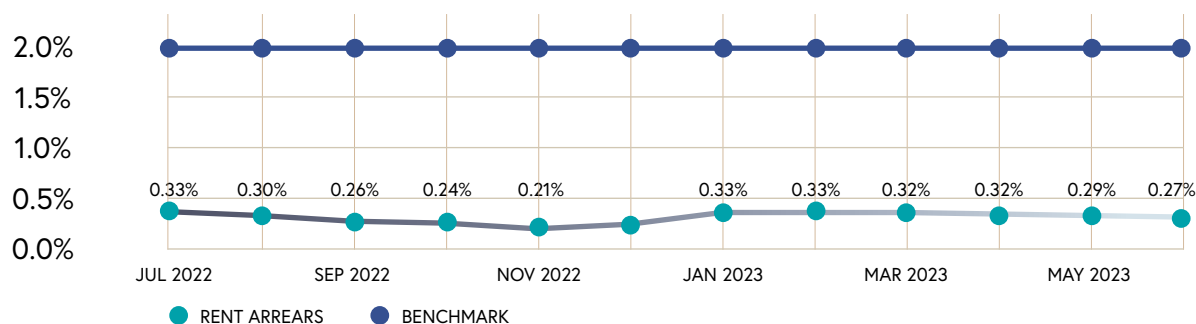
2022–2023 RESULTS

RENTAL INCOME



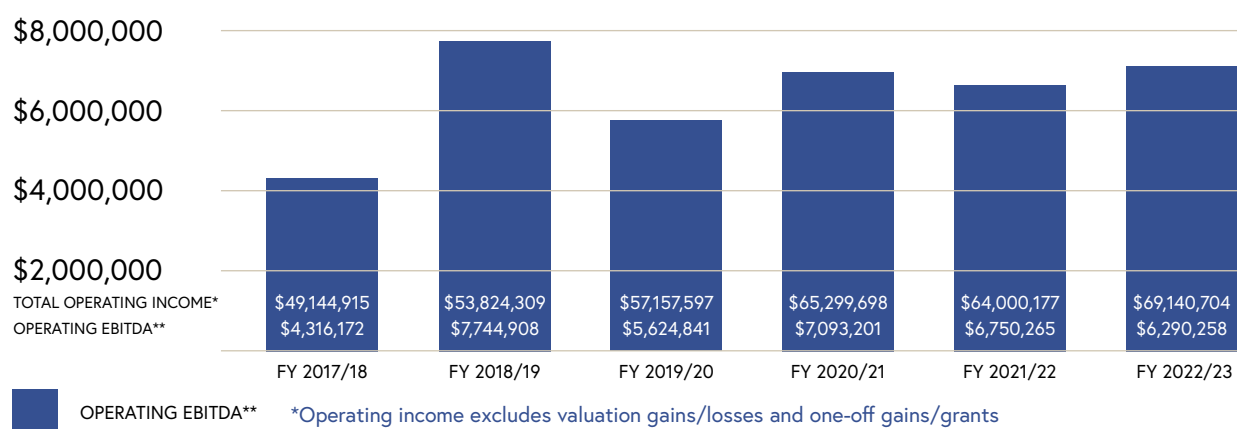
Evolve Housing has steadily managed to grow its average rental income with continuous investment in owned and managed properties. Our rental income has been resilient despite the impact of COVID-19 due to our mix of properties and ongoing investment in new affordable housing.

RENTAL ARREARS



This graph demonstrates that more of our residents have been able to meet their rental payments and sustain their tenancies. As at June 2023, rent arrears were at 0.27% of total rental income, significantly below the industry benchmark of 2%.

OPERATING EBITDA

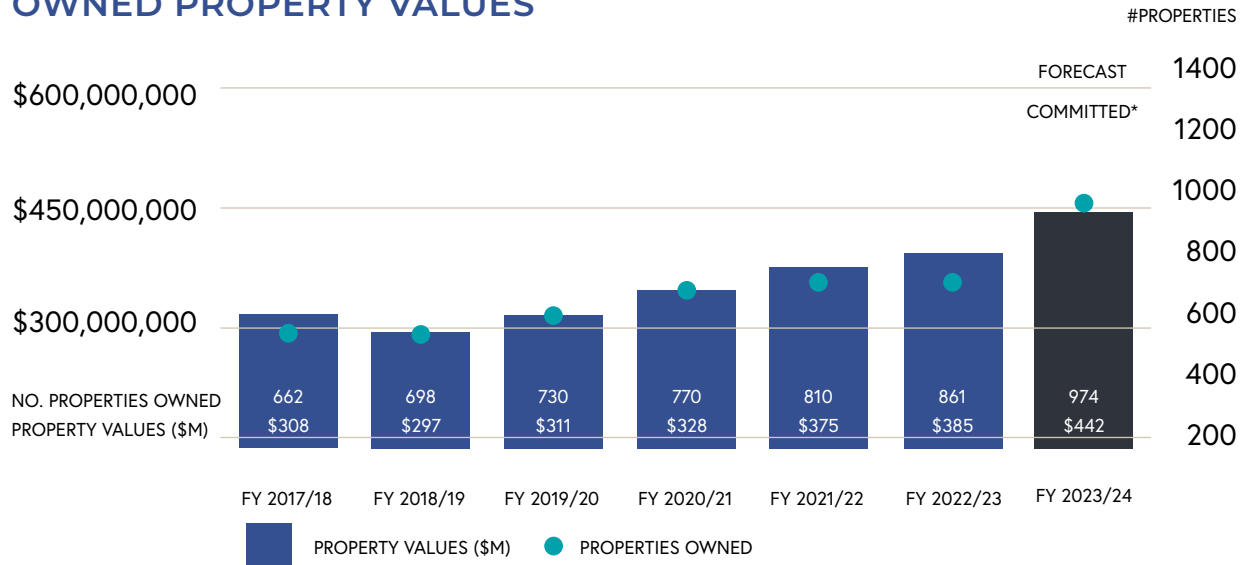


*Operating income excludes valuation gains/losses and one-off gains/grants

**Operating EBITDA excludes amortisation of leases

Evolve Housing's operating income has remained steady despite the gradual fall of NRAS (National Rental Affordability Scheme) grants commencing in the 2018–2019 financial year. Nominal EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) movement is largely attributable to commitments for maintenance in respective years and the timing of investment in ICT and growth infrastructure.

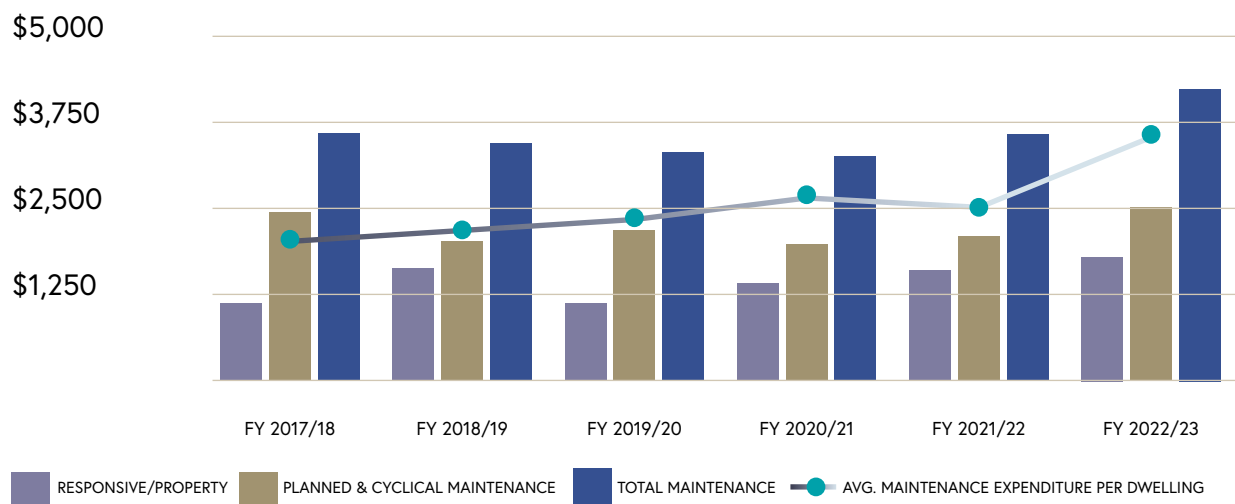
OWNED PROPERTY VALUES



*This forecast is made on the basis of properties we have committed to in the future, including 19 properties as part of the Community Housing Innovation Fund, and 93 properties as part of an upcoming mixed tenure housing complex in Lidcombe.

MAINTENANCE EXPENDITURE*

* Average maintenance expenditure per dwelling/annum.



Evolve Housing has a very comprehensive Asset Management and Maintenance Plan, aligned to our Strategic Plan to ensure adequate allowance has been provided to maintain our properties at or above industry standards. Regular internal reviews are conducted against external benchmarks relative to property types and age to ensure the adequacy of resources to continually maintain these high standards. The increase in maintenance costs is reflective of cost-of-living pressures and Evolve Housing catching up on maintenance that was delayed due to COVID-19 restrictions. However, we have been able to contain some of the maintenance cost increases relative to the industry due to our competitive maintenance contract arrangements.

COMPLIANCE PERFORMANCE SUMMARY

During the year, a quarterly compliance assessment process was undertaken by the Department of Communities and Justice (DCJ) to assess the performance of CHPs. For the past five years, we have exceeded all compliance area benchmarks. We are proud of this achievement and continue to strive to exceed, rather than meet, sector and regulatory targets.

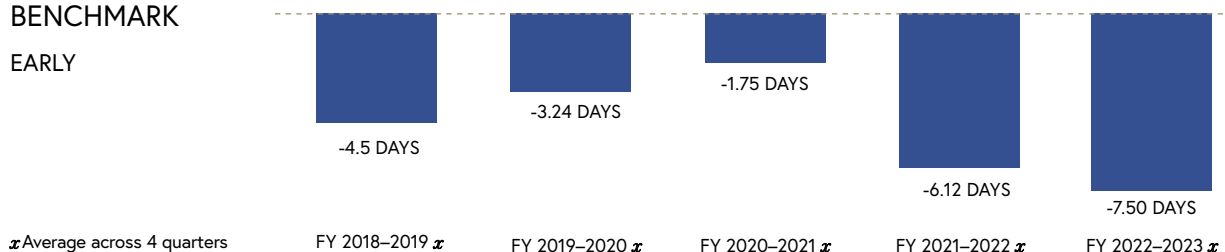
TIMELINESS IN SUBMISSION

Benchmark for variance between the date reports are due and when they are received — a negative number indicates the number of days the report was submitted before the due date.

LATE

BENCHMARK

EARLY



x Average across 4 quarters

FY 2018–2019 x

FY 2019–2020 x

FY 2020–2021 x

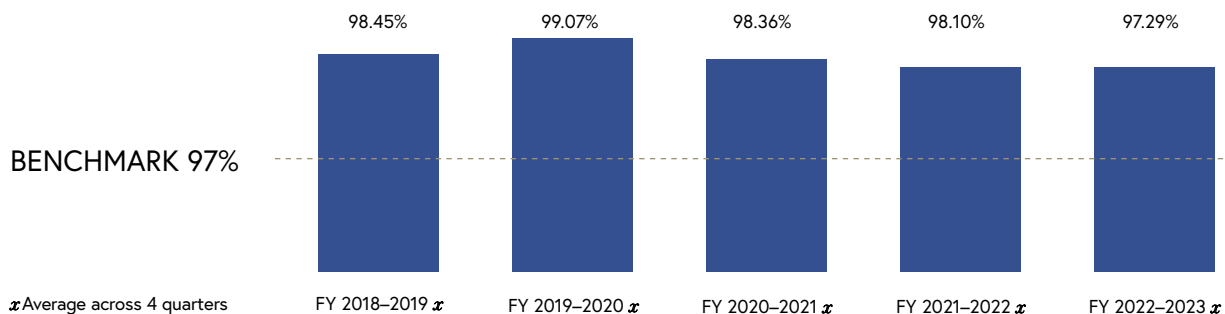
FY 2021–2022 x

FY 2022–2023 x

OCCUPANCY

% PROPERTIES TENANTED

Benchmark for properties occupied as a proportion of all properties on last day of quarter — benchmark is 97%



x Average across 4 quarters

FY 2018–2019 x

FY 2019–2020 x

FY 2020–2021 x

FY 2021–2022 x

FY 2022–2023 x

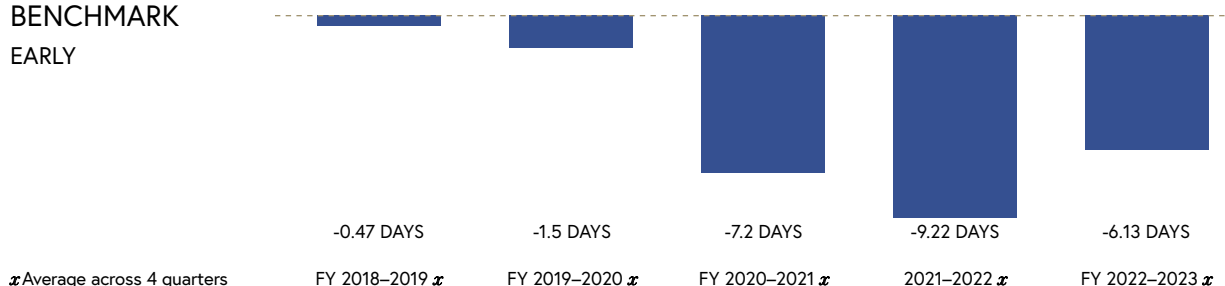
AVERAGE VACANCY TURNAROUND TIME

Relates to average turnaround time for vacancies in days. Benchmark is 14 days for tenatable properties and 28 days for untenatable properties. Turnaround refers to the time taken to complete property repairs and allocate a new tenant.

LATE

BENCHMARK

EARLY



x Average across 4 quarters

FY 2018–2019 x

FY 2019–2020 x

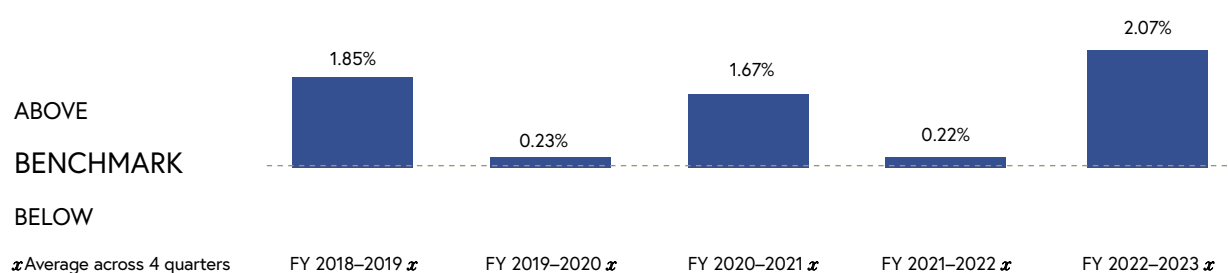
FY 2020–2021 x

2021–2022 x

FY 2022–2023 x

COMMUNITY HOUSING LEASING PROGRAM (CHLP)

The CHLP result is based on a weighted count (to get the average number over the quarter). If the dwelling is held for the full quarter, the weighted count is 1. If the dwelling is acquired or disposed of during the quarter, the weighted count is less than 1. Evolve Housing's CHLP Quota is 556 properties.



TENANT SATISFACTION SURVEY

BENCHMARK CATEGORY	2017–2018	2018–2019	2019–2020	2020–2021*	2022–2023*	NRSCH [‡] benchmark	CHIA ^Δ benchmark
Overall satisfaction	80%	85%	86%	83%	80%	75%	84%
Property condition	74%	81%	83%	79%	83%	75%	84%
Repairs & maintenance	70%	75%	76%	76%	70%	75%	77%
Information provision	82%	86%	85%	84%	81%	NA	82%
Communication	78%	83%	84%	79%	77%	NA	81%
Resident involvement	65%	79%	77%	76%	75%	NA	73%

*2020–2021 and 2022–2023 results should be understood in light of the COVID-19 pandemic and its impact on Evolve Housing's staff, service processes, as well as residents individually.

[‡] National Regulatory System for Community Housing.

^Δ Community Housing Industry Association.

The National Regulatory System for Community Housing (NRSCH) and the Community Housing Industry Association (CHIA) sets community housing sector benchmarks in relation to Resident Satisfaction Survey outcomes. Since the 2017–2018 financial year, we have exceeded several benchmarks and continue to strive to improve in all areas of operations and services to residents.

Outside of this benchmarking process, we practice continual self-assessment and seek resident feedback through a range of surveys and processes.

EVENTS AND ACTIVITIES IN 2022-2023



JULY 2022

NAIDOC WEEK

Evolve Housing celebrated NAIDOC Week through the theme "Get Up! Stand Up! Show Up!", to show a genuine commitment to supporting secure institutional, structural, collaborative and cooperative reforms. We celebrated the history, culture and achievements of all Aboriginal and Torres Strait Islander peoples and commend the many who have led change and continue to advocate for change by demanding it, and equal rights for all.

We are committed to working with our partners such as the Aboriginal Housing Office and Birribee Housing to improve housing options and services for Aboriginal and Torres Strait Islander people and will continue our work in achieving secure and sustainable housing for all.



JULY 2022

EVOLVE HOUSING WINS AT AHI AWARDS!

Evolve Housing was recognised at the Australasian Housing Institute (AHI) Brighter Future Awards 2022 for its impact in the social housing sector. Our Arncliffe Community Hub project took out the top award in the category of Leading Community Engagement Practice.

This project provided support to 140 high-needs social housing residents with the aim of building up their capacity to improve their health, access to education, training and employment and assist in achieving life goals that they set out for themselves.



JULY 2022

NEW LIVING SKILLS COURSE LAUNCHES

Created specifically for Evolve Housing tenants by our Support Team, the Living Skills program is an interactive online course that teaches a range of skills on topics such as relationships, rights and responsibility and financial skills. The program is split into 6 sections and uses fun comics with a short quiz after each section to test knowledge.



AUGUST 2022

WEAR IT PURPLE DAY

The Evolve Housing family celebrated diversity in our offices with a Wear It Purple morning tea and informative session. The purpose of Wear It Purple Day is to foster a supportive, safe, empowering and inclusive environment for LGBTQIA+ people.

AUGUST 2022

ECHOREALTY PROPERTY MANAGER GOES ABOVE AND BEYOND

Our wonderful Senior Property Manager Rochelle went above and beyond for one of her tenants. The tenant, who was renting an NRAS property in Guildford, was found to be over her income eligibility in her annual income assessment. She was required to vacate the property and find a suitable property to move into. Rochelle was able to find another affordable property managed by EchoRealty with income eligibility that matched the tenant's budget. The tenant successfully moved into her new home thanks to Rochelle's commitment to help.

EVENTS AND ACTIVITIES IN 2022-2023



SEPTEMBER 2022

TENANT THANKS SENIOR MANAGERS

Our Housing Managers, Cheryl and Pauline, received a heartwarming letter from Leanne, thanking them for their care of her mum Paula.

Paula was an Evolve Housing tenant who has since moved to Tasmania to be with family.

In a surprise twist of fate, Leanne and her daughter Brittany have also been Evolve Housing tenants at various points, making Cheryl a Housing Manager for all three generations of this lovely family.



SEPTEMBER 2022

RUOK? DAY

Evolve Housing strives to ensure its employees are happy, healthy and motivated physically, mentally, socially and emotionally. To mark RUOK? Day, we held an informative session for staff, followed by a picnic lunch in Parramatta Park to encourage everyone to stay connected and prioritise their wellbeing in the fresh outdoors.

This was a great opportunity to touch base and ask RUOK?, as well as share the support available to our employees through our partners at AccessEAP. We used the activity to encourage our employees to support loved ones and help tackle the stigma surrounding mental health by reminding them that support is always available.

We encourage our employees to act by helping them understand that they don't need to provide a solution, but encouraging action to get support is one of many ways they can support their loved ones.



OCTOBER 2022

GLOBAL AWARENESS MONTH

Global Awareness Month recognises the diverse minds and beliefs held by all cultures around the world.

At Evolve Housing, we celebrate diversity and embrace the values of various cultures in strengthening our understanding and appreciation of the world and of each other!

To celebrate the rich cultural backgrounds of our employees and clients, we enjoyed a multicultural lunch in our offices, where everyone brought a dish from their cultural heritage and were encouraged to share.

OCTOBER 2022

WORLD MENTAL HEALTH DAY

The Evolve Housing and EchoRealty family had a well-deserved day to treat themselves to something special to mark World Mental Health Day on Monday 10th of October.

This gifted day was provided as a day of wellbeing and rest for employees to do something that supported their personal wellbeing. Mental health is valued, promoted, and protected in our organisation and we all play a part in increasing awareness about preventative mental health interventions. World Mental Health Day is an opportunity for us to do that collectively.



OCTOBER 2022

EVOLVE HOUSING'S ARNCLIFFE COMMUNITY HUB PROGRAM RECEIVES AWARD

Our Arncliffe Community Hub project was recognised for its impact in the social housing sector, winning the prestigious Centrepiece Award at the Place Leaders Asia Pacific Awards.

We were delighted our team could attend the ceremony in Parramatta Square to celebrate cutting-edge innovation in the sector. Our Arncliffe Community Hub project provided support to 140 high-needs social housing residents and undertook an innovative place-based approach with the aim of building residents' capacity so they could improve their health, access training, education and employment, and achieve their life goals.

EVENTS AND ACTIVITIES IN 2022-2023



NOVEMBER 2022

ANNUAL RESIDENTS MEETING

90 residents attended our Annual Residents Meeting at the Parramatta Leagues Club to hear about the year's achievements and highlights and speak with members of our Board and Executive teams. There was also the opportunity for some residents to win lucky-door prizes.

NOVEMBER 2022

INTERNATIONAL MEN'S DAY

Recognising the positive value men bring to the world, their families and communities, Evolve Housing celebrated International Men's Day with Dr Neil Hall from Western Sydney University; Simon Galloway from our partner Vegepod; and Fred, a valued member of our Resident Advisory Group (RAG).

NOVEMBER 2022

MORISSET PROJECT RECEIVES DEVELOPMENT CONSENT

We received Development Consent for our Morisset project, a complex of 19 dwellings including 15 social housing and four disability housing dwellings. We are delivering this project in partnership with the Department of Communities and Justice to help ease growing demand for social housing in regional NSW.



NOVEMBER 2022

CHRISTMAS WITH TENANTS

Evolve Housing celebrated the festive season with a free Christmas party for residents at Sydney Zoo.

More than 280 residents of all ages and backgrounds attended the event. Guests were able to explore the zoo while mingling with each other and Evolve Housing staff and Chairperson Paul Howlett.

NOVEMBER 2022

POWERHOUSING ACADEMY SCHOLARSHIPS AND NATIONAL AWARDS

Evolve Housing attended the PowerHousing Australia member exchange conference which showcases social housing successes and rewards excellence in professional practice. Our team was awarded two highly commended recognitions. In the Rising Star category our superstar Rhiann was recognised while in the Tenant Engagement and Social Inclusion category, we were recognised for our Blacktown COVID-19 lockdown response.



DECEMBER 2022

FAREWELL ARNCLIFFE COMMUNITY BLOCK

Evolve Housing farewelled the Arncliffe Community Block with a celebration for residents, community service providers, contractors and Evolve Housing employees.

This event marked the end of our successful placemaking project at the complex. Over two years, we supported 140 tenants living in the housing estate across all aspects of their lives, including relocating them to long-term, stable accommodation in various areas in Sydney. The event was an opportunity to acknowledge the community service providers and contractors for their ongoing support and commitment to working collaboratively to maintain tenancies and support tenants throughout their Arncliffe journey.

DECEMBER 2022

INTERNATIONAL DAY OF PEOPLE WITH DISABILITY

We marked International Day of People with Disability with an event for staff to raise awareness about how best to support and include individuals with disability. Gail from Auslan Journey taught staff how to say "Welcome to Evolve Housing" in Auslan (Australian sign language) and several guest speakers bravely shared their stories about living with disability.

Auslan is the sign language of the Australian deaf community and was developed in Australia by people who are deaf so that they could communicate with others.



DECEMBER 2022

CELEBRATING OUR RESIDENT ADVISORY GROUP

Evolve Housing celebrated the valuable contributions of our Resident Advisory Group (RAG) at our Christmas Lunch Cruise on Sydney Harbour.

The RAG is an integral part of the work that we do. Members provide feedback on important matters, including Evolve Housing's policies, procedures, events and programs.

We want to extend our thanks to the members of the RAG for their ongoing commitment to Evolve Housing.

EVENTS AND ACTIVITIES IN 2022–2023



DECEMBER 2022

RECONCILIATION ACTION PLAN WORKSHOP

As part of developing our Reconciliation Action Plan (RAP), our leaders met to collaborate and identify actions we could implement as an organisation.

We invited Koomurri, an Aboriginal performance troupe, to kick off the workshop with a cultural immersion experience of dance, storytelling and the sounds of the didgeridoo.

During the workshop, the leaders agreed on 10 key priorities that Evolve Housing could immediately act on, ensuring we could move towards reconciliation with focus and positive momentum. Evolve Housing's very first RAP was developed during the year.

See page 73 for further information about this important plan.



JANUARY 2023

MINISTERIAL VISIT TO LIDCOMBE RISE

We welcomed the Hon Nat Cook MP, Member for Hurtle Vale, and South Australian Minister for Human Services; Mary Patetsos, Chair of the South Australia Housing Authority (SAHA); and Nick Symonds, the CFO of South Australian Government Financing Authority (SAFA) to tour our mixed-tenure Lidcombe Rise development.

The tour was an opportunity to showcase this exceptional, large-scale mixed tenure development to the South Australian delegates while emphasising the innovative thinking around integrated housing models as a means of tackling the critical shortage of social and affordable housing in NSW.

In this development there are 63 social housing properties which Evolve Housing is now managing on behalf of the NSW Land and Housing Corporation on a 20-year lease. In addition, there are 93 affordable housing properties which will be owned and managed by Evolve Housing.

JANUARY 2023

LUNAR NEW YEAR

Evolve Housing's Diversity and Inclusion team hosted a cultural immersion experience to celebrate Lunar New Year and educate staff on the customs and traditions of this important festive season. Celebrations saw plenty of delicious foods such as banh mi rolls, rice paper rolls, as well as fried rice, spring rolls and dessert.



FEBRUARY 2023

CONFRONT THE CRISIS IN WESTERN SYDNEY

The community housing sector, business leaders and members of the public rallied for change at the Confront the Crisis forum on Wednesday 22 February in Western Sydney. Notable speakers in attendance included David Borger, Executive Director of Business Western Sydney and Board member of Evolve Housing; Lyall Gorman, CEO of Evolve Housing; Nicola Lemon, CEO of Hume Community Housing; and Ryan van den Nouwelant, a Researcher from UNSW City Futures. This event was co-hosted by Evolve Housing and the Community Housing Industry Association (CHIA) NSW. More than 60 people attended.

MARCH 2023

ASCOT VALE LAUNCH IN VICTORIA

Evolve Housing Vic Limited (EHVL) successfully opened 100 social housing dwellings in Ascot Vale as part of Evolve Housing Group's expansion in Victoria.

This achievement is part of the Victorian Government's remarkable \$5.3 billion Big Housing Build initiative launched in 2020 to help ease pressure on the housing system. This exciting new initiative saw \$104 million invested in Ascot Vale, where 80 old apartments were replaced by 200 modern, comfortable and accessible one, two, and three-bedroom homes and five fully accessible apartments to support people living with disability.



MARCH 2023

INTERNATIONAL WOMEN'S DAY

Evolve Housing was honoured to celebrate International Women's Day (IWD) with the Hon Dai Le MP, Independent Member of Fowler.

Speaking to a group of 60+ Evolve Housing residents, Board members and employees, Ms Le shared her incredible life journey after escaping the Vietnam War as a refugee and all the events that helped shape her into the strong, resilient woman she is today.

It was wonderful to see so many friendly faces in attendance including some of our amazing female residents, Evolve Housing Board member Davina Rooney as well as Chris Eccles Board member of Evolve Housing Vic Limited who joined us online.

EVENTS AND ACTIVITIES IN 2022–2023



APRIL 2023

WA MINISTER FOR PLANNING VISITS LIDCOMBE RISE

Evolve Housing was proud to welcome a delegation from Western Australia including the Hon John Carey MLA, Minister for Planning; Lands; Housing; Homelessness; Darren Cooper, DevelopmentWA Chair; Dean Mudford, DevelopmentWA Acting CEO; and Conor Ward, Policy Advisor Lands for a tour of our mixed-tenure Lidcombe Rise development.

MAY 2023

CHIA CONFERENCE

On day two of the 2023 Community Housing Industry Association (CHIA) Conference, Lyall Gorman, Evolve Housing Group CEO spoke on the importance and benefits of investment into mixed-tenure housing in the face of the current housing crisis.

Lyall talked about the need for greater collaboration between CHPs, developers and the government to supply fit-for-purpose social and affordable housing. Examples of this type of successful tenure include our Harts Landing Development in Penrith and Lidcombe Rise development.

We extend our thanks to CHIA NSW who pulled together a fantastic array of speakers, who shared key learnings across multiple sectors including government, housing, industry and investment.



MAY 2023

CORE AND CLUSTER

We were proud to announce our ground-breaking partnership with Women's Community Shelters (WCS) and The Haven —Nepean Women's Shelter at the official launch of our critical shelter and supported accommodation services for women who are at risk of homelessness or domestic and family violence.

The Hon Jodie Harrison MP, Minister for Prevention of Domestic Violence and Sexual Assault; the Hon Karen McKeown OAM, Minister for Penrith; and Tricia Hitchen, Penrith Mayor joined Evolve Housing at the launch. This partnership saw the successful refurbishment of an apartment block owned by Evolve Housing, allowing The Haven to support more women and children, in a unique model known as Core and Cluster. Funded by the NSW Department of Communities and Justice, this model allows for independent living and privacy for residents combined with on-site access to caseworkers and community support. Read more on page 107.



MAY 2023

NATIONAL VOLUNTEER WEEK

Evolve Housing celebrated National Volunteer Week with a lunch honouring a very special group of our residents—those who give their time to volunteer.

Our volunteers, members of our Resident Advisory Group (RAG) and Friendship Aged Network (FAN), were presented with an award of appreciation for the difference they make.

Evolve Housing would like to thank and express our deepest gratitude to all our volunteers who have made a difference in the lives of others and continue to do the incredible work that they do! Your hard work does not go unnoticed.



MAY 2023

ASCOT VALE LUNCHEON

To assist with building a sense of community and a feeling of belonging, our team hosted a launch and luncheon for residents in our new Victorian apartments in Ascot Vale.

The event allowed residents to meet and connect with Evolve Housing staff and fellow residents over a delicious lunch, games and raffles.

We were joined by the Hon Danny Pearson, Minister for Essendon, colleagues from Homes Victoria, service partners and maintenance partners who mingled with our new residents.

EVENTS AND ACTIVITIES IN 2022-2023



MAY 2023

SORRY DAY

In line with our commitment to reconciliation and our Reconciliation Action Plan, on Sorry Day we acknowledged the voices and experiences of all members of the Stolen Generations who were removed from family and communities.

Staff and residents gathered to show their respect in what is an important day of acknowledgement for our nation.

Uncle Widdy, a survivor of the Stolen Generation, shared his heart-breaking story of being forcibly removed from his family at the age of eight.

We also heard from Todd, an Aboriginal artist who designed our Evolve Housing shirts. Todd's design shows a rainbow snake and a black and white handprint, representing white people, those from other nationalities and Aboriginal people coming together, to learn about each other through reconciliation and understanding for a better future.



JUNE 2023

RECONCILIATION WEEK

To connect with Indigenous families and promote our support services for social and public housing tenants, our Opportunity Pathways team attended a Family Fun Day at Revesby as part of Reconciliation Week. We were able to talk with people about the Opportunity Pathways voluntary program and how our team can provide support to assist clients and tenants to access employment, training and work opportunities.



JUNE 2023

ARA GOLD AWARD

Our 2022–23 Annual Report won a Gold Award for Distinguished Achievement in Reporting at the 73rd Australasian Reporting Awards (ARA) ceremony—the second year we have received this accolade. We were also one of six finalists for the Community & Welfare Sector Award. The annual ARA, which recognises organisations that achieve Excellence in Reporting, is highly regarded and helps organisations to communicate more effectively.

AWARD NOMINATIONS

- Australasian Reporting Awards, General Award Category (2021–2022 Annual Report), Gold.
- PowerHousing Awards 2022, Rising Star Category, Highly Commended.
- PowerHousing Awards 2022, Tenant Engagement and Social Inclusion Category, Highly Commended.
- REB Awards 2023, Social and Community Service Program of the Year EchoRealty, Finalist.
- ZEST Awards 2023, Award in Outstanding Project, Climate Change Resilience (Evolving Green), Finalist.
- ZEST Awards 2023, Award in Outstanding Community Sector Leader, Jitender Balani, Finalist.
- ZEST Awards 2023, Award in Outstanding Project, Building stronger inclusive communities (Resident Engagement), Finalist.
- AHI Awards 2023, Leading Community Engagement Practice, Evolve Housing's Resident Engagement Strategy, Finalist.
- AHI Awards 2023, Excellence in Social Housing, Together Home Program, Finalist.
- AHI Awards 2023, Leading Innovation, Asset Management Team's Heat Resilience Project, Finalist.
- WSABE 2023 Parramatta Light Rail Excellence in Sustainability —Evolving Green, Finalist.
- WSABE 2023 City of Parramatta Excellence in Innovation—EchoRealty Essential Worker Program, Finalist.

OUR OPERATING ENVIRONMENT

The 2022–23 financial year has been a dynamic time for the community housing sector, and for Evolve Housing.

Housing affordability remains one of the most critical issues currently facing our community. With continuing increases in rents and housing prices, the need for more social and affordable housing has never been greater.

The availability of safe, secure and affordable housing is no longer a fringe issue affecting the most vulnerable and disadvantaged households. It is now a crisis having significant impacts throughout the wider community.

Evolve Housing operates within an environment where demand for our services is continuously growing. In response, our strategy is focused on growth—to deliver more homes for more people in need.

Sustainable growth, enhanced business practice, capacity to provide quality homes and services, and to improve social outcomes for our clients—these are the four strategic pillars that guide us.

We listen to our residents, we plan, adapt and innovate, and we partner with government and other values-aligned organisations to deliver people-centric housing solutions for positive social outcomes.

WHY HOUSING AFFORDABILITY MATTERS

Access to good quality, affordable housing is fundamental to individual wellbeing and a well-functioning society. Housing affordability is the ability of a household to afford the cost of housing¹ - the relationship between the cost of housing and household incomes.²

Access to affordable housing protects vulnerable households from poverty. It builds productive economies by providing workers with access to jobs, and it creates more diverse, inclusive and thriving communities.

Whilst every \$1 the Australian community invests in social and affordable housing will deliver \$2 in benefit³, research shows that the lack of affordable, adequate and secure housing generates significant avoidable public sector costs in health, education and productivity through lack of access to workers where they are needed.

From reducing poverty, enhancing societal well-being, and improving opportunity and social inclusion, the role of social and affordable housing to support productive and thriving communities is well proven.⁴

Social and affordable housing is essential infrastructure for successful communities.

This is why housing affordability matters.

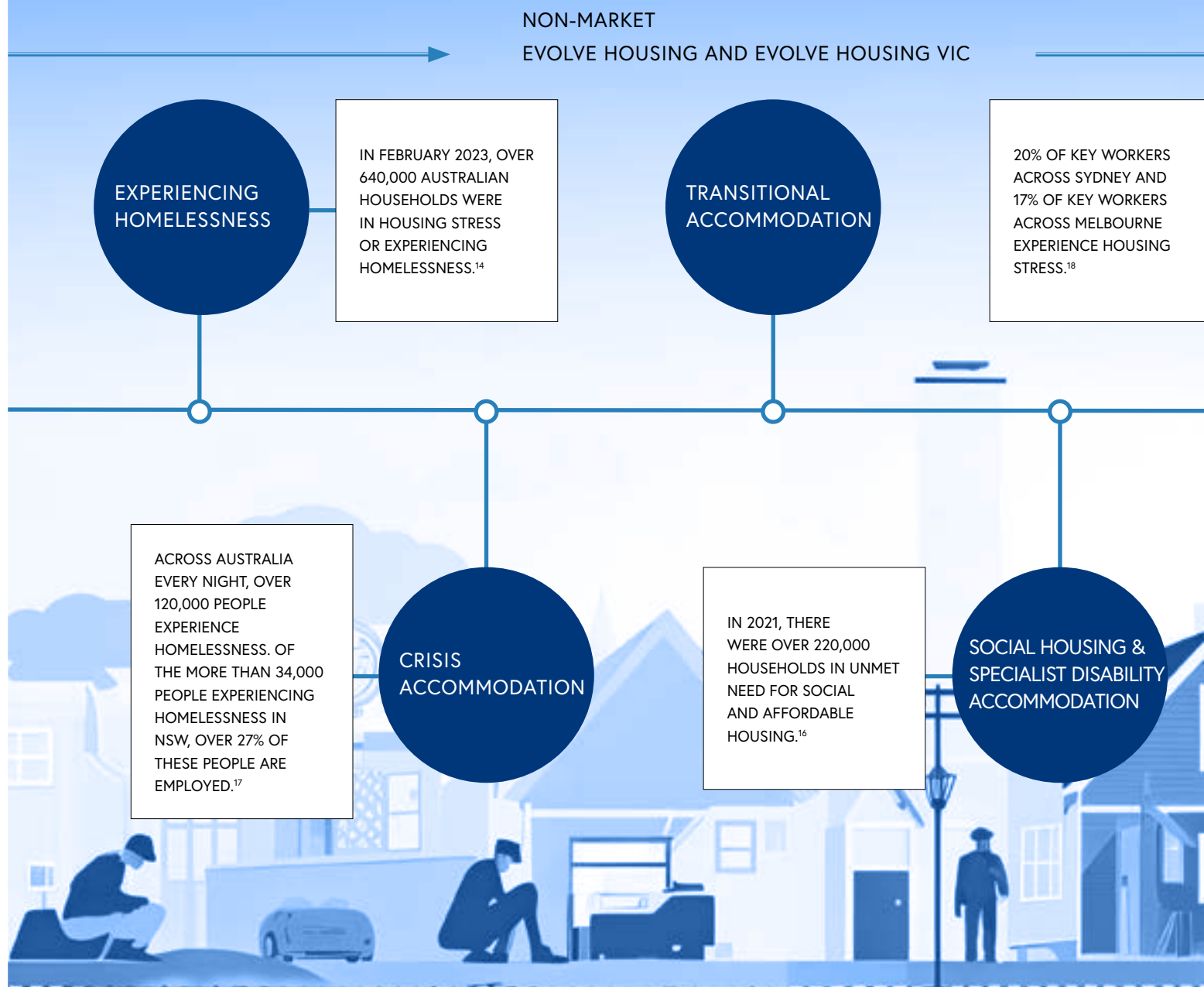
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ABOUT EVOLVE HOUSING

EVOLVE HOUSING IS THE LARGEST PROVIDER
OF AFFORDABLE HOUSING IN NSW.

Good quality affordable housing is fundamental to a well-functioning society.

HOUSING CONTINUUM



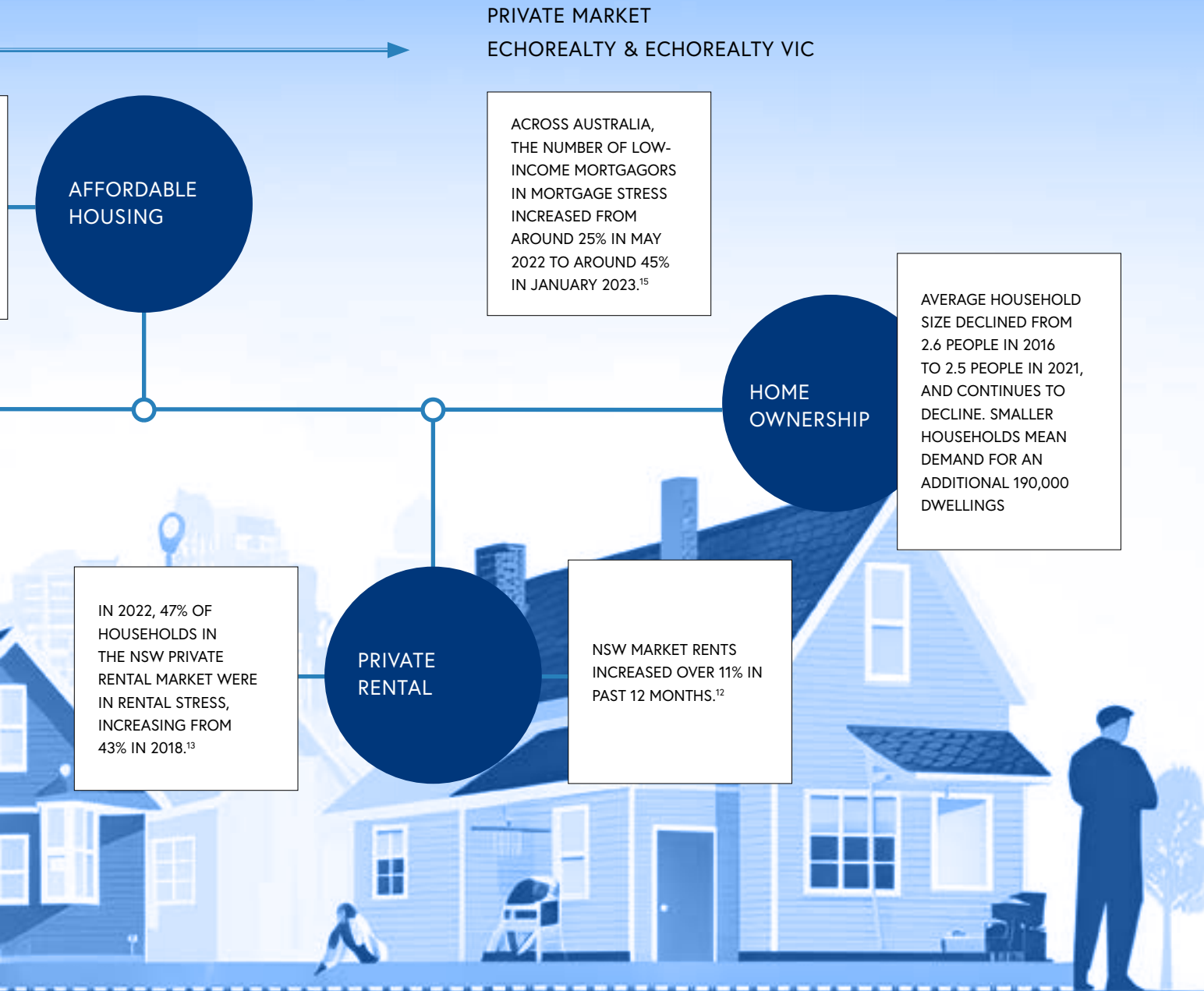
THE HOUSING CONTINUUM

Australia's housing sector can be understood as a continuum of different markets involving different organisations, stakeholders and market forces.

The Evolve Housing Group comprises Evolve Housing Limited and its controlled entities, including Evolve Housing Vic, EchoRealty NSW & ACT and EchoRealty Vic. The Evolve Housing Group is also a 15% member

of Centacare Evolve Housing, a registered Community Housing Provider (CHP) in Tasmania. The housing continuum shows how the community housing sector perceives distinctions between the way housing is provided.

It also indicates potential opportunities for households to move from one housing provision to another, as their situation becomes more stable or changes. Government



financial assistance for the provision of housing, plus additional support from social service providers including CHPs like Evolve Housing, can assist people to gain greater independence and move towards affordable housing or private market rental accommodation.

The Evolve Housing Group is unique in that it consists of entities that are active in each specific area of the

continuum. From supporting people who are experiencing homelessness or at risk of domestic violence, to providing people with social and affordable housing and supporting others to access private rental housing, Evolve Housing provides housing options for people in need across the whole continuum.

THE HOUSING MARKET

Changes in the private housing market over recent years have had unprecedented impact on demand for crisis accommodation, transitional, social and affordable housing. The causes of this change have been a long time in the making.

These changes have occurred, in part, due to:

- increasing house prices and market rents;
- a slow-down of housing supply generally;
- prolonged undersupply of social housing;
- population movements and changes to work practices due to the pandemic; and
- lack of housing diversity to meet the population needs (for example, to meet the needs of the substantial increase in smaller households).

Whilst affordability continues to decrease, compounded with prolonged under-investment in social housing and increasing interest rates, the 2021/22 narrative of 'housing crisis' has pivoted towards 'housing solutions' in 2022/2023. Both state and federal governments along with the community housing sector, are now actively focused on investment into the sector, and other more concrete solutions.

CURRENT SITUATION

Despite a continued slow-down in supply, housing prices fell around 10% in 2023⁵, largely due to increases in interest rates, which reached an 11-year high of 4.1%. Forecasts suggest that this will continue.

Reducing market prices, coupled with rising interest rates and inflationary pressures—such as cost-of-living and car dependency—have pushed more households into mortgage stress. Similarly, increasing rents⁶ and lower vacancy rates have caused increases in rental stress. Historic low unemployment of under 4%⁷ is

considered to currently be preventing mortgage defaults, however unemployment is predicted to increase over 2023 and 2024⁸.

Be it mortgage stress or rental stress, housing stress is increasing, impacting more and more people in our community. Housing stress occurs when household mortgage payments or rents are more than 30% of household income.⁹ Key worker households and households in Western Sydney and South West Sydney are disproportionately affected.¹⁰

The overall supply of social housing has been falling in relative terms for some time and is neither keeping pace with household growth nor demand. This is reflected in both homelessness and social housing waiting list figures.¹¹

Homelessness and demand for crisis accommodation is also continuing to rise as a result.

The numbers are clear.

RESPONSE FOR A RESILIENT FUTURE

While government has the structural influence and greatest access to funds to build housing capacity, success requires involvement from different sectors, and multi and cross-sector partnerships.

Addressing the lack of social and affordable housing is crucial for creating more equitable and inclusive communities, improving overall quality of life, and reducing homelessness and housing insecurity.

It requires a multifaceted approach involving government intervention, investment in social and affordable housing initiatives, policy reform and collaboration between public and private sectors.

Governments at all levels now have an increased focus on housing affordability. More investment is being earmarked by government to address acute housing needs and increase the supply of social and affordable housing to positively impact the social and economic indicators needed for a more resilient future.

FEDERAL GOVERNMENT INITIATIVES

Key initiatives in the Federal Government's housing agenda include:¹⁹

- **National Housing Accord**—This is a collaboration of all levels of government and market participants including institutional investors focused on delivery of affordable housing, with a target of 1 million new affordable dwellings over 5 years from mid-2024. Expediated zoning, land release and working with Councils, supporting the constrained construction industry and facilitating institutional investment all support this plan.
- **The National Housing and Homelessness Plan**—This will identify reforms to make accessing housing easier for Australians. It establishes a National Housing Supply and Affordability Council to advise government.
- **The (National) Social Housing Accelerator (SHA)**—This \$2 billion fund was recently announced for states and territories to rapidly fund new and enduring (not short-term) social housing supply until the Housing Australia Future Fund (HAFF) is determined. The funding is for new social housing supply and refurbishments to increase social housing capacity, with the use of the funds based on local needs and resources. New South Wales and Victoria have been allocated the largest proportions of SHA funds, at \$610 million and \$496 million respectively.
- **Housing Australia Future Fund (HAFF)**—This \$10 billion fund is proposed to provide sustainable funding to increase housing supply for new social housing dwellings and new affordable housing, with a specific allocation built in for women and children experiencing domestic and family violence.
- **National Housing Infrastructure Facility (NHIF)**—This \$1 billion facility will accelerate housing supply.
- **Commonwealth Rent Assistance (CRA)**—This is provided to low-to-moderate income households that have trouble meeting private market rental costs. Pensioners, recipients of working age payments and others meeting the criteria may be eligible for CRA.
- **First Home Buyer Support Scheme**—This scheme supports first home buyers who are unable to reach a 20% home down payment by providing the guarantee for the loan. The guarantee helps first home buyers to avoid paying lenders mortgage insurance. The scheme is limited and is subject to a household income criteria.
- **Help to Buy Scheme**—This is a government shared equity model, where the government purchases up to 30% of an existing dwelling, or 40% for a new dwelling, in partnership with the eligible home buyer. This arrangement avoids payment of mortgage insurance and reduces the deposit for the home purchaser. The scheme is limited and is subject to a household income criteria.
- **National Rental Affordability Scheme (NRAS)**—This Scheme provides low-cost housing to low-income workers and currently supports some 27,400 households (reduced from over 36,000). This scheme expires in 2026.

STATE GOVERNMENT INITIATIVES

Over and above the stamp duty discounts on mortgage insurance for first home buyers that have been in place for some years, in June 2023 the NSW Government announced initiatives to improve housing affordability

and address the housing shortage. These included:

- Planning incentives for affordable housing:
Developments valued at over \$75 million and with 15% of space used for affordable housing (dwellings managed by a CHP, and offered at 20–25% below market for 15 years) will get access to a 'State Significant Development' (SSD) approval pathway and 30% additional space (FSR) and 30% building height (over what the Local Environmental Plan allows, whilst complying with other development controls). Projects costing less than \$75 million can still achieve additional space and height for affordable housing but will not have access to the SSD approval pathway.
- Exemptions from infrastructure contributions for affordable housing.

These initiatives can stimulate housing construction and increase supply across the housing spectrum.

Evolve Housing and the community housing sector are an important part of the equation.

The NSW Land and Housing Corporation and Landcom are also working to initiate development opportunities to increase affordable housing through CHPs.

LOCAL COUNCILS KNOW THEIR COMMUNITIES BEST

Councils develop housing strategies to meet the needs of their communities and are best placed to work with CHPs and others to deliver local housing solutions for their communities. Councils are an essential part of the solution, and collaboration of all stakeholders is key.

LOCAL COMMUNITIES

Local communities have become part of the solution with sentiment about new housing starting to change. As the

housing crisis deepens, a 'YIMBY' or 'Yes In My Backyard' campaign is starting to build momentum.²⁰

Nearly everyone in Australia knows someone who is impacted by the current housing crisis.

The housing crisis offers communities and councils an opportunity to rethink and innovate to form thriving and inclusive communities that celebrate a diversity of housing and people.

EVOLVE HOUSING IS PLAYING A KEY ROLE

At Evolve Housing, we believe in everyone's right to a home. We provide housing to those in need, and offer programs, activities and services to enrich our residents' lives and help them feel connected to their community. With entities and operations across New South Wales, Victoria, the Australian Capital Territory and Tasmania, we are committed to enabling more people in need to live in quality homes in thriving and inclusive communities.

We are the only CHP to provide housing across the whole housing continuum—from crisis accommodation for those experiencing homelessness or domestic violence to social, affordable and market housing. In this document, we detail progress against our goals and share our achievements, stories and successes.

ABOUT THE COMMUNITY HOUSING SECTOR

The 101 largest CHPs manage 120,000 homes or 1% of Australia's total housing stock, have \$18 billion in assets, provide 25% of all social housing and are responsible for 50% of the dwellings subsidised through the NRAS (National Rental Affordability Scheme).

The community housing sector generates \$1.8 billion revenue per annum and re-invests the surplus into new housing, better services or improving properties.

CHPs deliver additional benefits. They focus on housing segments typically not provided by the private rental market (such as Specialist Disability Accommodation) and provide wraparound social support services to assist residents improve health, wellbeing, educational and employment outcomes.

CHPs each have strengths and interests that distinguish them and define their offering and operational focus. One organisation may focus its operations on supporting people to access housing in particular parts of the housing continuum, and/or in specific locations. Another organisation may focus on working with people with specific needs. All providers, however, are focused on providing housing, supporting their clients and improving peoples' lives.

Evolve Housing collaborates with other aligned and expert service providers, and other CHPs, where this means we can innovate or offer something more. We continue to evolve to achieve something better for our residents and our communities, guided by our purpose to enable more people in need to live in quality homes in thriving and inclusive communities.

EVOLVE HOUSING'S STRATEGY AND SERVICES ARE ALIGNED TO EXTERNAL TRENDS

Evolve Housing is well placed to respond to the changes in the operating environment and be part of the solution. Our strategic plan for sustainable growth is aligned with government policy and industry best practice. Our initiatives are responsive to current and emerging issues and opportunities, and we are adaptable and receptive to collaborations with existing and new partners with aligned values.

Evolve Housing is one of the largest CHPs and the largest provider of affordable housing in NSW.

However, it's our support, service and our ambition to improve and grow that defines us.

We manage 4,773 properties across New South Wales, Victoria and the Australian Capital Territory. We manage 2,962 social housing dwellings and 1,811 affordable housing dwellings.²¹ We are the largest provider of affordable housing in NSW. We manage our affordable housing through EchoRealty, a subsidiary of Evolve Housing. EchoRealty is a specialist in affordable property management.

We actively engage in new approaches and seek to partner with all levels of government, the private sector and the not-for-profit sector to create thriving and inclusive communities.

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ECHOREALTY

ECHOREALTY NSW & ACT LIMITED (ERNAL) AND ECHOREALTY VIC LIMITED (ERVL) ARE SPECIALIST AFFORDABLE HOUSING ENTITIES WITHIN THE EVOLVE HOUSING GROUP.

With a dedicated team of Property Managers, EchoRealty provides high-quality affordable housing properties and general property management services to landlords and tenants in New South Wales, Victoria and the Australian Capital Territory.

More than just a property manager, through its tailored programs EchoRealty helps tenants to access ongoing support, educational and social opportunities to improve their health and wellbeing. EchoRealty manages properties for private investors, developers, councils and not-for-profit organisations. Our portfolio includes Affordable Housing, Essential Worker Affordable Housing and private market housing.

Operating as a profit-for-purpose business, EchoRealty is committed to providing safe, stable and affordable housing to all Australians. To help achieve this, the team works with developers and investors to increase the supply of affordable housing.

Profits generated by EchoRealty are reinvested to create more social and affordable housing stock and to fund community programs to support vulnerable people to overcome challenges and improve their lives.

This chapter shares some of EchoRealty's highlights and achievements for 2022–23 financial year.

A GROWING AND DIVERSIFYING PORTFOLIO

It has been another year of growth for EchoRealty with 1,811 properties now managed by the team. This includes 1,566 properties in New South Wales (of which 169 are owned by Evolve Housing), 40 properties in the Australian Capital Territory and 205 in Victoria.

EchoRealty's council-owned portfolio has expanded and diversified into new locations with a range of new property types coming on board. The business was re-appointed to manage 37 properties from Willoughby City Council's affordable housing portfolio for a further 5 years. This is a significant achievement in recognition of the commitment EchoRealty's Property Managers invest in supporting residents and looking after properties.





EchoLiving, our Affordable Housing magazine.

The team also continued to manage affordable housing properties for Parramatta City Council, the Sydney Olympic Park Authority and Bayside Council, where an additional 45 properties were transferred to EchoRealty management in November 2022.

Through a partnership with BlueCHP, a NSW-based Tier 1 CHP, EchoRealty has been able to grow its management portfolio to include a range of freestanding three and four-bedroom affordable homes. Without this partnership EchoRealty would not be able to provide these types of properties. It has been valuable to have these affordable options for tenants looking to expand from an apartment to a house.

With the Federal Government's National Rental Affordability Scheme (NRAS) winding up in 2026 and homes on the scheme transitioning to the private rental market, EchoRealty has been actively expanding its portfolio to build capacity to rehouse tenants coming out of the program.

Under the scheme, property owners receive a subsidy in exchange for keeping their rent below the market rate for 10 years. As homes exit the scheme, rents are increasing to the private market rate, making many properties out of reach for people on low-to-moderate incomes.

EchoRealty has continued to explore options with landlords and tenants to help minimise the loss of affordable housing when the scheme concludes. Impacted tenants are being supported to transition to alternative housing within EchoRealty's current portfolio. Additionally, the team has been working with landlords to continue to manage properties, and where possible, persuade investors to continue to lease their properties at below market rent.



Homer Street, Moonee Ponds, Victoria

GROWTH IN VICTORIA

This year, EchoRealty became fully operational in Victoria as its own entity. This required a huge body of regulatory and compliance work but was a significant milestone in EchoRealty's growth journey.

Following completion of this transition work, a co-branded EchoRealty and Evolve Housing Vic office was opened in Moonee Ponds.

In September 2022, EchoRealty began managing 100 brand new, high-quality essential worker housing apartments in a new complex in Alphington, a short distance north-east of Melbourne's CBD. The apartments are part of EchoRealty's ongoing partnership with Altis Property Partners (Aware Super), under their Essential Worker Affordable Housing program. This initiative offers housing at 20% below the market rent to eligible key workers in sectors including health care, aged care, education, childcare, law enforcement and emergency

services. The properties are within walking distance to the Yarra River and Alphington train station.

The Alphington complex doubled EchoRealty's Victorian management portfolio with the addition of 100 essential worker properties. Since 2020, EchoRealty has managed 75 essential worker properties and 30 private properties in Moonee Ponds, a suburb north-west of the Melbourne CBD.

NEW CUSTOMER EXPERIENCE TEAM

A dedicated EchoRealty Customer Experience Team and contact centre was established to provide more efficient and direct support and services to EchoRealty's tenants and landlords. This has improved EchoRealty's response times to enquiries and enhanced the team's customer service performance. In the coming year, the contact centre will be further enhanced, improving EchoRealty's ability to meet the needs of tenants and landlords.

**ECHOREALTY IS COMMITTED TO PROVIDING SAFE, STABLE
AND AFFORDABLE HOUSING TO ALL AUSTRALIANS.**



Alphington complex, Victoria

A JOURNEY OF INSPIRATIONAL GROWTH

The Evolution of a Profit-for-Purpose Real Estate Agency

EchoRealty's exceptional growth reflects an inspiring story of determination and innovation—and an unwavering commitment to excellence.

EchoRealty is the first agency in NSW specialising in affordable housing.

Since its launch in 2017, EchoRealty has been a success story for Evolve Housing, growing its portfolio of affordable housing from 633 dwellings to 1,811 in 2023—a growth of 186% in six years.

This success is bound in a powerful vision, driven by a committed, adaptable and client-centric team, led by Charlie Souma.

As a profit-for-purpose real estate agency, EchoRealty's business model combines delivering high-quality property management services for both general investors and

affordable housing investors with the objective of creating positive social impact.

The EchoRealty team understands that each client's needs are unique, focusing on delivering solutions tailored to individual preferences. Our staff apply active listening and genuine empathy to build trust and loyalty with both our clients and our property owners. This unique approach has been crucial in helping us to grow our network of satisfied clients and referrals.

Unlike traditional real estate agents, EchoRealty's profits are reinvested to create more social and affordable housing and to fund social support programs.

EchoRealty's client-centric approach and exceptional standards of customer service are key to our values and continuing our success.

Financial Year	Dwellings Number
2017	633
2018	852
2019	1,075
2020	1,413
2021	1,576
2022	1,708
2023	1,811

SAVAN'S STORY

CLIENT PROFILE

Savan's story is a reminder that not giving up will take you to places you never expected to be. A migrant woman from Kurdistan, Savan has a degree in engineering but is unable to work in her field due to her visa.

When she was 33 years old, Savan was married and stuck in a toxic relationship. During the COVID-19 lockdown in June 2020, Savan made the courageous decision to leave her husband. That's when her new life, powered with resilience, began.

Savan had a friend who offered up her couch some nights which was a saving grace, however, it soon became unsafe for her to stay there. Not wanting to endanger her friend, Savan went to Link2Home, a government statewide referral service assisting homeless people and those at risk of homelessness.

Savan declared she was homeless and was put in touch with DV West, a crisis accommodation, transitional housing service that supports women and children who are victims of abuse and domestic violence to find a home.

This was frightening for Savan who was in unfamiliar territory and wanted to create the new life she deserved. She began looking for properties and found three that best suited her situation. One was an affordable housing property advertised by EchoRealty.

DV West supported Savan with her application and she was over the moon when she was approved. In July 2020 Savan moved into her new home.

"I will never forget the moment I was told my application was approved. I was over the moon. I loved the place. It had a beautiful view of the park and was everything I needed. It was the first time in my life I called a place my home. I was safe, there was no one nagging me,

no one to control me or tell me what to do, where I should go. It was a beautiful feeling," she said.

With a safe, affordable and secure roof over her head thanks to EchoRealty, Savan knew she had to take every opportunity and make the most of it. With the support of COVID-19 Centrelink payments, Savan enrolled to study English for academic purposes. Next, she went on to complete a course in community services and two months later found a job.

"I got a job, bought my first car, and became more independent. Then a lot of change happened, and I finally got divorced and could focus on my life."

That's exactly what Savan did. She lived her life and focused on her job, and in between everything, met her new husband. In April 2023, Savan moved out of EchoRealty's affordable housing property because her and her husband were financially comfortable to manage a mortgage and buy their own home.

"It's beautiful to have something that is yours. Of course, a mortgage comes with more responsibility, but I wouldn't have been here without the support of EchoRealty. That was an incredible life-changing experience, and I am so grateful that there are services out there to help others in similar situations."

Savan offered some words of hope, encouraging others who may find themselves in similar situations to never give up. "There is always hope for change. I had lots of obstacles but don't be afraid to reach out and get the right support because there is always hope."

“ I WILL NEVER FORGET THE MOMENT I WAS TOLD
MY APPLICATION WAS APPROVED. I WAS OVER
THE MOON. I LOVED THE PLACE.”

To protect her identity, the above image is not Savan.

A woman and a man are standing on a construction site, facing each other in conversation. The woman, on the left, is wearing a white hard hat, a grey long-sleeved shirt, and an orange and white high-visibility safety vest. She has her arms crossed and is looking towards the man. The man, on the right, has a full beard and is wearing a dark shirt, an orange and white high-visibility safety vest, and has his safety glasses perched on his head. He is looking back at the woman. The background shows the steel framework of a building under construction, with vertical rebar and horizontal beams visible against a clear sky.

3

EVOLVE HOUSING IS IN A POSITION TO
MAXIMISE THE OUTCOMES WE CAN DELIVER
THROUGH FUNDING OPPORTUNITIES.



ACHIEVE SUSTAINABLE GROWTH

EVOLVE HOUSING, PROVIDING MORE SECURE HOMES AND MORE INCLUSIVE COMMUNITIES.

At Evolve Housing, providing more secure homes and more inclusive communities for the people we work with is at the very core of what we do.

To achieve that, we must remain innovative, responsive to the environment in which we operate and responsible in the allocation of financial resources. We must also remain committed to delivering growth that is sustainable and does not negatively impact the experience of our existing tenants.

In the last financial year, changing economic circumstances encouraged a pivot in our growth strategy. Rising construction costs, high interest rates and supply chain issues all limited our capacity to engage in new development. In response to this, we shifted our focus to acquiring existing properties from the market. This allowed us to continue delivering growth for the business and new homes for those who needed them without incurring excessive construction costs. We also placed a higher priority on forming partnerships with developers to minimise our risk exposure in new build projects.

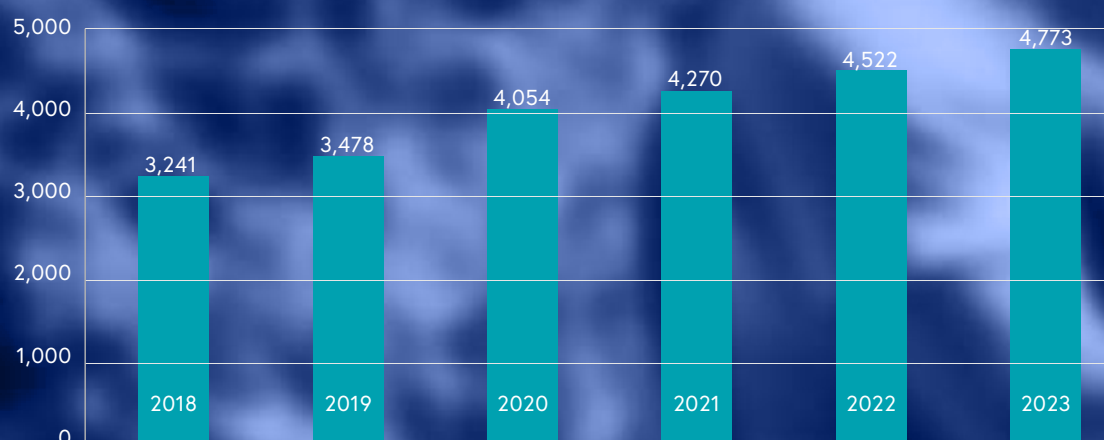
Another key development in the 2022–23 financial year was the announcement of the new Federal Government's Housing Australia Future Fund and the new National Housing Accord. Whilst terms are still being finalised and debated through government, both initiatives should see a significant increase in funding for new social and affordable housing projects. A good deal of work has gone into preparing Evolve Housing to be in a position to maximise the outcomes we can deliver through these funding opportunities.

In June 2023, the Federal Government announced \$2 billion in funding for the states and territories to rapidly build social housing stock while the Housing Australia Future Fund is determined. This funding is for new social housing supply and refurbishments to increase social housing capacity, with the application of the funds based on local needs and resources. New South Wales and Victoria have been allocated the largest proportions of these funds at \$610 million and \$496 million respectively. This year, as always, Evolve Housing's hard-working team continued to submit new grant applications and win tenders for new projects that are delivering on our purpose of supporting more people in need to live in quality homes in thriving communities. Here are some of the key highlights for the year.

EVOLVE HOUSING GROUP PROPERTY PORTFOLIO: 30 JUNE 2023

PROPERTY PORTFOLIO	Affordable	Social	Total
Managed	1,534	2,377	3,911
Owned	277	585	862
Total	1,811	2,962	4,773

PORTFOLIO GROWTH



OPERATING JURISDICTIONS



AGE OF DWELLINGS

AGE OF DWELLINGS	Affordable Portfolio 1,811 Properties	Social Portfolio 2,962 Properties
50+ Years	3%	16%
40–50 Years	1%	8%
30–40 Years	1%	11%
20–30 Years	0%	13%
10–20 Years	7%	28%
< 10 Years	88%	24%

HOUSING TYPES

38%
Affordable



55%
Social



4%
Transitional



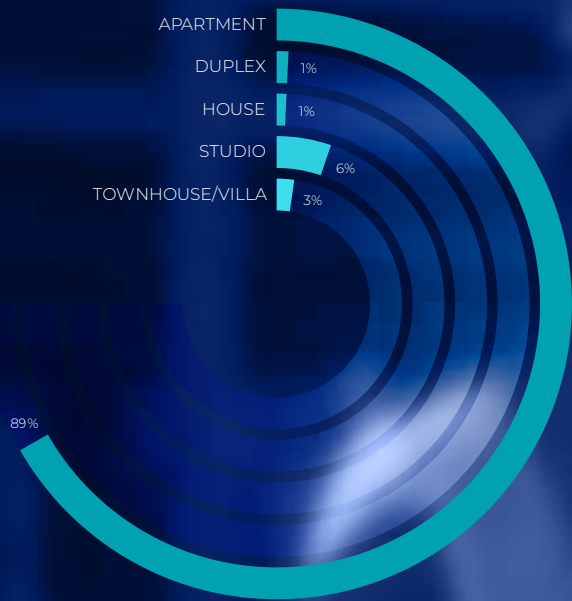
1%
Crisis



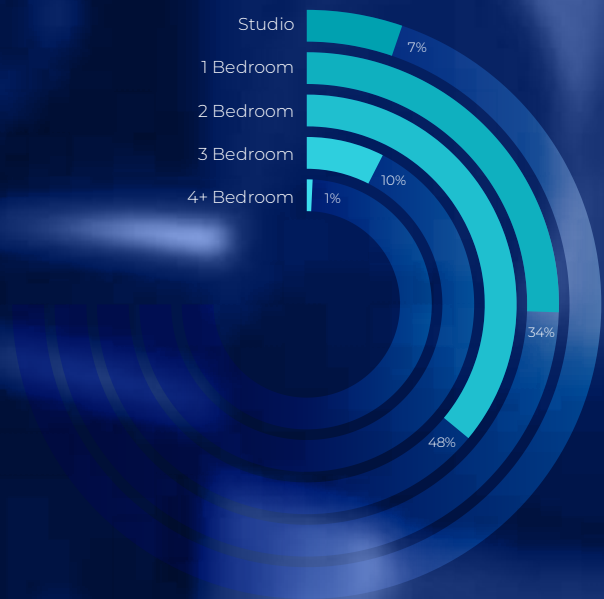
2%
SDA



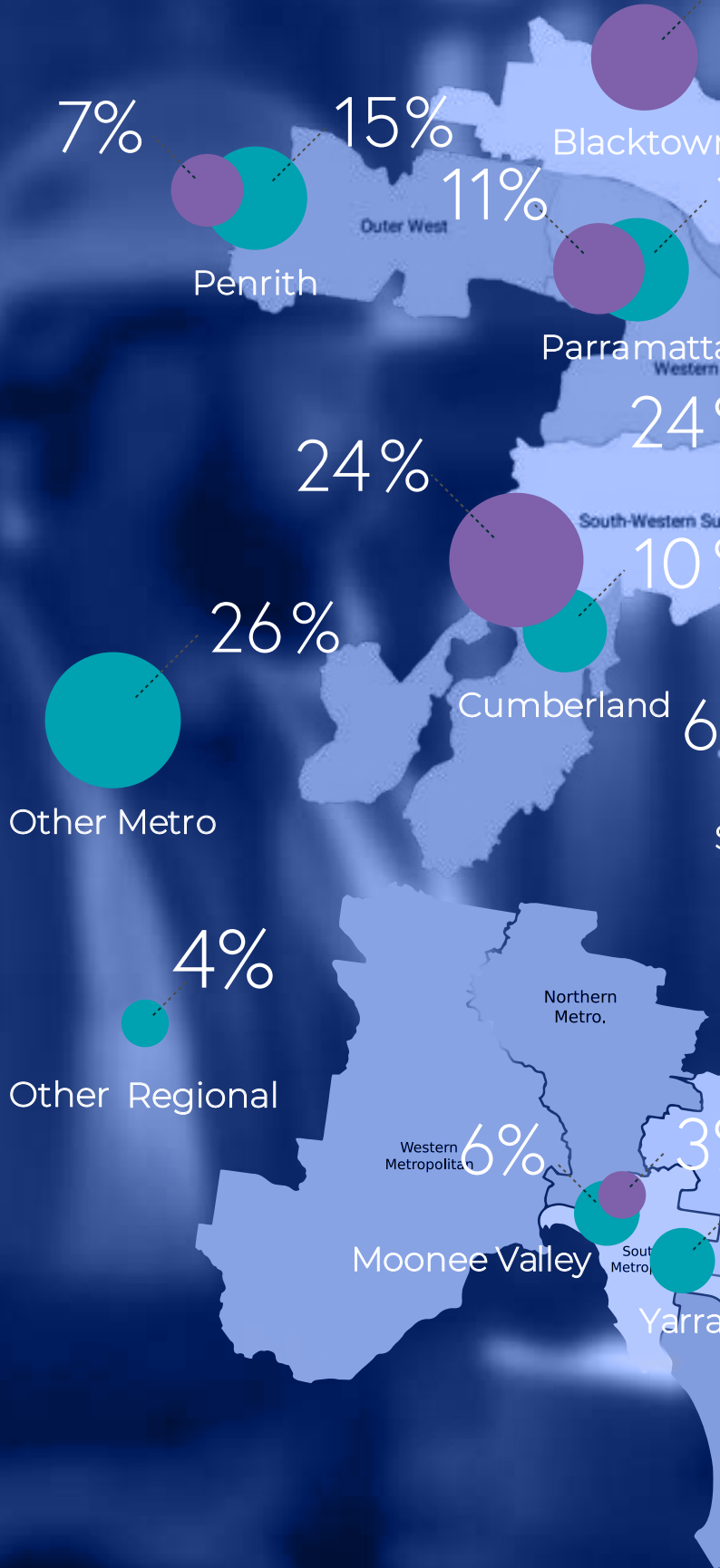
AFFORDABLE DWELLING TYPES

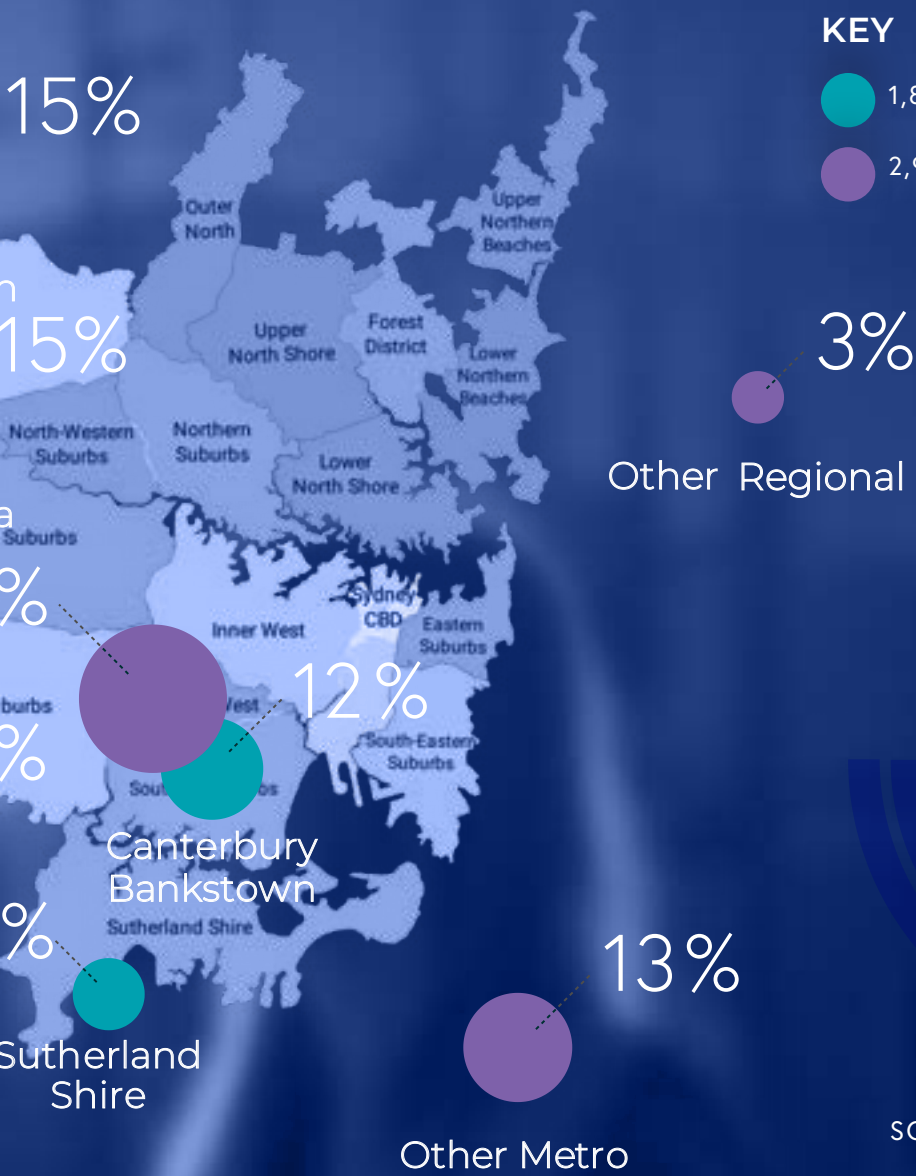


AFFORDABLE BEDROOM CONFIGURATIONS

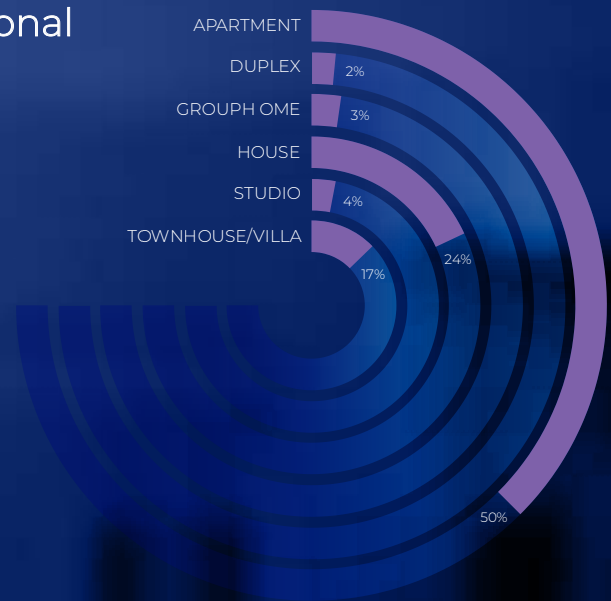


GREATER SYDNEY REGION





SOCIAL DWELLING TYPES



SOCIAL BEDROOM CONFIGURATIONS



LIDCOMBE RISE

The 2022–23 financial year was an exciting time in the evolution of this innovative project which is delivering a diverse mix of housing to a community that urgently needs it. June 30 saw the first of the project's four towers officially opened. Evolve Housing now manages 63 social housing units in this tower on behalf of the Land and Housing Corporation under a 20-year lease.

The second tower at Lidcombe Rise is set to become available in September/October 2023 and will feature 93 affordable units which will be wholly owned and operated by Evolve Housing under an innovative financing arrangement with the National Housing Finance and Investment Corporation.

We were delighted when stage 1 of this project won Urban Taskforce Australia's Affordable Residential Development Award 2023.

WEST RYDE COMMUNITIES PLUS PROJECT

This is another mixed-tenure housing project where Evolve Housing will manage 30 social housing dwellings under a 20-year lease from the Land and Housing Corporation. This project, which comprises 150 dwellings, is scheduled for completion by December 2023.

EXPANSION INTO VICTORIA

In late 2021, Evolve Housing set up a new registered housing agency, Evolve Housing Vic Ltd, to take advantage of opportunities under the Victorian Government's Big Housing Build initiative. The new entity got off to a flying start with our first tender won, and new partnerships forged in the 2022–23 financial year.

The Evolve Housing team in Victoria were successful in securing the contract to manage 100 social housing units in Ascot Vale in Melbourne's south-west on a 30-year lease, as well as look after maintenance and repairs for the entire site.

On the back of our success managing the 100 units at the site, and working in partnership with Homes Victoria, a further 26 units at the site are being added to the portfolio. We will also be delivering an additional 10 units for social housing in Melbourne, bringing the total from this tender to 136 properties. This is a positive vote of confidence in our capacity to deliver management services and puts Evolve Housing Vic in a strong position to win future tenders.

EchoRealty Vic also increased its portfolio, adding 100 essential worker housing apartments in Alphington, under its partnership with Altis Property Partners.



**STAGE 1 OF THE LIDCOMBE RISE PROJECT WON
URBAN TASKFORCE AUSTRALIA'S AFFORDABLE
RESIDENTIAL DEVELOPMENT AWARD 2023.**

Lidcombe Rise, Lidcombe NSW

EVOLVE HOUSING IS PROUD TO CONTINUE
DELIVERING URGENTLY NEEDED ACCOMMODATION
FOR VULNERABLE WOMEN AND CHILDREN.



To support our rapidly growing Victorian operations, Evolve Housing set up a shared office for Evolve Housing Vic and EchoRealty Vic in Moonee Ponds. This space is conveniently located near public transport close to the sites we currently manage. It enables our clients and other key stakeholders to interact with us face-to-face.

HOUSING FOR WOMEN AND CHILDREN ESCAPING DOMESTIC AND FAMILY VIOLENCE

Evolve Housing is proud to continue delivering urgently needed accommodation for vulnerable women and children under the NSW Government Department of Communities and Justice's Core and Cluster model.

Under this model, a core hub located on site provides a location for counselling and other critical support services for residents in the cluster. The residences are self-contained dwellings where women and children escaping domestic and family violence can seek emergency accommodation while they get back on their feet.

Funding for Core and Cluster projects has been released under three tranches. Under tranche 1, Evolve Housing received funding to purchase a block of 12 units in Sydney's West. This complex was the first tranche 1 project to be fully operational in NSW. One unit was repurposed as the central core hub, with five units providing short stay crisis accommodation where women can stay for up to 12 weeks. The remainder of units are being offered through the rapid rehousing model, where women and their children can live for several months while being supported to find their next accommodation.

Evolve Housing was also successful in tranche 2, receiving funding to acquire a site in Guildford which is currently undergoing refurbishing to deliver another 11 units plus one core hub. This project, which is an expansion of

Parramatta Women's Shelter supported by Women's Community Shelters, is set to be ready in November 2023. We have also applied for funding to deliver three additional projects under tranche 3.

Evolve Housing has formed a strong partnership with Women's Community Shelters to deliver these projects. Evolve Housing provides and maintains the housing, with Women's Community Shelters and its partner organisations delivering the support services.

TOGETHER HOME TRANSITIONAL PROGRAM

This Department of Communities and Justice initiative provides CHPs like Evolve Housing with funding to purchase, build or lease properties from the private market to provide long-term housing for those experiencing or at risk of homelessness.

Under the program, Evolve Housing secured funding to deliver 25 self-contained, new generation boarding house units. Seventeen of these units were purchased in Bankstown with an additional 12 secured at a site in Kingswood. These properties have been added to Evolve Housing's portfolio and the Together Homes clients will be housed throughout them.

MORISSET

In the 2022–23 financial year, Evolve Housing won a tender to deliver 14 social housing properties and four Specialist Disability Accommodation (SDA) compliant dwellings for people in the community living with disabilities. The development application for this project has since been approved.

Since the tender for this project was won, there have been significant increases in the cost of construction. Evolve Housing is currently exploring a range of innovative solutions such as modular construction and acquisitions of established properties to ensure this commitment can be delivered within the approved budget.

NEW HOUSING IN ARNCLIFFE

Demolition work has commenced on this exciting new project which will deliver 755 new units, 180 of which will be set aside for social housing. Funded under the NSW Government's Communities Plus Initiative, Evolve Housing will manage these social housing properties under a 20-year lease with the Land and Housing Corporation. People who were temporarily housed in the estate during the COVID-19 pandemic were supported to move to new homes in December 2022.

LOCAL GOVERNMENT PARTNERSHIPS

Evolve Housing, in conjunction with its subsidiary EchoRealty, continues to partner with several councils across Sydney to manage their portfolios of affordable housing. A highlight from the year was the renewal of our tender to manage Willoughby City Council's 37 affordable dwellings for the next five years. It further strengthens our reputation as a trusted partner for a range of government and private sector organisations in the delivery and management of affordable housing projects.



Lidcombe Rise, Lidcombe NSW

LIDCOMBE RISE

Evolve Housing places its residents and clients at the forefront of everything we do to ensure we assist struggling Australians in finding a safe, secure and affordable place to call home.

This is evident through our acquisition and successful tender for the large-scale mixed-tenure housing development known as Lidcombe Rise. This incredible project is an innovative collaboration between Evolve Housing, the National Housing Finance and Investment Corporation (NHFIC), the NSW Land and Housing Corporation (LAHC), and Billbergia Group. It aims to deliver not just homes but a vibrant neighbourhood where people from different walks of life can thrive together.

ABOUT THE PROJECT

Lidcombe Rise was designed around the concept that a home is more than just a physical space—it is a place of security, comfort and wellbeing. Creating an estimated 480 jobs for dedicated workers, Lidcombe Rise will deliver a total of 376 new homes, consisting of 63 social housing units, 93 affordable housing units, and 220 private dwellings across four tower buildings in a vibrant neighbourhood.

With the cost of living increasing, Lidcombe Rise is a beacon of hope for struggling Australians on very low-to-moderate incomes, providing them the opportunity to live in a high-quality, accessible and affordable dwelling. Once fully completed, Lidcombe Rise will define a new way of life for social and affordable housing residents who, regardless of their income, can enjoy the same high standard of living, creating a sense of equality and community.

INCLUSIVE DESIGN AND ARCHITECTURE

Lidcombe Rise's name is derived from the upcoming suburb where it is, Lidcombe. The dwelling's strategic location enhances its appeal thanks to its close proximity to retail shops at Lidcombe Town Centre, schools and public transport. This accessibility to essential amenities ensures that residents can lead a fulfilling and well-connected lifestyle, making the complex an ideal choice for families, young professionals, and retirees alike. There will also be a childcare facility to help meet residents' needs.

To accommodate for different family sizes and the demographic need and priorities of our current and future residents, Lidcombe Rise is designed with 21 one-bedroom apartments and 42 two-bedroom apartments in the social housing component, while the affordable housing dwellings include 30 one-bedroom, 43 two-bedroom and 20 three-bedroom

apartments. This ensures all families' needs are met as close as possible to their requirements, ensuring ease and comfort to begin their new life in Lidcombe Rise. To further enhance the residents' experience, there are communal courtyards and rooftop open spaces to assist in positive social outcomes and a sense of community amongst all.

SUSTAINABLE AND GREEN LIVING

Lidcombe Rise has been designed to complement and further enhance the local landscape. All four towers were designed to ensure maximum daylight and sunlight access for all units, with ventilation and natural cross ventilation. This is evident in the rectangular pattern the dwellings are built in.

To support a diverse tenant cohort, we aimed for best practices in access and liveability. Universal design principles equally apply to site planning, common areas and individual dwellings. All social housing dwellings in the complex comply with the silver level of the Liveable Housing Guidelines.

To help reduce energy bills for tenants, Billbergia fitted solar panels on the social housing tower to reduce the common area energy consumption and reduce carbon footprint. Further sustainability measures implemented include 4-Star + water fixtures, and Low-E double glazing on external windows and glass doors.

PARTNERSHIPS AND COLLABORATIONS

Lidcombe Rise would not have been possible without our collaborators: NHFIC, LAHC, and Billbergia. We look forward to strengthening our partnership with organisations who strive to ease housing pressures across Australia. Evolve Housing is extremely proud of the efforts put in by all partners. We could not have been more satisfied after successfully housing 63 tenants in the social housing tower.

To create a different and vibrant neighbourhood in the newly developed dwellings, Evolve Housing is proud to house individuals from a range of backgrounds and demographics. Our first cohort of social housing tenants include single parents with children (35%), couples with adult children and/or two or three single adults (30%), people with disability (28%) and single occupants (35%). Evolve Housing was met with happiness from many of the occupants who could not be more delighted with their new home.

One resident, Mrs Park had been on the social housing waiting list for 10 years, during which time her husband had tragically passed away from cancer. When she was invited to a tour of Lidcombe Rise, Mrs Park knew that this would be her new home.

After gratefully accepting her new residence, Mrs Park also surprised the Evolve Housing Allocation Team with a bouquet of flowers as a token of her thanks for their incredible hard work and for finding her a place that she gets to call home for the next 20 years.

GREAT OUTCOMES FOR ALL

Lidcombe Rise was developed to help tackle the growing waitlist for social and affordable housing. Evolve Housing is proud to manage 63 social housing apartments and own 93 affordable housing apartments, allowing us to accommodate a diverse range of tenants varying from single people to large families.

This successful development is another step toward easing the housing stress in the community, particularly Western Sydney. We look forward to continuing to create similar projects to help more Australians in need.

GOAL 1 OUTCOMES: ACHIEVE SUSTAINABLE GROWTH

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
Optimise financial sustainability and performance	Grow the portfolio of properties under Evolve Housing ownership and management	Increase in Evolve Housing owned properties (social)	ACHIEVED Growth in this area includes 29 new dwellings for our Together Home program and 24 dwellings for the Core and Cluster program.
		Increase in Evolve Housing managed properties (social)	ACHIEVED Growth in this area encompasses 63 social housing dwellings in Lidcombe, NSW, and 100 social housing dwellings in Ascot Vale, Victoria, along with additional growth achieved organically.
		Increase in Evolve Housing managed properties (affordable)	PARTIALLY ACHIEVED This figure fell slightly below the target due, in part, to the gradual phase-out of NRAS properties.
		Increase in Evolve Housing owned properties (affordable)	PARTIALLY ACHIEVED The Lidcombe Rise project, accounting for 93 new affordable housing dwellings, experienced a minor delay. These dwellings will be ready for occupancy in October 2023, as opposed to the initial projection at the end of June 2023.
	Sustainably expand our complementary support service offering and seek to secure new funding for services	New support services established	ACHIEVED A Community Connections team has been established in Ascot Vale, Victoria. Additionally, we have established working relationships with many local stakeholders in the area to support our service delivery and residents.
Develop and strengthen strategic partnerships and stakeholder engagement	Engage with and advocate our value proposition across Government, non-government, and commercial sectors	Selection as preferred partner by other organisations	ACHIEVED We have had a very successful year being selected as the preferred partner by numerous external stakeholders, including Homes Victoria.
Seek to influence policy settings for better housing outcomes	Collaborate with other organisations and groups to achieve shared objectives	Active participation in campaigns, industry events, policy work, submissions with other organisations	ACHIEVED Participation in industry campaigns and events has included: <ul style="list-style-type: none"> • Ministerial visit to the Lidcombe Rise project • Confront the Crisis forum in Western Sydney • International Women's Day with Federal Member Dai Le • Active participation in conferences and housing industry events.

ENHANCE BUSINESS CAPACITY AND PRACTICE

THE 2022–2023 FINANCIAL YEAR WAS A CHALLENGING YEAR FOR EVOLVE HOUSING.

Rising interest rates and construction costs, supply chain issues and cost-of-living pressures for our tenants all contributed to a rapidly changing operating environment. That placed an even greater onus on us to innovate the way we operate to ensure we continue to provide our residents with the highest quality services and support.

This year we commenced our largest ever investment in new technology and digital platforms to help streamline our processes, empower our teams to work more efficiently and improve the experience for our tenants. Whilst this project will be staged over the next three years, our ultimate aim is to create a suite of tools and technology that is as simple to use for both our customers and employees. This will allow our staff to work smarter and more efficiently—while also freeing up time for them to engage more with our clients.

It will also provide our tenants and key contractors with a far more efficient and user-friendly way to engage with us to ensure we are meeting their requirements.

To support this ambitious program of improvement and change, we also made significant investments in our people in the 2022–23 financial year. Wherever possible, we have looked to build capacity by upskilling our teams and providing them with learning and training opportunities. The resilience, dedication and talent of our staff have been critical to overcoming the challenges of this past year, and continuing to deliver both growth for the business and excellent services and support to the communities we serve.

NEW DIGITAL PLATFORM

In the 2022–23 financial year, Evolve Housing embarked on a digital transformation journey with two goals: unlocking productivity across the organisation and delivering great experiences for customers and employees.

The number one priority was to break down siloed functions. At Evolve Housing we understand creating cohesive teams and sharing information is vital to digital transformation success. Cross-functional collaboration is key, which is why representatives from each business area, residents and clients, as well as tech-focused teams, worked together to evaluate potential digital platforms.

After assessing five potential vendors, Evolve Housing decided ServiceNow was the best-placed platform to meet the needs of staff, tenants and our key contractors. When rolled out, ServiceNow will automate and streamline many of our core processes, including our Contact Centre, and allow our teams to work more efficiently. Through advanced reporting, it will also provide the business with greater insights into our operations to drive further improvements and innovation.



**WE EMBARKED ON A DIGITAL TRANSFORMATION JOURNEY
WITH TWO GOALS: UNLOCKING PRODUCTIVITY ACROSS THE
ORGANISATION AND DELIVERING GREAT EXPERIENCES FOR
CUSTOMERS AND EMPLOYEES.**

Staff members in the NSW Parramatta Office.

Most importantly, the new platform will provide a raft of new functions that will improve the experience of our tenants. A good example of this is the tenant portal, which will enable residents to log activities like maintenance requests on their phone in minutes from the comfort of their own homes.

The new ServiceNow platform will be rolled out over the next three years in three key phases.

NEW LAPTOPS

To optimise the performance and potential of our new IT infrastructure, Evolve Housing refreshed the organisation's laptops. We selected Microsoft laptops due to their portability and design which enable staff members to work more efficiently in our hybrid working environment.

We were also able to access Microsoft's discounts for not-for-profit organisations.

CYBERSECURITY UPGRADES

We made important investments in our cybersecurity infrastructure in response to a growing number of threats. To ensure the highest possible level of security, we have implemented a multi-layer advanced security system.

We are also implementing the Essential Eight framework, developed by the Australian Cyber Security Centre (ACSC). This is a list of eight mitigation strategies designed to protect Microsoft Windows-based internet-connected networks.

To support the implementation of the new ICT infrastructure and ensure security of our data, we have introduced cybersecurity awareness training for staff, which we plan to formalise into learning modules. We have also implemented a new email

security system, which is able to detect suspicious activity more quickly. We are currently exploring the opportunity to become International Organisation for Standardisation (ISO) certified for information systems management security. Investing in cybersecurity excellence has also helped to minimise our insurance premiums.

CONTACT CENTRE UPGRADE

We are upgrading to the next version of our contact centre telephone system which incorporates additional features to enable our staff to operate more efficiently.

The contact centre platform will also be integrated with ServiceNow to improve customer service and employee experience.

CONFERENCE ROOMS

Four meeting rooms were upgraded with the latest audio-visual system so that employees can set up meetings and use room capabilities in the exact same manner in every room, every time they need to meet.

INTRANET

Our Microsoft SharePoint intranet was launched in September 2022, with a new homepage for sharing news and information. We have expanded the platform to include department-specific pages and collaborative workspaces.

Each business unit now has its own online space where documents, projects, resources and information are shared across the organisation.

Several core processes and procedures have been automated and integrated with the system to increase staff productivity and efficiency. Going forward, we will continue to add documents and workspaces to the site.

ENHANCE BUSINESS CAPACITY AND PRACTICE

WE MADE IMPORTANT INVESTMENTS IN OUR
CYBERSECURITY INFRASTRUCTURE IN RESPONSE
TO A GROWING NUMBER OF THREATS.



Upgraded to the improved version of our contact centre telephone system.

CERTIFICATION AND ACCREDITATION

In the 2022–2023 financial year, Evolve Housing successfully renewed key accreditations required by partners and stakeholders providing an opportunity to benchmark our practices against peers.

In February, we completed our triennial NDIS certification, achieving full compliance. Any funding the organisation receives to build, operate and manage Specialist Disability Accommodation (SDA) is contingent on us having this certification.

This year we also commenced the triennial re-accreditation process under the Australian Service Excellence Standards (ASES). This is a requirement for the funding we receive and work we do in partnership with the NSW Government's Department of Communities and Justice (DCJ) including our Together Home and Core and Cluster projects.

The ASES accreditation process is thorough and demanding, and ensures we have strong governance at all levels and areas of the business. The audit process was completed in June 2023, and we have been awarded full accreditation for the next three years.

The organisation also consistently exceeds benchmarks as part of its quarterly reporting to the DCJ.

In 2023, Evolve Housing also hit all its targets under the National Rental Affordability Scheme, a key compliance requirement of the Commonwealth Government's Department of Social Services (DoSS).

With the organisation receiving \$6.8 million in incentives from DoSS last financial year, this represents a significant portion of our funding. Ensuring our clients are satisfied

with the service we provide is of utmost importance. Our Complaints Handling process has been enhanced with new procedures for tracking and monitoring the outcomes of complaints.

We have also increased reporting functionality, allowing trends to be identified and our actions to be more targeted. This is ensuring more consistency in our responses and communications with tenants and other stakeholders.

NEW REGISTER PLATFORM

This year, our Governance and Legal team rolled out enhanced Governance, Risk and Compliance (GRC) software, which automates several of the organisation's registers including contracts, policy, compliance, gifts and related party transactions. Under the old system, these registers were difficult and time-consuming to update and monitor manually.

Under the new software, users can log transactions and produce reports automatically, streamlining processes, saving time and enhancing functionality. The software also has built-in capability to send email reminders to staff around reporting requirements.

NEW CONTRACTS AND FUNDING AGREEMENTS

Several new contracts and funding agreements came online during this financial year. Our team also completed an agreement with Women's Community Shelters, with whom we are partnering to deliver accommodation to women and children escaping domestic and family violence under the Core and Cluster model. This agreement is critical to defining roles and responsibilities on these projects.

The overhaul of Evolve Housing's IT and digital infrastructure this year also required a significant amount of

work drafting new contracts in preparation for discussion with vendors. We also put our maintenance contracts out to tender for the first time since 2018. Implementing new contracts to ensure they meet the current requirements and expectations of our tenants was a significant task.

BOARD RENEWAL

This year, Evolve Housing continued to deliver on the recommendations of our external Board review from 2021. With several current Board members coming to the end of their tenure, we turned our attention to succession planning and expanding the skill set of our Board where needed.

To assist with this process, we conducted a board skills survey and refreshed our board matrix to better understand the strengths of our directors as well as identify any skills set gaps.

We also implemented a regular program of continued training for our directors and updated our Board Committee charters to better reflect new priority areas for the business.

MODERN SLAVERY

We also commenced our journey to address modern slavery risks by undertaking a thorough analysis of our supply chains and producing the initial draft of a modern slavery policy.

We also explored opportunities to build Environmental, Social and Governance (ESG) components into our new contracts, for example including benchmark requirements around employing social housing tenants, First Nations people, people with a disability, new migrants and refugees.



Head office in Parramatta, NSW.

GOVERNANCE AND LEGAL

With the continued growth of Evolve Housing's subsidiaries, an array of new funding arrangements and contracts, and two national accreditation renewals, our Governance and Legal team outperformed in the 2022–23 financial year.

Despite significant changes to business as usual and a more challenging operating environment, we continued to take strong action to improve our governance frameworks and ensure we are meeting industry best practice and standards.

Managing the legal, regulatory, compliance, audit, risk, contractual and governance aspects of our business is critical to ensuring our continued growth. Here are some of the key activities from the last 12 months.

EXPANSION INTO VICTORIA


Evolve Housing's Governance and Legal team undertook a significant amount of work to support the growth and development of our Victorian based subsidiaries (Evolve Housing Vic Limited and EchoRealty Vic Limited) this year. This included developing a new suite of policies and resources specific to our Victorian operations including a new tenancy handbook, sign up packs and a website.

Evolve Housing also had to comply with a new regulatory regime and set of reporting requirements to be approved as a participating registered agency by the Victorian Housing Registrar. Achieving compliance has been critical to applying for tenders in the state.

The Governance and Legal team are currently preparing for the organisation's first compliance assessment, which will take place in October.

The establishment of new entities across multiple jurisdictions has created a greater need for Evolve Housing to understand and measure the performance of each individual part of the business. To achieve this, our Finance team completed a significant amount of work introducing new reporting structures that are now based at departmental, jurisdiction and service provision level. This allows for greater visibility, transparency and a deeper understanding of our operations, which will assist in driving further business improvements in the future.





Jo Henderson-Brooks introducing Todd, an Evolve Housing resident and designer of our Indigenous uniform.

THE ROAD TO RECONCILIATION

OUR RECONCILIATION ACTION PLAN (RAP)

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community. It is about building respect and trust for the benefit of all Australians.

At Evolve Housing, we believe in the fundamental right of every individual to a secure home in an inclusive community, building relationships on the foundation of respect and understanding. As a CHP, we play a significant role in assisting Aboriginal and Torres Strait Islander people to find suitable housing. To enhance our efforts, we are committed to deepening engagement,

fostering understanding, and building respectful relationships to create more opportunities for these individuals and their communities.

We are proud to launch our first Reconciliation Action Plan (RAP) as a testament to our commitment to strengthening relationships with the Aboriginal and

Torres Strait Islander communities we serve. Our goal is to build safe and inclusive communities for all, celebrating the diversity of our clients and recognising the resilience of Australia's First Nations Peoples.

Evolve Housing's vision for reconciliation is to work together respectfully and collaboratively to provide homes, shape communities, and deliver services that create culturally safe, inclusive communities and appropriate places for Aboriginal and Torres Strait Islander peoples.

Approximately 2% of our residents identify as Aboriginal or Torres Strait Islander. We deeply acknowledge and respect the strength of their cultures and support their call for truth-telling about Australia's history. Our aim is to provide services that empower individuals and communities to share a prosperous and healthy future with all Australians.

This 'Reflect' RAP expands upon our existing work and provides a framework for guiding Evolve Housing employees in engaging with Aboriginal and Torres Strait Islander communities and stakeholders. We are driven by a sense of urgency to take immediate action towards reconciliation.

Our initiatives include embedding cultural significance into our daily activities through Acknowledgement of Country rituals, cultural competency training for employees, and organising commemorative events during Reconciliation Week, NAIDOC Week, and Sorry Day. We have also established strong partnerships with community groups and service partners to provide tailored support to our Aboriginal and Torres Strait Islander residents.

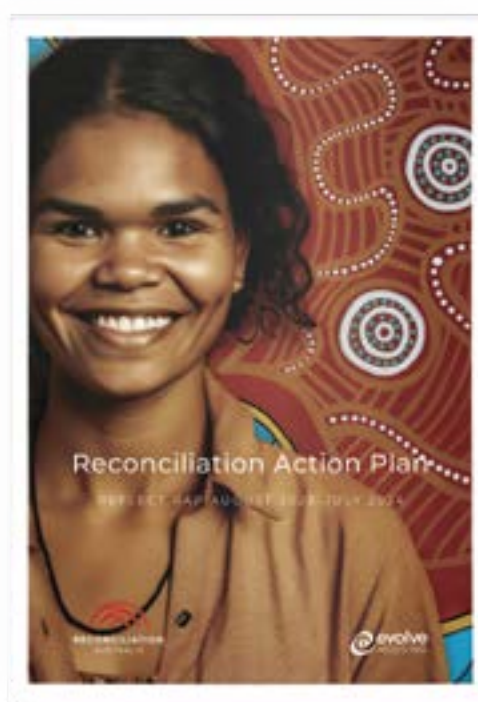
This past year, we have seen the creation of our RAP Working Group, consisting of Evolve Housing employees,

Aboriginal and Torres Strait Islander clients and employees from our contract partners. This collaborative effort amongst our team is crucial to improving inclusiveness, equity and understanding amongst our stakeholders.

We approach the implementation of our plan with great optimism, confident that it will drive us forward in achieving reconciliation, empower our staff with knowledge about reconciliation issues and create an inclusive environment for our residents.

Our focus includes enhancing organisation-wide cultural competency, forging new partnerships, improving housing outcomes, and empowering our Aboriginal and Torres Strait Islander residents and communities.

To read the Reconciliation Action Plan scan the QR code:



Cover of the Reconciliation Action Plan.

GOAL 2 OUTCOMES: ENHANCE BUSINESS CAPACITY AND PRACTICE

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
Create a high performance culture that enables all team members to maximise their potential	Build capability across the business through succession planning and a framework for learning and development	Increase in employees' skills & knowledge	ACHIEVED All employees have completed a minimum of 24 hours of professional development throughout the year.
	Be a great place to work that attracts, engages and retains skilled and motivated team members	Voluntary Staff Turnover	ACHIEVED We have achieved this target having less than 17% voluntary turnover.
		Increase in support of employees' health and wellbeing	ACHIEVED Employee wellbeing was measured within the Employee Experience survey with 86% of employees rating their personal wellbeing in the workplace as 'Exceptional'.
	Nurture well-being and safety and an inclusive and supportive work environment	Increased employee awareness of diversity and inclusion	ACHIEVED Our Diversity and Inclusion Working Group has facilitated 10 diversity events to increase awareness of demographic and diversity groups.
Implement best practice governance systems	Maintain our position as an industry leader in demonstrating and exceeding key industry standards	Key Compliance Benchmarks met as per quarterly compliance report and annual review	ACHIEVED We have remained 100% compliant with our DCJ and NRSCH obligations.
Develop and implement business systems that improve oversight and effectiveness	Implement a knowledge and information management system that delivers improved data governance, utilisation, and analytics to enable data-driven decision making	Enhanced data integrity, security and safe-guarding of information	ACHIEVED During this timeframe, we achieved successful implementation of multiple initiatives, encompassing the launch of our Intranet and the establishment of an Information Security Policy. Additionally, substantial enhancements were made to reinforce data security measures.

Evolve Housing's NAIDOC Week launch event with Indidgdance troupe.

EMMA'S STORY

CLIENT PROFILE

You just never know where life will take you, but Emma Freeland said she does not regret the journey which eventually saw her as an Evolve Housing resident.

Emma, 36, her husband, 50, and their two children, Gabriel and Tisa, found themselves living with different family members over the years. First with her uncle in Campbelltown, and then in Auburn with her aunty before deciding it was time to find a place for themselves that was affordable and accommodating to their family size.

"My husband was delivering newspapers and advertisements to mailboxes about three to four times a week and was bringing back only \$200 a month. We eventually moved to my aunt's home and my husband got a job through her as a forklift driver. Things were great and I'm grateful to my aunty, but it was time to find our own home," Emma said.

Emma stumbled upon Evolve Housing's phone number and spoke to a member of the team who explained the affordable housing process through our real estate entity EchoRealty.

Emma was looking for a house with three bedrooms so her children, a son and daughter, could live and grow up comfortably. The property manager informed her that there was one three-bedroom house available, an affordable housing dwelling owned by Evolve Housing. Emma put in an application and the house was hers.

"We were the first people to move into the place, and we stayed there for almost eight years. When we got the house, we were so thankful because Evolve Housing saved us from anything else," she said. Something that stuck out about their new home was

a sign at the disability organisation across the street that read, "Little by little", which reminded Emma to take one step at a time.

Unexpectedly, tragedy struck when Emma's husband required a massive operation and was recovering at home for a year. Emma was not working because she was looking after the kids but knew she had to do something to help her family. "I decided to look at doing a course. On the Evolve Housing website, there was a free course in Individual Support in Ageing. It was a Certificate 3, and I love challenging myself, so I signed up."

Emma also encouraged her husband to do the same course. While she studied, Emma found a job at a meat factory and was helping her family any way she could, before the pair went on to complete their Certificate 4. When her husband finished his course, he needed to do work placement so Emma encouraged him to go ask the disability organisation across the road to see if he could complete his placement there.

After a week of placement, Emma's husband was offered full-time work. Emma knew this was the beginning of something great. She got her husband to ask on her behalf if they could interview her. Eventually, the pair were working together full-time in different departments, and things were going well.

Emma never imagined her family would move from the Evolve Housing property, but then one day, a colleague

**“ ON THE EVOLVE HOUSING WEBSITE, THERE WAS
A FREE COURSE IN INDIVIDUAL SUPPORT
IN AGEING...SO I SIGNED UP.”**



offered her home to Emma to rent. "We moved out of the Evolve Housing property last year. I knew it was the right decision because my kids are growing up and it was time to move on. Our new home has four bedrooms with a massive double lounge, dining area, three showers and toilets, a spacious laundry area, backyard and garage. I'm very happy and the bills are manageable," she said.

Emma said that without Evolve Housing's support her family wouldn't have found themselves in this position.

She can't thank Evolve Housing enough for everything they did to support her and her family.

"My husband is so happy because sometimes we talk about what we've achieved. We appreciate how far we've come with the help of Evolve Housing.

"Being tenants at Evolve Housing gave us the opportunity to save and look at us now. We're both working full time and have given someone else in need, the opportunity to be supported by Evolve Housing."



PROVIDE QUALITY HOMES AND SERVICES

AT EVOLVE HOUSING WE CARE ABOUT MORE THAN JUST PROVIDING ACCOMMODATION.

We want our residents to live in safe, quality homes, and to be part of thriving communities with access to services and opportunities aimed at helping them to live positive, fulfilling lives.

We are committed to providing the best possible tenancy experience. We do this by listening to our resident community, monitoring satisfaction levels and developing internal service standards to closely monitor our services so we can continue to provide best practice in the services we deliver to meet the needs of all the people we support.

MAINTENANCE AND REPAIRS

Difficulties within the construction industry, including materials and labour shortages and rising building costs, have contributed to a challenging year maintaining our properties. Through careful planning, we have been able to continue critical maintenance and repair work to uphold the safety and quality of our properties.

With our key maintenance contracts coming to end in June 2023, we invested significant effort in developing two new tenders: one for asset management and general maintenance and the other for lawn and grounds maintenance.

We received tenant feedback on the quality of lawns, gardens and common areas and identified the need for a dedicated agreement to improve tenant satisfaction in this area. Creating two separate contracts has allowed us to revise the key performance indicators to ensure they are relevant to our needs and what can be achieved by contractors.

To ensure the voice of our residents was part of developing our new contracts we established the Maintenance Advisory Group (MAG). This was integral in providing input about how we can do better in this area. Using this feedback, we added new contractual guidelines and specific requirements to meet targets related to some Environmental, Social and Governance (ESG) initiatives such as increased work health and safety requirements, improved reporting, and engagement with Aboriginal people and businesses within their own supply chain.

A photograph of two male technicians in blue uniforms and tool belts working on the exterior of a house. One technician is on a ladder, and the other is standing next to him, both looking towards the right. The scene is set outdoors with a clear blue sky and some greenery visible in the background.

5

WE ARE COMMITTED TO PROVIDING THE
BEST POSSIBLE TENANCY EXPERIENCE.

**2023 WAS THE FIRST FULL YEAR FOR THE
MAINTENANCE ADVISORY GROUP OF 12 RESIDENTS.**



SR Constructions and Willowdene Constructions successfully retained the general maintenance contracts.

We were pleased to award the revised asset management contracts to our existing partners, SR Construction and Willowdene Constructions.

The lawns and grounds maintenance contract for our portfolio in Western Sydney was awarded to disability employment provider Aruma Facility Services, the commercial gardening and lawns maintenance arm of disability services provider, Aruma. SR Constructions successfully retained the lawns and grounds maintenance contract for the remainder of locations.

MAINTENANCE ADVISORY GROUP

The 2022–23 financial year was the first full year for our Maintenance Advisory Group, which is a group of 12 residents whom we specifically consult with in relation to our maintenance and repair program.

The group was heavily involved in giving valuable input into the new maintenance contracts, providing ideas and feedback to improve the quality of work delivered by contractors.

We continue to consult with the Maintenance Advisory Group in relation to Evolve Housing's new organisation-wide digital platform which will incorporate systems including our Contact Centre. Feedback from the group has also informed the design and development of a new tenant portal, due to come online in the coming year.

CONTACT CENTRE

This financial year saw a steady and continuous increase in the number of calls, emails and webchats from residents requesting assistance with repairs and maintenance for their property or other support from Evolve Housing.

We conducted a review of our Contact Centre processes and systems to identify how we could better manage

requests and allocate resources appropriately. This saw the introduction of new working roles in our core business to support the influx of call volumes to our contact centre. Working with IT, as well as clients and residents from both the Resident Advisory Group and Maintenance Advisory Group, we evaluated our current system, listened to concerns and sought feedback on our processes.

After comprehensive consideration involving all parts of the business and evaluation of several IT platforms, ServiceNow was chosen as the most suitable new digital platform for Evolve Housing. With the ability to streamline several key processes in the organisation including the Contact Centre, ServiceNow will allow Evolve Housing's teams to work more efficiently.

In the context of the Contact Centre and support for residents, the platform will generate reports to help the team better gauge peaks and troughs and allocate resources to better manage times of high volume.

ServiceNow will be rolled out across Evolve Housing over the next three years in three key phases, with the Contact Centre and Property Services teams involved in the first rollout.

SUPPLEMENTARY CAPITAL MAINTENANCE PROGRAM

This year we received \$2.5 million in grant funding from the Land and Housing Corporation (LAHC) Supplementary Capital Maintenance Program to upgrade LAHC-owned social housing properties. We completed upgrades to 136 properties, including replacing carpet, painting interiors, replacing roofs and refurbishing bathrooms and kitchens.

This program employed 180 workers in total, including 18 apprentices and 11 workers with Aboriginal background.

SDA CAPITAL MAINTENANCE PROGRAM

Evolve Housing also secured \$650,000 from the Minister for Disability Services to upgrade Specialist Disability Accommodation (SDA) in regional areas including Hunter New England and the Mid North Coast.

Using the funds, we completed capital works improvements to 33 properties within a tight timeframe of three months. This program has provided much-needed major upgrades to these group homes including new bathrooms, kitchens and roofing for our most vulnerable in the community.

HEAT RESILIENCE PROGRAM

We have continued to support tenants in Western Sydney to find ways to stay safe and cool during times of extreme heat. With no grants to support this program, Evolve Housing has invested in ensuring our residents are given practical solutions to keep them cool in the summer months by installing air conditioning units and ceiling fans in 34 properties.

BIRRI-BEE HOUSING

Evolve Housing is committed to building strong partnerships with Indigenous communities and organisations. We have continued to manage maintenance and repair requests as well as property inspections for Aboriginal community housing provider, Birribee Housing. This is an ongoing management agreement and Evolve Housing will continue to help in this landscape while learning from the rich Aboriginal culture of Birribee Housing.

MINIMISING FLOOD RISK

A large cohort of Evolve Housing's residents live in the Hawkesbury-Nepean region, an area considered the most flood-exposed region in New South Wales because of its unique landscape and large existing population. Evolve Housing continues to be part of the NSW

Government's Hawkesbury-Nepean Valley Flood Strategy program to educate residents about flood risks and better prepare them to respond safely during flood events.

ANNUAL TENANT SATISFACTION SURVEY

Residents and clients were invited to provide their feedback on Evolve Housing's services through a confidential annual survey distributed in June 2023. The survey was provided in English, Arabic and Vietnamese and members of the Resident Advisory Group helped to encourage fellow residents to complete and return the survey.

To ensure the survey is conducted independently and impartially we engaged our peak body, Community Housing Industry Association (CHIA) to manage this survey. We had a response rate of 36%, which is higher than previous years. Refer to page 23 for a summary of the results.

TOGETHER HOME

Evolve Housing has delivered the Together Home program since 2020. In this time, we have supported more than 160 people who were previously sleeping rough to find suitable housing and access the wraparound support they need to maintain their tenancies. Funded by the NSW Government, participants receive housing and support for two years, including assistance with transitioning to long-term, social housing after exiting the program.

Evolve Housing's Together Home program is underpinned by Housing First principles enabling participants to have a choice and voice towards their tenancy. Our model includes split departments whereby participants' housing-related matters are managed by our Tenancy team and similarly intensive support and advocacy is undertaken by our specialist support team of Case Managers.

Our aim is to ensure the best outcomes for our participants and ultimately sustained social housing tenancies beyond their two years in Together Home.

EVOLVING GREEN PROGRAM

In 2017, we introduced the Evolving Green program to promote sustainable energy usage and help residents to find ways to reduce their energy bills. Over three phases of the program, we have installed heat pumps and solar panels, upgraded insulation and improved energy-efficient lighting and appliances in more than 250 social and affordable housing properties across NSW, including Sydney, Central Coast and the Hunter Region.






We also made environmentally-friendly upgrades to our corporate offices including installing energy efficient lighting, sensors, controls and solar panels. This has delivered hundreds of thousands of dollars in long-term energy savings to residents and the organisation.

In the 2022–23 financial year, Evolving Green was nominated for two awards:

- 2023 ZEST Award in Outstanding Project
—Climate Change Resilience—one of three finalists.
- 2023 Western Sydney Awards for Business Excellence (WSABE) Parramatta Light Rail Excellence in Sustainability—announced as a finalist.

EVOLVING GREEN ENERGY ACTION PLAN INITIATIVES

INVESTMENTS

-  266 households received energy upgrades
-  Approximately 800 lights upgrades
-  374 kW of solar PV panels installed
-  141 new hot water heating systems installed
-  \$1.21 million Evolving Green initiative (\$532,000 co-funded)

RESULTS

-  Householders' savings per year
TOTAL SAVINGS FOR 266 HOUSEHOLDS: \$137,000
RANGE OF SAVINGS: \$205–\$605 P.A.
AVERAGE SAVINGS: \$515 P.A.
-  Environmental benefits per year
REDUCTION IN ENERGY PURCHASED: 1,121,000KWH
CO₂ SAVINGS-TONNES P.A. 885 T CO₂ E
EQUIVALENT NO. OF CARS OFF ROAD 271
-  \$2.01 million
SAVINGS OVER 10 YEARS
(TO ORGANISATION & RESIDENTS)

JAMES' STORY

CLIENT PROFILE

When James found himself in hospital for three months, in a life-or-death situation due to an aneurysm and stroke, he didn't expect for his life to completely change.

The 36-year-old was living at The Haymarket Foundation, a local crisis accommodation centre for people experiencing homelessness and other disadvantages in Sydney, while working at Advanced Metal Door Frames when he landed in hospital.

James' recovery was a long road but soon enough he found himself back at Haymarket before being transferred to their other crisis accommodation service in Ashfield. James was left with nothing, until his social worker connected him to Shahn from Evolve Housing under the Together Home program.

The Together Home program provides much-needed support and housing for struggling Australians. For James, the program was a life-changer, connecting him to Evolve Housing and his case coordinator Shahn, who set out short-term goals to help James to get to where he needed to be.

"Shahn encouraged me to look after my health before I started TAFE to study a Certificate 4 in Mental Health. I was settled in a new home and Shahn sorted out grants for me to purchase a new desk, chair and laptop for my future studies. I couldn't believe that this was now my life. Unfortunately, I couldn't keep going [with

my studies] because of my health but Shahn said that my health was a priority."

James turned his focus to recovering and his six-year-old daughter Emily-Grace, knowing that he wanted to be around for her as she grew up. He said with Shahn's guidance, he was able to understand what was going on in his life.

"It means a lot to me to be around my daughter. If it weren't for her, I wouldn't be working so hard to get better." James is hoping to get back to TAFE at the end of the year but said without the support and assistance of the Together Home program, he wouldn't be where he is today.

"Together Home is an important program, a pillar of my lifeline. They have been there for me in every situation... if I didn't have a home I don't know where I'd be. But now I have a home to go to. I get to clean my place, make my food, watch TV because of Together Home. I know my health is improving because I'm in this program."

Offering words of encouragement, James said: "I would like people to not give up, be courageous, believe in yourself, you can do anything you focus on."



PROVIDE QUALITY HOMES AND SERVICES

“TOGETHER HOME IS AN IMPORTANT PROGRAM,
A PILLAR OF MY LIFELINE. THEY HAVE BEEN
THERE FOR ME IN EVERY SITUATION.”

ASCOT VALE

Evolve Housing Group's expansion into Victoria following the launch of our new entity, Evolve Housing Vic Limited (EHVL), is a testament to our commitment to help more Australians in need of a home. After a competitive tender process, EHVL won the management of 100 social housing dwellings in the suburb of Ascot Vale, Victoria. This portfolio also includes management of all common areas and building maintenance of all 200 dwellings in the complex, comprising 100 social and 100 affordable housing units.

We are incredibly proud to be managing the social housing dwellings, providing support services and programs to our new Victorian residents. The Ascot Vale development has fortunately paved the way for transformative changes within the community, by creating an environment where individuals and families facing challenging circumstances can find a stable and supportive living space, fostering a sense of hope and security.

This development marks a substantial milestone in EHVL's purpose to enable more people in need to live in quality homes in thriving and inclusive communities.

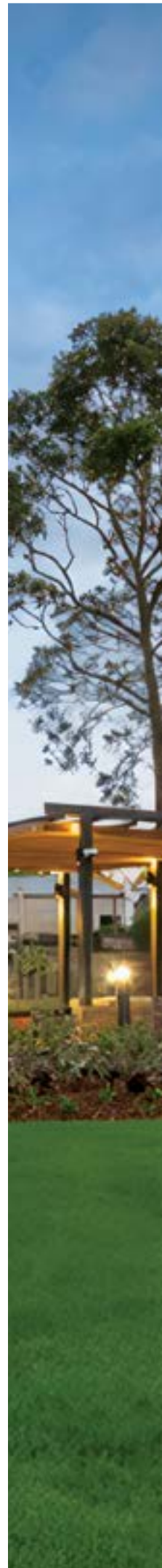
ABOUT THE PROJECT

In an era where housing affordability and community wellbeing are at the forefront of societal concerns, the groundbreaking residential development project at Ascot Vale is a shining example of innovation, compassion and inclusivity. With a sharp focus on social and affordable housing, this project embodies the power of collective action to address one of the most pressing challenges of our time.

The successful redevelopment of Ascot Vale social housing estate is part of the Victorian Government's remarkable \$5.3 billion Big Housing Build initiative launched to help ease pressure on the housing system. This initiative saw \$104 million dedicated to Ascot Vale, where 80 old apartments were replaced by 200 modern one, two, and three-bedroom apartments. The government's dedication in rebuilding and recreating Ascot Vale also saw the creation of 890 jobs.

INCLUSIVE DESIGN AND ARCHITECTURE

Nestled amidst the urban fabric, the Ascot Vale development is more than just a collection of buildings. It fulfils the notion that everyone deserves a place to call home, regardless of their financial circumstances. The project aims to redefine the housing landscape by offering a harmonious blend of social and affordable housing units, promoting social cohesion and a sense of belonging for all residents.



PROVIDE QUALITY HOMES AND SERVICES

EVOLVE HOUSING VIC LIMITED WON THE
MANAGEMENT OF 100 SOCIAL HOUSING
DWELLINGS IN THE SUBURB OF ASCOT VALE.



Ascot Vale complex, Victoria.

The architectural design of the project is a masterpiece of inclusivity. The buildings seamlessly integrate a mix of housing options, comprising of one, two and three-bedroom units, including five fully accessible units to support individuals living with disabilities, ensuring that every resident's needs are catered to. Several units were even designed so that adjoining two-bedroom units could be converted to a single four-bedroom unit, if required. Homes Victoria has collaborated closely with architects, urban planners and community representatives to create spaces that foster a sense of community and pride.

SUSTAINABLE AND GREEN LIVING

Beyond its commitment to housing accessibility, the project is dedicated to sustainable and green living. The development incorporates environmentally-friendly features such as energy-efficient appliances, green spaces and communal gardens. It has a 5-star Green rating and a 7-star Nationwide House Energy Rating Scheme (NatHERS) rating. For residents with disabilities, the development is equipped with dedicated drop-off areas, car parking, lifts and pathways.

These elements not only reduce the carbon footprint but also promote healthy and vibrant communities where residents can thrive. Passive and active measures such as being all electric and incorporating a 160 kW photovoltaic solar system shared across the whole site further promote sustainability and green living. Every unit in the project also has a minimum Silver rating from Liveable Housing Australia.

PARTNERSHIPS AND COLLABORATIONS

The success of this residential development project rests on a foundation of strong partnerships and collaborations. We look forward to building stronger partnerships with Homes Victoria and other like-minded organisations and community stakeholders.

It was heartwarming when we welcomed residents to Ascot Vale. The completion of this project saw many happy residents, of different backgrounds, who were grateful to have a new and upgraded place to call home.

Of the 100 units that Evolve Housing manages, 29% are occupied by single parents with children, 13% with couples and adult children and/or two or three single adults sharing accommodation and 58% occupied by single residents. Of these residents, 19% identify as having a disability.

Evolve Housing received positive feedback from one resident's daughter who said she has never seen her father happier, particularly with the service provided and staff responsiveness, going above and beyond to assist. "I just wanted to say a big thank you for all of your support in settling my father in Ascot Vale," the letter read.

"The facilities have been fantastic, so close to public transport, and it's been a quiet place and clean for dad. I haven't heard him complain about anything and from the moment he moved in, he has been very happy and is in a much better mood compared to his last living place.

"Thank you also for always being so prompt with excellent service and so caring towards our family. It has made a world of a difference as your support meant we have felt secure that the accommodation and service is fantastic. Your follow-up and promptness in dealing with our queries have been so gratefully appreciated."

In a world that often seems divided, this residential development project stands as a symbol of unity, compassion and progress. By prioritising social and affordable housing, it reimagines the possibilities of urban living, demonstrating that a brighter future is achievable when innovation, determination and a shared

vision come together. As we witness the transformation of bricks and mortar into thriving communities, it is evident that this project is not just about constructing homes—it is building dreams and shaping a more inclusive tomorrow for all.

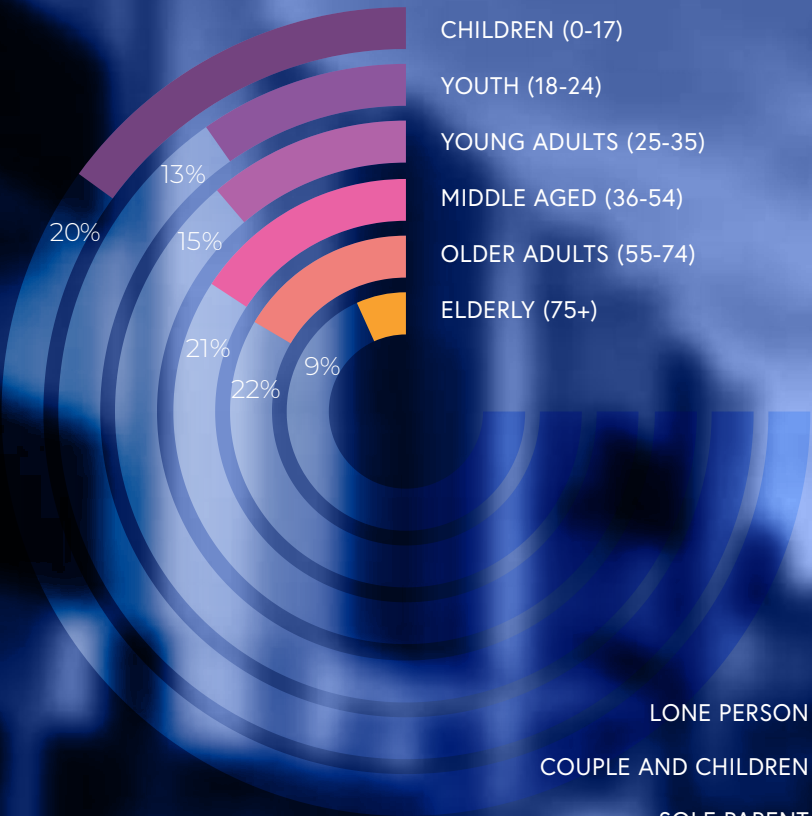
Evolve Housing is incredibly proud of this expansion into Victoria. This is an exciting and crucial step in growing the much-needed supply of social and affordable housing stock across Australia. We look forward to supporting our residents in Ascot Vale.

OUR RESIDENTS

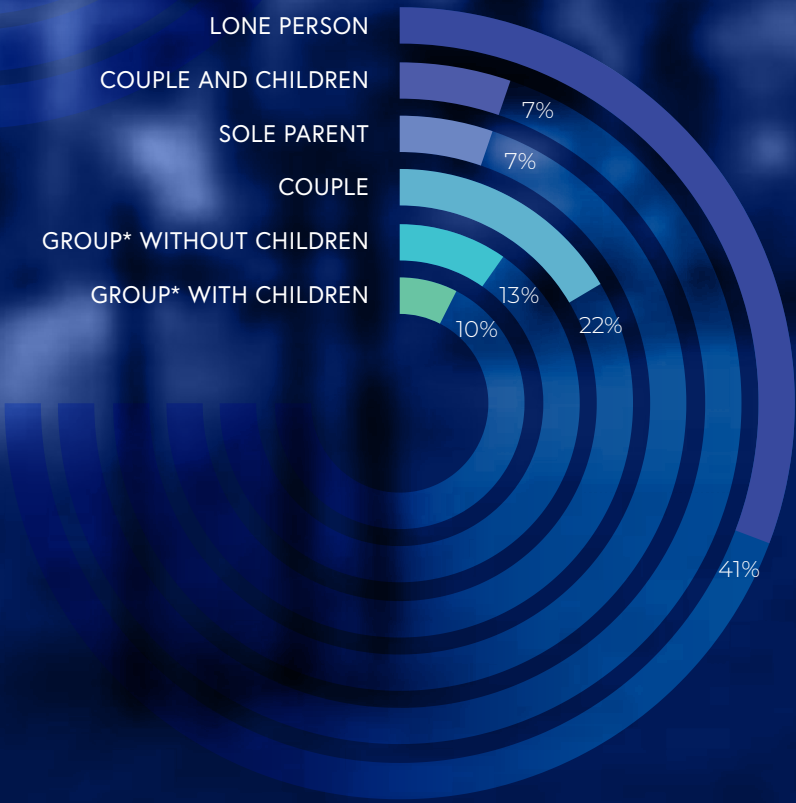
TENANT PROFILE 30 JUNE 2023

11,015 RESIDENTS
4,773 PROPERTIES

AGE GROUP



HOUSEHOLD TYPES



* Group refers to a household of two or more people who are not in a couple or parent-child relationship. It may include blood relationships such as siblings or extended family members.

GOAL 3 OUTCOMES: PROVIDE QUALITY HOMES AND SERVICES

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
Improve our residents' housing experience and sustain tenancies	Deliver programs, place-making initiatives and community engagement that improve residents' satisfaction with their neighbourhood and address community safety	Place-making and community safety initiatives for residents implemented	ACHIEVED Place making and community safety initiatives for residents included: <ul style="list-style-type: none"> • Guildford Road Community Garden established • Dumul Close Community Garden refresh • Allen Street Community Garden refresh
	Provide best practice tenancy management	Social and affordable housing residents visited	ACHIEVED The objective of conducting visits to social and affordable housing residents throughout the year has been met, with 100% of affordable housing residents and 96% of social housing residents visited.
Improve client satisfaction through high quality service provision	Seek to better understand our clients' needs through feedback, consultation and research and incorporate their feedback into program and service delivery	Service changes introduced as a result of client feedback	ACHIEVED Client feedback has spurred the implementation of multiple initiatives and improvements including: <ul style="list-style-type: none"> • Organised outings targeted at seniors • Implementation of an Engagement Calendar in Victoria featuring activities such as Mums and Bubs Walking Group, Women's Cultural Day Out, Art Activities, community safety events, and employment programs.
	Improve client satisfaction with overall services through well targeted service improvements	Overall tenant satisfaction with services provided by Evolve Housing	ACHIEVED We have exceeded the NRSCH benchmark of 75% satisfaction with an accomplishment of 80%.
	Deliver our Strategic Asset Management Plan	Implementation of Planned Maintenance Program	ACHIEVED The Planned Maintenance Program remains on schedule, ensuring properties are fully inspected and scoped at least once within a three-year cycle.
		Increased tenant satisfaction with the condition of their home	ACHIEVED We have exceeded the NRSCH benchmark of 75% satisfaction with an accomplishment of 83%.
		Environmental sustainability improvements made	ACHIEVED Exploring and engaging an entity to carry out the conversion of existing hot water systems into hot water heat pumps, utilising available funding options from the NSW Government.



6

CENTRAL TO OUR PURPOSE TO ENABLE MORE PEOPLE
TO LIVE IN QUALITY HOMES IN THRIVING AND INCLUSIVE
COMMUNITIES IS THE WAY WE ENGAGE.



IMPROVE SOCIAL OUTCOMES

AT EVOLVE HOUSING, WE WANT TO SEE OUR RESIDENTS AND CLIENTS BUILD A POSITIVE FUTURE FOR THEMSELVES AND THEIR FAMILIES.

To ensure they have the best possible chance to achieve this, we provide safe and secure housing, as well as vital support to help them become active and engaged community members.

Through our Pathways team, we offer an extensive range of programs, events and activities to assist.

This chapter gives a snapshot of how Evolve Housing has been creating strong, resilient and inclusive communities, while supporting residents across all aspects of their lives.

CLIENT SERVICE STRATEGY

Central to our purpose to enable more people to live in quality homes in thriving and inclusive communities is the way we engage with our clients. Evolve Housing formalised its commitment to going above and beyond for clients in 2020 with the release of its Client Service Strategy (CSS).

This document sets out a framework of standards, principles and service delivery that our residents and clients can expect from Evolve Housing employees. It encompasses 17 key performance indicators (KPIs) that help us monitor their service standards.

These standards provide us with an additional reporting mechanism that sits above and beyond other compliance and reporting requirements. They exist to drive client service excellence by allowing us to respond to emerging service issues throughout the year, in real time.

In the 2022–23 financial year, Evolve Housing monitored the benchmarks quarterly to identify emerging service gaps as well as ensure our client services were maintained at a high standard.

We are set to review these indicators in line with our upcoming Strategic Plan 2024–2028, to further improve this process and ensure alignment with our business objectives. Further to this review, the CSS will be reported monthly, as opposed to quarterly, to ensure accuracy and delivery of service improvements in a time-effective manner.

**TO HELP PARTICIPANTS SUSTAIN EMPLOYMENT,
WE STAY ENGAGED EVEN AFTER THEY HAVE
SUCCESSFULLY COMMENCED EMPLOYMENT.**



Opportunity Pathways is a voluntary program targeted towards eligible social housing participants.

OPPORTUNITY PATHWAYS SOCIAL IMPACT INVESTMENT

After successfully delivering Opportunity Pathways for three years, from July 2022 we made a smooth transition to the new outcomes-focused model of this support service, working with participants living in Southwest Sydney.

Funded by the NSW Government, the voluntary program is available to anyone, aged 17 years and over, who is either waiting for or already receiving social housing assistance. Participants are supported to access and maintain education, training and employment opportunities, with the goal of helping them to achieve long-term positive benefits in their lives.

Evolve Housing Case Coordinators work with participants to help them explore employment goals, identify jobs and achieve stable employment. Each participant works with their coordinator to develop goals and aspirations through a Personal Support Plan.

Goals can include helping with resume writing, developing interview skills, driving participants to job interviews and connecting with potential employers to advocate for participants. To help participants sustain employment, we stay engaged with them even after they have successfully commenced employment.

2022–2023 OUTCOMES

This year, 457 referrals were assessed and over 266 clients engaged in the program. We exceeded several KPIs and are incredibly proud of the achievements of the participants and their Case Coordinators. Throughout the year:

- 40 clients remained in employment for 26 weeks or more. This is five more than our target.
- 12 clients completed a Certificate 3 or above qualification. This is two more than our target.

- 57 clients reached our 13-week employment milestone.

Participants completed formal training in first aid and traffic control as well as a range of Certificate 3 and Certificate 4 qualifications. Many went on to find employment in areas including business administration, support work, construction, retail, education, youth mentoring and traffic control, to name a few.

RESIDENT ENGAGEMENT STRATEGY

Due to COVID-19 impacts, this was our first full year of delivering on our Resident Engagement Strategy. The strategy was developed to improve employee understanding of resident engagement and give residents more opportunities to participate in events and programs. It also provides a way for residents to provide input on Evolve Housing policies, procedures, services and programs that impact them.

As part of the strategy, every staff member and Board member is expected to participate in at least one resident engagement activity each year. This year, our Pathways team developed over 50 activities and were delighted to exceed our target of 90% engagement rate for this KPI.

Each key business unit has also been required to demonstrate how they have engaged with residents in at least one project or event. This included the Marketing department seeking feedback on the resident newsletter with the Resident Advisory Group (RAG), our Board members becoming more involved with the RAG, consulting with residents about the complaints policy and holding focus groups where residents and clients can provide input to drive better outcomes and improved satisfaction.

RESIDENT ADVISORY GROUP (RAG)

The RAG has continued to be a positive initiative for both staff and residents. The group's 15 members come from throughout Sydney and represent a mix of ages, cultures and genders.

Together, they provide vital feedback to our business through sharing their ideas and experiences to ensure our policies, support services, programs and events are suited to and meet the needs of all residents.

This year, the group met 10 times. A broad range of guest speakers attended meetings including Evolve Housing Board members and General Managers. Staff from EchoRealty and several departments including ICT, Marketing and Governance and Legal also joined on occasion.

We also engaged the group to assist with encouraging other tenants to complete our Tenant Satisfaction Survey. RAG members made calls to tenants and helped them to complete the survey over the phone.

Members provided feedback on topics including how tenants can be more connected with Board members, social outings for residents, our Resident Engagement Strategy, new IT system and the resident newsletter.

Members also had the chance to attend the Community Housing Industry Association (CHIA) conference, observe the Contact Centre in action and contribute content for the resident newsletter.

With support from Evolve Housing, the group also hosted social activities to bring resident communities together to have some fun. In December, we recognised the efforts of members by inviting them to our Christmas Lunch Cruise.

MAINTENANCE ADVISORY GROUP (MAG)

This group is made up of 12 staff and resident members, who met six times throughout the year. Members were instrumental in helping to establish the new maintenance contract tenders, including requirements and KPIs to be met by suppliers.

Input from the MAG highlighted the need for better communication between contractors and residents as well as the benefit of a specific lawns and grounds contract to better reflect the unique requirements of that work.

RESIDENT ENGAGEMENT PROGRAMS

Through a range of grants, workshops, activities and events, Evolve Housing provides residents in need of assistance with financial support and skills development opportunities.

Our grants program helps residents who are studying to cover the cost of course fees, technology and textbooks. For families who are struggling, we provide financial assistance to help with the cost of their children's school uniforms and extracurricular activities.

We also organise and run engagement activities for residents across all age groups including school holiday programs, workshops and support groups.

In 2022–23, we were pleased to provide the following grants and initiatives:

DIGITAL BASICS WORKSHOP

Three workshops were conducted to support residents to learn basic digital, technology and computer skills

such as using email, navigating the internet and using mobile phones and laptops.

MONEY MINDED WORKSHOP

Two workshops were conducted to provide some basic understanding of budgeting, reducing debt, saving money and managing credit cards. This workshop helps residents to better manage their money and take control of their finances to assist with maintaining their tenancy.

IMAGINATE SCHOOL HOLIDAY PROGRAM

Our school holiday programs have become more and more popular, with 191 residents attending activities run by the Resident Engagement team in school holiday periods across the year.

Some popular activities included:

- Aquatopia Waterpark for children and parents;
- Ninja Playground and Fitness where children enjoyed rock climbing, table tennis, basketball and Imagine Ninja Playground; and
- Basketball skills and drills workshop at Blacktown PCYC for 30 children and 11 adults.

BANKSTOWN WOMEN'S GROUP

This support group provides an opportunity for women living in the Bankstown area to connect with and be supported by other women in their local community.

- Five meetings with 31 participants.

WOMEN'S COFFEE CLUB

This group was set up to meet the social needs of our female residents. Participants enjoy free coffee and cake while connecting with each other and staff members from various Evolve Housing departments. The women are invited to provide feedback on their personal experiences as tenants and ask questions in relation to their housing



Women's Coffee Club bi-monthly social meeting.

and tenancy. For some of the women, taking time out to enjoy a coffee, cake and company is a treat they may not always have the means or opportunity to afford.

GO! GRANTS

This program provides financial support to help children get involved in sports and physical activity.

- 11 grants totalling \$3,669 were provided.

KEEP EDUCATION YOURSELF (KEY) GRANTS

Residents wishing to pursue training for a trade, or tertiary qualifications at university, a private college or TAFE can access these grants to help cover study costs.

- 26 grants totalling \$33,994 were provided.
- Of the 26 grants, 20 Evolve Housing residents have entered their first year of tertiary education and will receive ongoing support.

COMMUNITY GARDENS

We continued to partner with Community Greening to help residents create thriving community gardens within their complexes. These projects create opportunities for social interaction between residents, while also teaching people gardening skills. Harvesting and eating their own fruit and vegetables is an added bonus for our resident gardeners.

- Two community garden refresh completed at Hebersham involving five participants.
- One new community garden established at Guildford involving eight participants.

FRIENDSHIP AGED NETWORK

This initiative offers companionship to vulnerable and isolated elderly residents through weekly 'checks-in' from a volunteer. The volunteer and resident enjoy a chat to keep updated with activities in their community and Evolve Housing. This year, we were able to support group

members to meet up for coffee or lunch on occasion to enjoy each other's company in person.

- On average, 21 elderly residents were contacted each week by our volunteer Margaret.

HIGH SCHOOL HELP

Residents with children in high school can access this program to receive financial support for up to three years. The funds can be put towards professional tutoring as well as school fees.

- 17 grants totalling \$15,631 were provided.
- Three Evolve Housing residents who received assistance completed Year 12.

CARETAKER PROGRAM

In this program, residents in our housing complexes nominate to be Bin Caretakers who help by monitoring common areas, cleaning and taking bins in and out. Each Caretaker receives a credit towards their rent in recognition of their contribution in helping us keep properties clean and safe. The role empowers residents to be part of looking after their own properties.

- Three new Caretakers joined the program this year, bringing the total to 13 Caretakers across 13 properties.



Scan QR code.

Evolve Housing News, our quarterly Social Housing newsletter.

**BIN CARETAKERS MONITOR COMMON AREAS,
CLEANING AND TAKING BINS IN AND OUT.**



Three new Caretakers joined the program this year.

SUPPORT UNIT PROGRAM

This program is for new or existing tenants who may need extra support with maintaining their tenancy due to mental health, domestic violence or financial issues.

We have a dedicated team of Support Unit Officers who identify issues and connect residents with appropriate supports to help them overcome challenges and sustain their tenancy. Referrals to the program primarily come from housing managers and the EchoRealty team.

2022–2023 OUTCOMES

This year we received 199 referrals and supported 160 new tenants to enter the program. Some examples of the types of support offered to tenants included access to external financial assistance, food packages and vouchers, as well as help with managing domestic and family violence and mental health issues.

As a registered provider of No Interest Loan Scheme (NILS), we assisted 19 residents on low incomes to apply for loans with no interest and no hidden fees. These loans can assist with purchasing whitegoods, furniture, computers, car repairs and registration and educational supplies.

TOGETHER HOME

Evolve Housing has delivered the Together Home program in Southwest Sydney, Western Sydney and the Nepean Blue Mountains since 2020. During this time, we received 126 funding packages over three tranches. In addition to providing homes for participants in the program, we also provide wraparound tenancy support to help participants sustain their tenancies and rebuild their lives.

Evolve Housing case managers work with participants to identify their housing needs, recognise barriers they may face and provide access to support services to help them overcome their challenges. Support can include access to services to help manage complex mental health or access to opportunities to build work and life skills. We are currently supporting 50 Together Home clients.

In June 2022, Evolve Housing's tranche 1 funding for 46 packages came to end, with 33 clients still supported by the program. We were able to extend the funding packages for 7 of these clients as a result of early exited clients. Of the remaining clients, we supported the majority to move into social housing or leasehold properties, depending on their preference and housing needs.

We have continued to work with tranche 2 and 3 clients, supporting them with mental health and primary health needs and linking them with wraparound services such as legal, domestic and family violence, medical and cultural supports.

We have also helped clients to access property care support, skills development opportunities and community programs, as well as support to assist with accessing the National Disability Insurance Scheme, food assistance packages and brokerage support to meet their housing needs.

ONE OF MANY TENANTS WHO BENEFITED FROM OUR
SUPPORT PROGRAMS, MARK AND HIS PET SAM.



Mark and Sam at the Arncliffe Community Hub.

PLACEMAKING INITIATIVES

Our placemaking project in Arncliffe came to an end in December, when tenants were rehoused to allow for the complex to be demolished for redevelopment.

For this initiative, we received two-year grant funding from the Vincent Fairfax Family Foundation to employ a dedicated onsite, place-based Community Connections Coordinator whose role was to create a sense of belonging and connection to community for the vulnerable tenants housed in the emergency accommodation during the pandemic.

The overall aim of the placemaking project was to build community capacity and achieve positive health, wellbeing, educational, social and quality of life outcomes for tenants. Evolve Housing formed partnerships with local organisations, inviting them to provide support and services to tenants from the onsite community hub.

We also facilitated social activities, support groups and other opportunities where tenants could connect with us and each other.

Our team actively supported tenants from May 2020 until December 2022. We are incredibly proud of the work this team achieved.

HIGHLIGHTS

- 160 leases signed. 146 tenants were supported to sustain their tenancy and 137 tenants positively exited Arncliffe to other housing options after two years.
- Community services including Wesley Mission, 3Bridges, Mission Australia, Neami, St George Community Women's Shelter and Jesuit Refugee Service provided support to tenants in areas including mental health, family and domestic

violence, refugee support, incarceration and exiting temporary accommodation.

- We linked with services including St Vincent De Paul, Bayside City Care and Gift of Bread to ease food and financial stress. Woolworths gift vouchers and Opal cards were also purchased to assist individuals and families with transport and groceries allowing them to use their money for utilities and other bills.
- We engaged employment specialist Max Solutions to run the Opportunity Pathways Program once a week at the community hub. Tenants were assisted with education, training and employment opportunities and participated in workshops to help them build confidence and gain skills for entering the workforce.
- Over a period of three months, Southeastern Sydney Local Health District (SESLHD) attended the site twice a week to connect residents to local services such as GP, mental health services, family services, hospitals, specialist and drug and alcohol services. 40 tenants were linked in with local services by SESLHD.
- To create a sense of community and promote social inclusion, Evolve Housing organised a wide variety of activities and events for residents. These included a Healing from Within art therapy workshop, a gardening group in partnership with Community Greening and Vegepod, a high tea harbour cruise, and outings to Mount Annan Botanical Garden and the Australian Museum. There were also regular community roadshows, mental health initiatives, Easter events, end of year celebrations and the final resident event, End of Arncliffe Block Party.

Evolve Housing was proud to be recognised with three industry awards, including winning the Centrepiece

Award in the 2022 Place Leaders Asia Pacific Awards Program announced in October 2022.

ARNCLIFFE COMMUNITY HUB

- 100% of tenants said they felt supported by Evolve Housing.
- 78% said they felt that they were part of a community.

OTHER PLACEMAKING PROJECTS

Following the success of the Arncliffe Community Hub, we are adopting a similar placemaking model to engage with and support renters living in the 100 social housing units Evolve Housing is managing in a new development in Ascot Vale, Victoria.

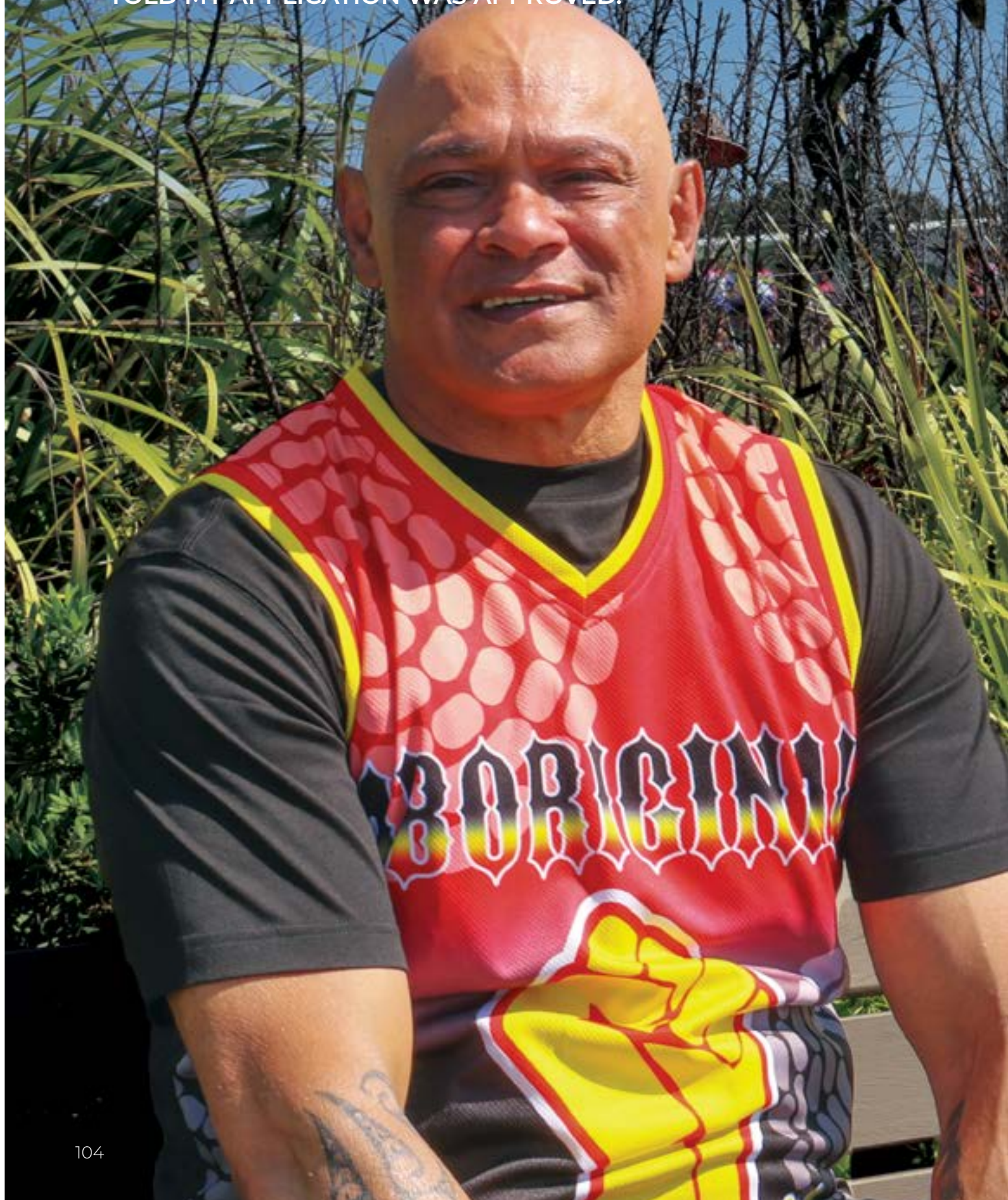
Our team is working from the nearby Evolve Housing office and have formed a partnership with the local community centre located two streets away from the complex.

Since renters began moving into the development in March 2023, our team has been supporting their transition, while establishing relationships with local services-based organisations. Work has begun on a place-making framework for renters.

A community engagement plan with calendar events and initiatives is planned over the coming year. The first community activity was a welcome event, giving renters the opportunity to meet our team and provide suggestions for activities and services that would interest them.

Evolve Housing is also using its community-based, placemaking approach to support tenants living in complexes in Lidcombe, Kingswood and St Marys. While each location will adopt a slightly different model, the principles create a sense of community and belonging, while also offering wraparound support for tenants.

“I WILL NEVER FORGET THE MOMENT I WAS
TOLD MY APPLICATION WAS APPROVED.”



WALTER'S STORY

CLIENT PROFILE

Walter (Wally) Gibson, a 56-year-old proud Wiradjuri man, has overcome immense hardships to secure a new role as a Youth Mentor. His inspiring journey is proof of the great impact of Evolve Housing's Opportunity Pathways (OP) program.

This NSW Government-funded voluntary program supports social and public housing clients to access employment, training and work opportunities.

When Wally joined the OP program, he courageously shared the many hardships he had endured, including battling depression and anxiety, and grappling with injuries sustained during his successful 10-year career as a professional rugby league player. He also faced a broken-down relationship due to domestic violence, the tragic death of his nephew to suicide, his suicidal thoughts and homelessness.

Things took a turn for the better for Wally, when he learned about the Department of Communities and Justice's Start Safety program. Wally found housing in a private rental in the heart of Liverpool and was soon connected to Evolve Housing's OP program to assist him with his employment goals.

Paired up with his dedicated Evolve Housing case coordinator Trudie, the pair worked closely on pre-employment activities such as creating a resume, conducting employment searches and interview preparation and training.

Eventually, Wally was sent off to two interviews, one of which was with Aurora Foundation, an Indigenous organisation that supports Aboriginal and Torres

Strait Islander students to reach their full education and employment potential. He could not believe what happened next.

"Aurora called me 30 minutes after the interview saying I got the job! I can't believe it, even to this day. They told me that they're prepared to put in the effort with me for the next 10 years. And that to me meant the world. Telling people I know that I'm an Indigenous mentor means a lot."

Wally started his new role on the 25th of May, embarking on a journey to change the lives of young people through his leadership and life experiences. This incredible opportunity for Wally aligns perfectly with his passion and purpose. He is enjoying making a difference in the lives of youth and is eager to share his knowledge, compassion and guidance.

Wally said without Trudie, his case coordinator's support and belief in him, he wouldn't have found himself with a home or employment. "Without Trudie I wouldn't have been able to be where I am today. Trudie is always there for me. Anytime I need her, she's just a phone call away."

Some words of advice from Wally are: "Never give up. It's easier to say that and at one point I was close to taking a different turn. But now I can reflect and have a little smile and say it didn't get me. I didn't give up."

THE HAVEN RESIDENCES WAS DESIGNED TO ALLOW FOR INDEPENDENT LIVING AND PRIVACY FOR WOMEN WITH OR WITHOUT CHILDREN WHO ARE ESCAPING DOMESTIC VIOLENCE.



Safe and secure housing options for women and children escaping domestic and family violence is paramount.

CORE AND CLUSTER: PENRITH LGA

Evolve Housing's commitment to providing more crisis accommodation for women and children at risk of homelessness and escaping domestic and family violence is helping to shape a future where every woman and child can have a place of safety and opportunity. The development of this much-needed crisis accommodation, known as The Haven Residences, is supported by \$7.8 million from tranche 1 of the NSW Government's Core and Cluster funding model in the Penrith LGA.

Evolve Housing is proud to partner with Women's Community Shelters (WCS), a leading charity supporting women and children at risk of homelessness and domestic and family violence, and The Haven—Nepean Women's Shelter, to deliver this service, the very first Core and Cluster project.

ABOUT THE PROJECT

The Haven Residences, which opened in May 2023, was designed to allow for independent living and privacy for women with or without children who are escaping domestic violence.

The crisis accommodation delivers 11 fully self-contained residential units equipped with an on-site office for support services 24 hours a day, seven days a week. This complex offers five units for emergency accommodation and support, and six rapid rehousing units for those in need of emergency accommodation, but with less intensive support needs. The Haven is expected to cater to 47 women and 93 children per year.

To ensure clients are not isolated and adequately supported, shelter staff monitor and continuously check in with them. A broad scope of support services are offered including wellness programs, physical

and mental health programs, parenting programs, art therapy, youth connection workshops, and community volunteer services such as business employment mentoring.

INCLUSIVE DESIGN AND ARCHITECTURE

Evolve Housing successfully purchased the unit block from the open market and funded the refurbishment to ensure all units are fit-for-purpose and comply with relevant safety codes. As the property owner, we are providing ongoing property management services, maintenance and repairs.

One unit was repurposed as the central core hub, with five units providing short stay crisis accommodation where women can stay for up to 12 weeks. The remaining units are being offered through the rapid rehousing model, where women and their children can live for up to six months while we support them to find their next accommodation.

The block has security features installed including CCTV, external lighting and other passive features to optimise safety and privacy for all occupants. All units include individual entrances and are fully self-contained, supporting the independent living component of the model.

PARTNERSHIPS AND COLLABORATIONS

Our strong partnership with Women's Community Shelters and The Haven—Nepean Women's Shelter marks a significant step forward in the fight against homelessness and domestic and family violence, and further commits all partners in making a positive impact in the lives of women and children at risk.

The partnership with Women's Community Shelters has also been successful in Tranche 2 of the Core and Cluster program. We have acquired another site in Guildford and are in the process of refurbishing this to deliver another 11 units plus one core hub. This project is due for completion in November 2023.

Lyall Gorman, Group CEO of Evolve Housing said that as a CHP, Evolve Housing recognises its responsibility

to play a role in increasing the supply of social and affordable housing for women and children escaping domestic and family violence, and is proud to be playing a stronger role in supporting this key area of need.

"Domestic and family violence is a critical issue and it's vital we provide safe and secure housing options for women and children escaping these situations, while supporting them on their journey to greater independence," he said.

GOAL 4 OUTCOMES: IMPROVING SOCIAL OUTCOMES FOR OUR CLIENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
Deliver programs and services that enhance our client's health, wellbeing and social and economic participation	Engage in partnerships that deliver services to meet client needs and enhance our capacity to deliver social programs	Maintenance contracts Social Outcomes targets met	ACHIEVED Both of our maintenance contractors provided financial support towards our residents' engagement activities.
	Actively involve our residents through engagement opportunities in which they can contribute to improvements in service delivery	Resident Advisory Group is effective	ACHIEVED The RAG has consistently convened monthly as planned throughout the year. This group has demonstrated strong participation, with no less than 10 attendees present in each meeting out of a total of 15 members. Over the past year, the RAG has discussed and provided input on a range of resident related subjects.
	Develop initiatives that improve social outcomes, including for target priority cohorts (youth, people escaping DFV and single older women)	Maintain a low rate of negative exits from Social Housing	ACHIEVED There were no negative exits from social housing during this year. Furthermore, with a specific focus on one of our priority groups (women escaping domestic and family violence), we have delivered 24 dwellings for this cohort through the Core and Cluster program this year. Additionally, we have allocated another 12 new social housing dwellings in Guildford to serve this cohort.
	Access and leverage government, business and community funding, programs and resources	Grants secured to fund social programming	ACHIEVED Various grants have been secured to support delivery of social support programs. For instance, in July 2022, we transitioned into the new Opportunity Pathways Social Impact Investment program. This transition has enabled us to extend employment and training assistance to our residents and eligible clients across South West Sydney.
Create integrated and thriving communities	Develop and execute a calendar of events and programs that enhance social cohesion and inclusion	Community activities organised and events held	ACHIEVED The following resident events were held throughout the year: <ul style="list-style-type: none"> • Imagine school holiday activities • Annual Resident End of Year celebrations • Other social activities including; Community Roadshows, Seniors Gala Concert, Digital Basics Workshops and Money Management Workshops.

**“ DOMESTIC AND FAMILY VIOLENCE IS A CRITICAL ISSUE
AND IT'S VITAL WE PROVIDE SAFE AND SECURE
HOUSING FOR WOMEN AND CHILDREN...WHILE
SUPPORTING THEM...TO GREATER INDEPENDENCE.”**

Lyall Gorman, Group CEO



Unidentified women engaging in support programs.

PEOPLE AND GOVERNANCE

EVOLVE HOUSING STRIVES TO BE AN EMPLOYER OF CHOICE FOR PASSIONATE INDIVIDUALS WHO CHOOSE TO PURSUE A CAREER IN THE COMMUNITY AND SERVICES SECTOR.

We aim to attract and retain staff who share our commitment to supporting people to secure safe housing, build independence and be part of thriving communities.

We reward our staff for their hard work and commitment through providing a range of benefits and incentives to ensure they feel valued, respected and engaged. Some of the benefits include offering flexible working arrangements, paying above the Award, and providing extra days of leave over and above 4 weeks paid annual leave, including paid birthday leave, a paid wellbeing day and additional paid leave during the Christmas to New Year period.

This chapter highlights some of the key activities implemented and driven by our People and Culture team to provide the best possible workplace for our employees. We also profile our Board and Executive team, whose knowledge, guidance and leadership is crucial in ensuring Evolve Housing delivers on its purpose to our clients, the community and our stakeholders.

PEOPLE AND CULTURE ACHIEVEMENTS

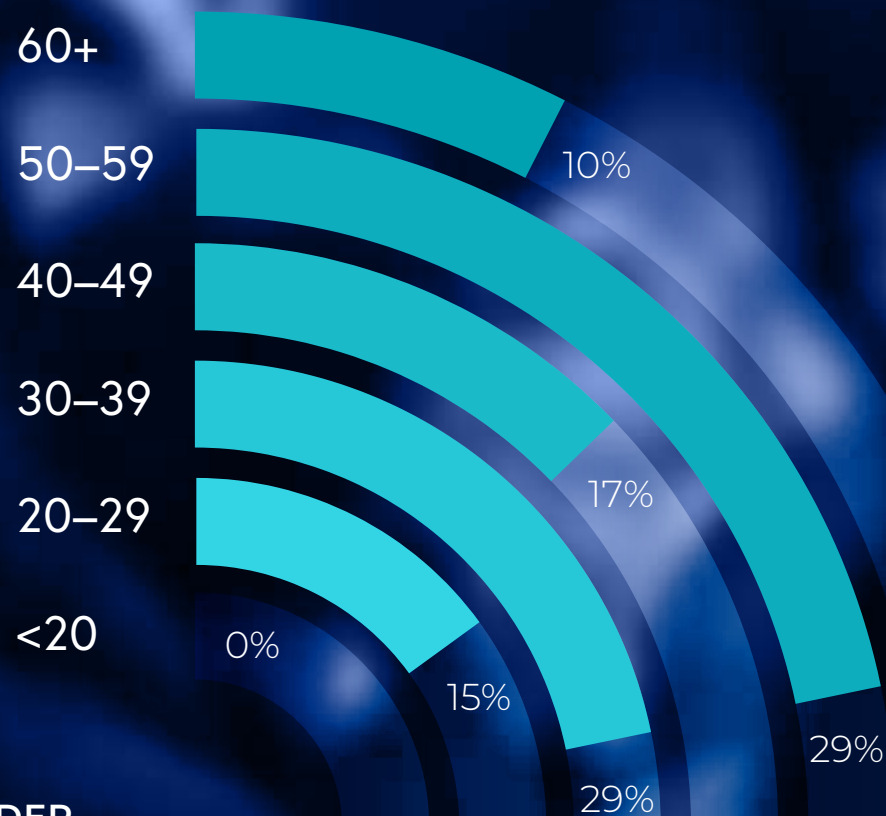
WORKPLACE PROFILE

Our workforce grew by 16.5% over the past year with an additional 19 positions across the organisation. We hired and welcomed 40 new employees into our team. Our average annualised turnover of staff was 14.8% which was lower than the overall sector average.

TENURE BREAKDOWN

Tenure	Number	%
Less than 1 year	36	26
1–4 years	52	38
5–9 years	24	18
10–14 years	15	11
15–19 years	5	4
20+ Years	4	3

STAFF AGE GROUPS



STAFF GENDER

73%

FEMALE



27%

MALE



LEADERSHIP GENDER

56%

FEMALE



44%

MALE



EVOLVE HOUSING HAS A DIVERSE EMPLOYEE
WORKFORCE AND REPRESENTATION FROM
23 DIFFERENT CULTURAL BACKGROUNDS.

24%



SPEAK A LANGUAGE OTHER THAN ENGLISH

38%



IDENTIFY WITH AN ETHNICITY OTHER THAN AUSTRALIAN

1.62%



IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER

Evolve Housing staff at the 2023 NAIDOC Week celebrations.

FLEXIBLE WORKING ARRANGEMENTS BREAKDOWN

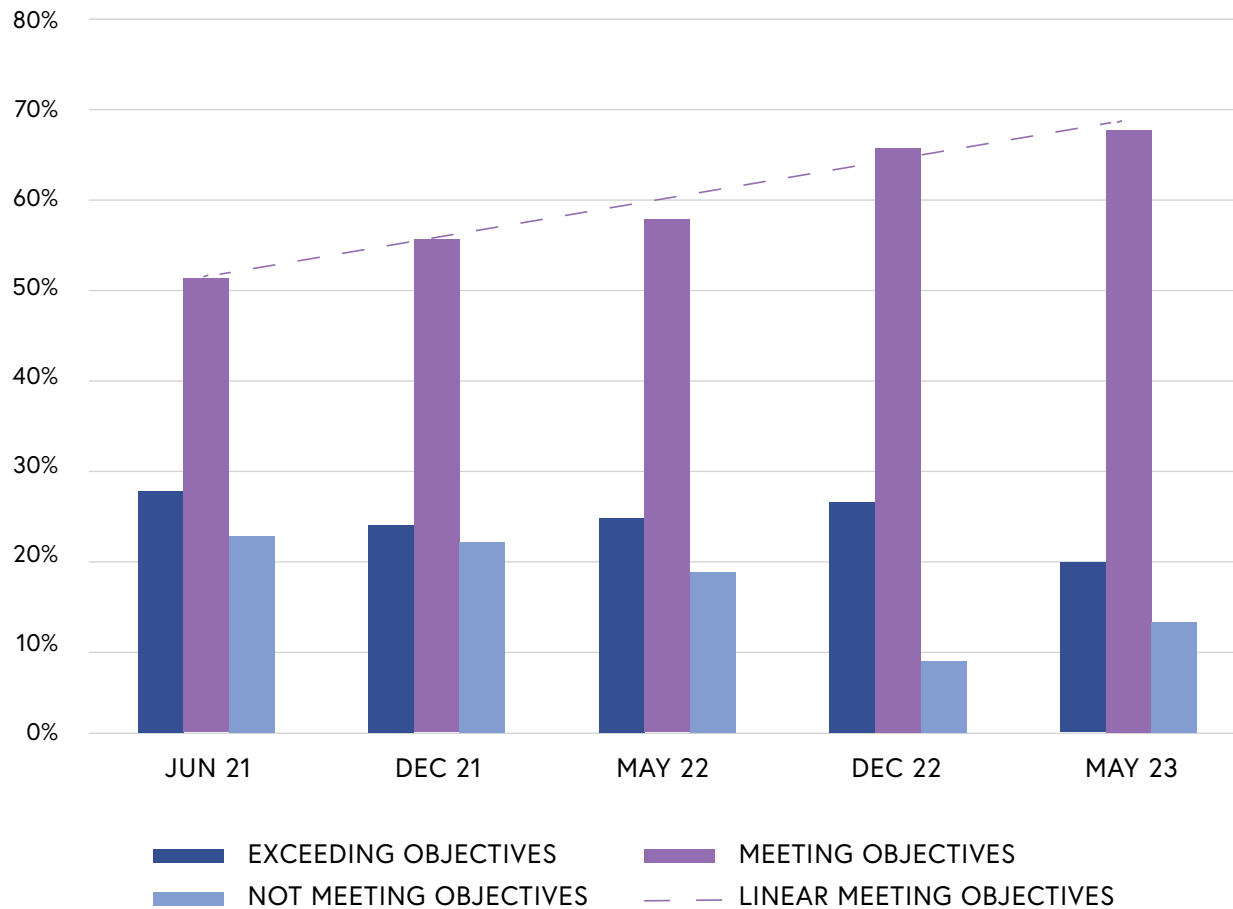
- 100% of staff access one or more forms of flexible working
- 21% of staff work a compressed week
- 6% of staff work part time
- 96% of staff work from home with the majority working up to 50% of their working hours from home.

Nine staff took eight weeks paid parental leave during the year, with the majority of those being new dads.

PEOPLE PERFORMANCE

100% of our workforce completed both a mid-year and annual performance evaluation. Results shown below indicate the workforce is meeting or striving towards the expected performance objectives. Each employee agreed and set development plans outlining both training, coaching and on-the-job learning actions to enable uplift in capability in the coming year ahead.

ORGANISATION-WIDE TALENT PERFORMANCE DISTRIBUTION



DIVERSITY AND INCLUSION

Evolve Housing has a diverse employee workforce with employees spanning four generations and representation from 23 different cultural backgrounds. To ensure all staff feel safe and included, we actively celebrate diversity, promoting inclusivity and embracing the wisdom and strength that comes from unity.

The organisation conducted a staff survey to understand employee's perspectives on diversity and inclusion and to confirm the diversity demographics of our workforce. The results of the survey enabled us to establish a baseline for our inclusion culture and identify areas for improvement.

The survey indicated:

- Workers feel valued, respected and treated equally regardless of gender, age, cultural background.
- The organisation actively encourages people of all ages to work together.
- Employees are encouraged to apply for open positions if they have the capability, irrelevant of their gender, cultural background, age and sexual orientation.
- The organisation is diverse in recruitment of people with different backgrounds, perspectives and ages.
- The organisation has programs and policies in place to allow staff to manage personal and work commitments easily.

Using the survey results, we have developed a Diversity and Inclusion Strategy which focuses on five specific demographic pillars:

- Supporting employees who have caring responsibility, including employees who are parents, those who look after elderly parents and carers of family members with disability.
- Improving gender balance to hire more males into our organisation.

- Increasing awareness of Aboriginal and Torres Strait Islander communities.
- Increasing awareness and education of the extensive cultural diversity we have within our current workforce.
- Increasing participation of individuals with disability.

The strategy has Executive and Board sponsorship and includes education and training aimed at increasing staff awareness around diversity and inclusive practices.

We delivered Inclusive Language training to all staff in August 2022 to ensure we optimise an inclusive culture. We also formed a Diversity and Inclusion (D&I) Working Group consisting of 12 staff, representing all business functions of the organisation.

The D&I Working Group developed a calendar of events linked to our strategic D&I pillars. Monthly events were hosted to raise staff awareness, foster a supportive workplace and provide opportunities for everyone to come together and forge an inclusive culture.

The D&I Working Group collaborated with our Community Engagement team to invite clients to many of the events, providing opportunities for our staff to interact with clients. Activities included:

- July 2022 NAIDOC Week;
- August 2022 Wear It Purple Day;
- September 2022 RUOK? DAY;
- October 2022 World Mental Health Day;
- October 2022 Global Awareness & Multicultural Month;
- November 2022 International Men's Day;
- December 2022 International Day of People with Disability;
- January 2023 Lunar New Year;

- March 2023 International Women's Day;
- May 2023 Sorry Day;
- June 2023 Reconciliation Week; and
- June 2023 Launch of our 'Reflect' Reconciliation Action Plan.

FAMILY-FRIENDLY WORKPLACE

This year we began the process to be accredited and certified as a Family Inclusive Workplace™. Our policies, processes and practices were evaluated and benchmarked against a set of National Work and Family Standards developed by UNICEF Australia and Parents At Work.

These standards have enabled Evolve Housing to work towards being an employer of choice through establishing best practice guidelines that support employees to meet their work, family and wellbeing needs. Achieving this accreditation is one of several initiatives outlined in our Diversity and Inclusion Strategy to promote and support an inclusive workplace for all, including those staff members who are carers.

DISABILITY INCLUSIVE WORKPLACE

As 10% of our workforce live with disability, we formed a Disability Working Group to begin comprehensive planning to increase our organisational effectiveness in supporting individuals with disability.

This employee lead group, which consists of five employees, is developing an education plan to increase staff knowledge and awareness of working with and supporting individuals with disability.

In addition, the group is preparing a recruitment strategy to increase our profile as an employer of choice for individuals with disability and promote employment opportunities within Evolve Housing.



Evolve Housing is now a certified Family Inclusive Workplace™



Indidgdance group performing traditional dance at our NAIDOC Week launch of the RAP.

RECONCILIATION ACTION PLAN

We were excited to have our inaugural 'Reflect' Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia in June 2023. The Plan expands on Evolve Housing's existing work with Aboriginal and Torres Strait Islander communities and stakeholders and represents a significant step towards building stronger relationships with the Indigenous community. Recognising the need for Evolve Housing to take immediate action towards reconciliation, the plan provides a framework to help us create a culturally safe workplace and provide effective support to our residents who identify as Aboriginal and Torres Strait Islander.

Supported by Yilabara Consulting, the Plan was developed by our RAP Working Group which includes staff and Aboriginal residents, as well as representatives from our primary suppliers, SR Construction and Willowdene Construction. Board Directors and Leaders participated in a survey to establish current awareness levels and sentiment around reconciliation. This was followed by an interactive workshop where our Leaders formed the organisation's vision for reconciliation to guide the RAP Working Group.

Initiatives outlined in the RAP include engagement with local Aboriginal and Torres Strait Islander communities, embedding cultural significance into our daily activities through Acknowledgement of Country rituals, cultural competency training for employees, and organising commemorative events during Reconciliation Week, NAIDOC Week and Sorry Day.

Our RAP was launched to staff and clients at a special event during NAIDOC Week in July 2023. This event included a cultural immersion of Aboriginal and Torres Strait Islander dance, song and storytelling and boomerang art painting to inspire staff and clients to experience and

learn more about the rich culture of Aboriginal and Torres Strait Islander peoples. All staff received a copy of our RAP to familiarise themselves with our actions.

TRAINING AND DEVELOPMENT

Evolve Housing continued to support employees at all levels to participate in training and development opportunities to help them build their capabilities and skills. Our Training and Development Plan aligns to our Talent and Succession Framework and provides a range of targeted development opportunities to support each employee to realise their full potential. Training topics included Mental Health for Leaders, Mental Health Awareness, Vicarious Trauma, Complex Customer and Issues Management, as well as social housing competencies such as rental arrears, case note and record keeping, tenant welfare checks, managing complaints and training in business skills including time management, communication and business writing and resilience. Employees were also supported by on-the-job opportunities such as working on projects and acting-up secondment roles, as well as receiving ongoing coaching from managers.

In recognition of the increasing prevalence of poor mental health in the community, we offered specific mental health training to our workforce. All staff participated in awareness training to give them skills and confidence to support their colleagues, family members and friends in times of need. Our frontline workers also completed competency training around trauma-informed care, while our leaders and people managers completed training to specifically help them support staff who may be struggling.

This year, 17 staff members accessed funding under our Continued Education Policy to help cover the cost of tertiary studies. These studies included disciplines

of mental health, counselling, project management, building and construction, investigation services, social housing sector, real estate and accounting. This program offers up to \$5,000 each year to employees who wish to pursue tertiary education.

LEADERSHIP DEVELOPMENT

Across the year, 43 staff including our Executive Leadership team, Senior Managers and Team Leaders participated in the Evolve Housing Leadership Program. This tailored program is delivered by our training partner Maximus International. It offers participants the opportunity to develop their leadership capabilities in the areas of mentoring, coaching, creating safety and wellbeing, embracing difficult conversations, leading through change, understanding human motivation and purpose alignment and effective problem solving in business challenges.

This year, in line with our Talent and Succession Framework, we introduced an Emerging Leaders stream for new leaders or employees showing leadership potential. 15 individuals were invited to complete this stream while also participating in the broader Leadership Program enabling mentorship from our existing Leaders.

EMPLOYEE EXPERIENCE

83% of our workforce (111 people) completed our survey.

Our People and Culture team surveyed employees about their experiences working with Evolve Housing. With participation from all business units and representation across all age groups and genders, the results depict the true voice of our entire workforce.

We were pleased with the exceptional results which showed Evolve Housing scored higher than the Australian norm benchmark in 12 out of the 14 survey categories.

We achieved an average score of 84% favourable for all survey questions compared to the Australian benchmark of 75%, indicating our employees have a positive experience working for Evolve Housing.

The results show, of our employees:

- 93% would favourably recommend Evolve Housing as a good place to work.
- 99% have a clear understanding of the goals and objectives of Evolve Housing.
- 95% feel Evolve Housing delivers products and services that our clients value.
- 93% say their work provides them with a sense of meaning and purpose.
- 92% state their team leader and manager supports diversity and inclusion.

We are now working towards creating an action plan to further enhance our workplace culture and position as a leading employer of choice.

WORK, HEALTH, SAFETY

The health, safety and wellbeing of all our employees and residents is of utmost priority. This year we implemented several initiatives to monitor and ensure the safety of employees who work in the field visiting residents and interacting with clients face-to-face. We now provide employees with a field safety alert device, called a GeoGuard, which can trigger an emergency alert if they find themselves in a harmful or unsafe situation. The device directly contacts emergency responders to put in place the necessary safety support. It also provides GPS information about a person's last known location to ensure we can find them if they need help but are unable to communicate with our safety officers.

Employees in client facing roles have begun monthly group reflection supervision sessions with a qualified counsellor.



These sessions allow staff to debrief on challenging scenarios with an intent to mitigate psychological hazards caused through vicarious trauma. Employees can share their experiences and learn from each other with guidance from the counsellor who mentors the team in skills around self-care strategies and dealing with difficult and confronting situations. Employees have reported that the sessions allow them to build

stronger relationships with their peers and enhance their skills to better support clients and residents. More importantly, the organisation is providing an approach to reduce work-related stress for our employees and aiding their long-term health and wellbeing.

Above, Senior Manager, Dyana Selim, at the annual residents' Christmas party.

PAM'S STORY

EMPLOYEE PROFILE

Pam Spano's story is one of love, sacrifice, and the power of a supportive work environment. With 23 years of service to Evolve Housing, Pam, Our Senior Manager of Business Support and Facilities, is a much-loved employee whose caring and committed nature has touched the lives of countless individuals within the community.

A devoted mother of three adult children, Pam has always put family at the centre of her life. Among her children is Kylie, 45, a daughter with special needs and dementia. Caring for Kylie has been both a rewarding and challenging journey for Pam and her family. Their lives revolve around Kylie's needs, and their days follow a carefully crafted timetable. It hasn't been an easy road, but it's a path they've chosen with love and determination.

Before joining Evolve Housing, Pam worked in the disability sector, which made her a perfect fit for our organisation. Her compassion and understanding of the challenges faced by individuals with special needs made her a valuable asset to the Evolve Housing team. For more than two decades, Evolve Housing has not only been Pam's workplace but also a pillar of support during her journey as a mother and caregiver.

The Evolve Housing team has been understanding of the complexities in her life, allowing her to find a balance between work and family. When Kylie underwent major surgery in 2019 and had to spend 10 weeks in a wheelchair, Pam's manager showed remarkable flexibility, adjusting Pam's work schedule to allow her to be by Kylie's side during the crucial recovery period.

"Some people might think I'm staying here [at Evolve Housing] because of my age. But every day I wake up and I'm excited to come to work. Every day is a different experience, from having a tenant who comes in to sign a lease and giving them a welcome package, or seeing

the kids come to our events, excited for some fun. Seeing people's reactions and knowing the difference myself and the team make is what makes Evolve Housing the place to be," Pam said.

Pam values the support she receives from her colleagues and senior management, giving a special shoutout to Evolve Housing Group CEO Lyall Gorman, and Group General Managers Brett Manwaring and Jo Henderson-Brooks.

Whenever she needs a helping hand or someone to talk to, there is always someone willing to lend an ear. Pam said this overwhelming feeling of knowing someone is always ready to help her makes Evolve Housing more than just a workplace for her. It has become Pam's second family.

"I've made a lot of friends since my time here at Evolve Housing. I even have friends that I catch up with outside the office. I think it's worked for me because I get along with everybody. I'm here for everyone, and people are comfortable chatting with me. I'm like the mum of the office. It's nice to be respected for the role that I do, and that people think highly of me," Pam said.

As Pam looks back on her journey, she realises that life may have demanded a lot from her, but it has also given her the opportunity to grow in immeasurable ways.

She believes she owes a significant part of her strength and ability to cope with the demands of her life to the unwavering support she has received from Evolve Housing.

“IT’S NICE TO BE RESPECTED FOR THE ROLE THAT I DO, AND THAT PEOPLE THINK HIGHLY OF ME.”



BOARD OF DIRECTORS



PAUL HOWLETT

CHAIRPERSON, EVOLVE HOUSING LIMITED, ECHOREALTY NSW & ACT LIMITED, EVOLVE HOUSING VIC LIMITED, ECHOREALTY VIC LIMITED

PAUL has an engineering and construction background with more than 45 years' experience in executive management positions, advising governments, the private sector and not-for-profit organisations. Paul brings a wealth of experience to the Board particularly in the areas of developing and advising on strategy, procurement and governance. He is also currently a Director of Centacare Evolve Housing in Tasmania.



RHONDA HAWKINS

AM, FAICD

DEPUTY CHAIR, EVOLVE HOUSING LIMITED, EVOLVE HOUSING VIC LIMITED

RHONDA received the Member of the Order of Australia in 2015 for her 30 years' service providing educational opportunities to the people of Western Sydney. Director appointments have included Fitzgerald Aged Care (Chair), Wentworth Institute, Victoria University as well as the Salvation Army Greater Western Sydney Advisory Board and Riverside Theatres Advisory Board. Rhonda resigned in November 2022.



ALAN ZAMMIT

AM, FAICD

DIRECTOR, EVOLVE HOUSING LIMITED, ECHOREALTY NSW & ACT LIMITED

ALAN has had an executive career in urban, regional and community development spanning more than 50 years. He has extensive experience as a professional non-executive director, board chair and chair and/or member of Finance, Audit and Risk Committees across multiple sectors including property, funds management, education, health, government and not-for-profit. Alan is managing director of UPDM Pty Ltd, the Board Chair of Norwest Association Ltd and Director of WentWest Ltd (Western Sydney Primary Health Network).



DAVID BORGER

DIRECTOR, EVOLVE HOUSING LIMITED

DAVID is currently the Executive Director of Business Western Sydney, a not-for-profit business group representing the region's largest organisations in government, industry and community. It advocates for public and private sector investment that will make the region a better place to live, work, play and learn. David has also served as a NSW Government Minister for Roads, Housing, and Western Sydney. David currently sits on several boards including NRMA and the Museum of Applied Arts and Sciences.



KAY VEITCH

FAICD

DIRECTOR, EVOLVE HOUSING LIMITED,
ECHOREALTY NSW & ACT LIMITED

KAY has extensive experience in executive leadership at Qantas Airways, Virgin Australia Airlines and GWA Group Limited. She is a former Director of CARE Australia, Local Land Services and former Chair of Keep Australia Beautiful NSW. Her current appointments include Director of ASPECT Studios Pty Ltd and GNS Limited and an independent committee member at Australian Physiotherapy Association. Kay's key areas of expertise are organisational transformation, change leadership, commercial distribution and revenue management.



NAREEN YOUNG

DIRECTOR, EVOLVE HOUSING LIMITED

NAREEN is one of Australia's leading workplace diversity practitioners. She has led several diversity employment peak bodies and is a champion for social justice, diversity and inclusion, receiving the inaugural Westpac 100 Women of Influence honour for Diversity. Nareen's work is influenced by her Indigenous and culturally diverse heritages. She is currently Associate Dean, Indigenous Leadership and Engagement, UTS Business School.

BOARD OF DIRECTORS



DAVINA ROONEY

DIRECTOR, EVOLVE HOUSING LIMITED

DAVINA is a property professional with a passion for sustainability. A qualified engineer, she worked on large-scale construction projects in Sydney and London, and helped build an award-winning school in the Himalayas. Her work at Stockland culminated in its recognition as the world's most sustainable property company. She is currently on the Board of the Australian Sustainable Built Environment Council and the World Green Building Council. She has led the Green Building Council of Australia as CEO since 2019.



GEORGINA LYNCH

DIRECTOR, EVOLVE HOUSING LIMITED,
EVOLVE HOUSING VIC LIMITED

GEORGINA has more than 25 years' experience in the financial services and property industry with significant global experience in corporate transactions, capital raisings, initial public offerings, funds management, corporate strategy, and acquisitions and divestments. Georgina has extensive executive and board experience—notably, she is currently the Chair of Cbus Property, which is one of Australia's leading integrated property developers. In addition, Georgina currently serves on the Boards of Waypoint REIT and Vicinity Centres Ltd.



DR ROBERT LANG

DIRECTOR, EVOLVE HOUSING LIMITED,
EVOLVE HOUSING VIC LIMITED,
ECHOREALTY VIC LIMITED

ROBERT brings deep knowledge and passion for Western Sydney. A previous CEO of Parramatta City Council, the Sydney Harbour Foreshore Authority and Pacific Power. His expertise includes urban planning, placemaking, strategic repositioning, restructuring, corporate governance, finance, technology, risk management, and human resources. He is an Adjunct Professor at Western Sydney University's School of Business, and currently sits on the Boards of Ability Options, Sydney Festival and Greater Sydney Parklands.



CHRIS ECCLES

AO

DEPUTY CHAIRPERSON, EVOLVE
HOUSING VIC LIMITED

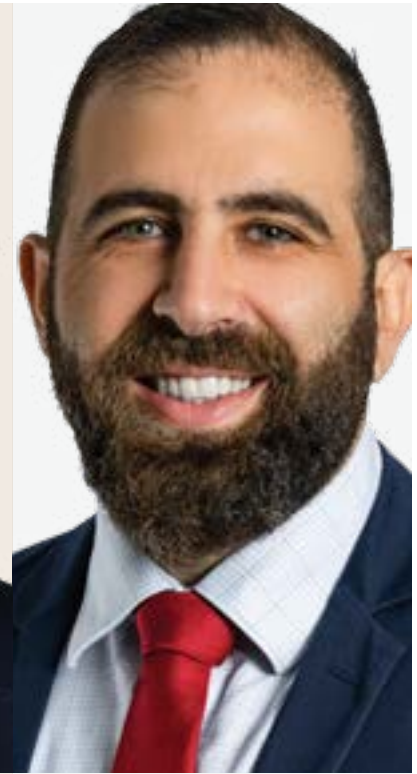
CHRIS has worked in a variety of government and private sector senior management positions. Most recently, between 2009 and 2020 Chris headed up the Departments of Premier and Cabinet in South Australia, New South Wales and Victoria. In 2017 Chris was made an Officer of the Order of Australia for distinguished service to public administration, to innovative policy development and sound governance, and to the delivery of reform in the areas of training, education and disability.



TIM REGAN

DIRECTOR, EVOLVE HOUSING LIMITED

TIM is an experienced executive and non-executive director with expertise in the health, property and services industries. He is currently the Chief Operating Officer of The George Institute for Global Health and has previously worked in senior and executive roles at Mirvac Group, TJS Services, Sydney Organising Committee for the Olympic Games, and PricewaterhouseCoopers. Tim has numerous Board positions which include the Australia China Business Council NSW and the National Australia India Business Council.



CHARLIE SOUMA

DIRECTOR, ECHOREALTY NSW & ACT
LIMITED

CHARLIE is a highly accomplished and motivated senior manager with over 20 years' experience in managing residential property portfolios in the private and not-for-profit sector. Specialising in affordable housing, he has extensive experience in business development and growth as well as leading and mentoring high performing teams. Charlie holds a Diploma in Property, Certificate 4 in Project Management and Certificate 4 in Frontline Management. He also holds a real estate licence in NSW, VIC and the ACT.

TIM SPENCER

OBSERVER, EVOLVE HOUSING LIMITED

TIM is an experienced executive, leading the Mulpha Development team to deliver world-leading master planned communities. His property experience was founded in Tier 1 construction-development delivery and urban planning. Tim has worked in private and public enterprises delivering the full spectrum of property from residential, commercial, industrial, retail, infrastructure and retirement.

BOARD COMMITTEE MEETINGS

Evolve Housing Limited (EHL) has a skills-based Board of nine Directors. EchoRealty NSW & ACT Limited (ERNAL) has four Directors and Evolve Housing Vic Limited (EHVL) has five Directors. Each Director has diverse experience across a broad range of industries and sectors. The Board of the Evolve Housing Group is actively involved in overseeing the performance of the organisation and contributing to the development of strategic objectives.

EHL, ERNAL and EHVL are each registered CHPs in the relevant jurisdictions. Evolve Housing strives to meet and exceed the highest standards of governance. Our Board of Directors and the Evolve Housing team are committed to sound corporate governance as the foundation for achieving our vision, mission and strategy, while remaining accountable and transparent in our dealings. In 2022–2023 (excluding Board sub-committee meetings), there were:

- six EHL Board meetings;
- one ERNAL Board meetings; and
- two EHVL Board meetings

The Board has established various committees comprising Directors and non-Director members with relevant specialist expertise. Each committee focuses on specific issues and makes recommendations to the Board. Terms of Reference set out each Committee's remit. Meetings for the year are scheduled in advance, with flexibility for additional dates to be added if circumstances require.

REGISTER OF MEETINGS ATTENDED BY BOARD MEMBERS

DIRECTOR	EHL BOARD MEETINGS		EHVL BOARD		ERNAL BOARD	
	E	A	E	A	E	A
Paul Howlett	6	6	2	2	1	1
Rhonda Hawkins	3	2	1	NA	NA	NA
Alan Zammit	6	4	NA	NA	1	1
David Borger	6	3	NA	NA	NA	NA
Kaylee Veitch	6	6	NA	NA	1	1
Robert Lang	6	5	2	2	NA	NA
Lyll Gorman	6	6	2	2	NA	NA
Davina Rooney	6	6	NA	NA	NA	NA
Georgia Lynch	6	6	2	2	NA	NA
Tim Regan	6	6	NA	NA	NA	NA
Nareen Young	6	5	NA	NA	NA	NA
Chris Eccles	NA	NA	2	2	NA	NA
Charlie Souma	NA	NA	NA	NA	1	1

E = Number of meetings Directors eligible to attend. A = Number of meetings attended by the respective Director.

REGISTER OF COMMITTEE MEETINGS ATTENDED BY BOARD MEMBERS

DIRECTOR	FRAC		GNPC		TRC	
	E	A	E	A	E	A
Paul Howlett	5	5	4	4	4	4
Rhonda Hawkins	NA	NA	2	1	NA	NA
Alan Zammit	5	4	NA	NA	4	4
David Borger	NA	NA	4	3	NA	NA
Kaylee Veitch	NA	NA	4	4	NA	NA
Robert Lang	5	5	NA	NA	4	4
Lyll Gorman	5	5	4	4	4	4
Davina Rooney	NA	NA	NA	NA	4	3
Georgia Lynch	5	5	NA	NA	NA	NA
Tim Regan	5	5	NA	NA	NA	NA
Nareen Young	NA	NA	4	2	NA	NA
Chris Eccles	NA	NA	NA	NA	4	4

E = Number of meetings Directors eligible to attend. A = Number of meetings attended by the respective Director.

BOARD OF DIRECTORS

BOARD SUB-COMMITTEES

FINANCE, RISK AND AUDIT COMMITTEE

The Finance, Risk and Audit Committee (FRAC) is responsible for overseeing risk management and internal audit and ensuring the integrity of financial reporting. The FRAC provides advice to the Board and assists Evolve Housing in fulfilling its responsibilities in respect of financial affairs, external audit functions, internal audit functions, risk management and control frameworks.

The FRAC's other key responsibilities include reviewing the draft annual budget before it is submitted to the Board for approval, assisting the Board in relation to reporting of financial information, assisting the Board in relation to the approval, application, and amendment of accounting policies, and overseeing the process of identification and management of material risk.

The FRAC's members are: Alan Zammit (Chair to 22 August 2022), Tim Regan (Chair from 22 August 2022), Paul Howlett, Robert Lang and Georgina Lynch, with Tim Spencer as Observer. There were five FRAC meetings in 2022–2023.

TRANSACTIONS REVIEW COMMITTEE

Evolve Housing established the Transactions Review Committee (TRC) to provide independent advice to the Board with respect to significant transactions which align to the purpose, strategy and values of Evolve Housing. The TRC also provides assurance to the Board that the risks associated with these transactions (which can include projects, tenders or purchases) are assessed and managed in an appropriate manner. The TRC's members are: Paul Howlett, Alan Zammit, Chris Eccles, Davina Rooney (Chair) and Robert Lang. There were four TRC meetings in 2022–2023.

GOVERNANCE, NOMINATION AND PEOPLE COMMITTEE

The Governance, Nomination and People Committee (GNPC) is responsible for overseeing the organisation's governance framework and practices. It promotes the continuous improvement of the corporate governance framework, in line with best practice to ensure: the Board has the capacity to discharge its strategic and governance responsibilities; effective and efficient operation and ethical and responsible decision-making; and stewardship, accountability and transparency.

The GNPC is also responsible for recommendations to the Board on a variety of matters including governance policies and practices, evaluation of the Board's and individual Director performance, CEO performance, management structure, delegations of authority and reporting to the Board, and the selection, appointment, remuneration and retention policies for the Board and CEO.

Its members are: Kay Veitch (Chair), Paul Howlett, David Borger, Nareen Young and Rhonda Hawkins (to November 2022). There were four GNPC meetings in 2022–2023.

NOTE: The CEO attends all Board and Board Committee meetings by invitation. The CEO was also appointed as an Alternate Director for Paul Howlett (Appointing Director) on 20 October 2021 until 19 October 2023. He was appointed on the following terms:

- The Alternate Director may attend and vote at Board meetings if the Appointing Director is not present.
- The Alternate Director may exercise any powers that the Appointing Director may exercise as a director if the Appointing Director is unavailable, including signing documents on behalf of the Company and as a director of the Company.

EXECUTIVE TEAM

**LYALL GORMAN**

GROUP CHIEF EXECUTIVE OFFICER

LYALL is a highly successful business leader with over 35 years' experience in the public and private sectors covering senior management, project management and administration. During his various corporate roles, Lyall has filled key governance positions in a range of private and listed entities. He is the President of Business NSW and a Director of the Australian Chamber of Commerce and Industry (ACCI) and holds a Master's Degree in Administration from the University of New South Wales.

**RAYLEE GOLDING**

GROUP COMPANY SECRETARY AND GENERAL MANAGER GOVERNANCE AND LEGAL

RAYLEE is an experienced senior legal counsel and risk and governance professional. She has held senior roles in financial and community services, aged care, and local government in Australia, Ireland and the UK. She holds a BCom, LLB (Hons) and Grad Dip in Legal Practice. Raylee has also undertaken additional tertiary studies in International Social Justice, and has an unrestricted NSW legal practising certificate. She is a graduate of AICD's company director course and a director of All Sustainable Futures Inc. Raylee's employment with Evolve Housing ended in January 2023.

**MELISSA SCARDINO**

GROUP COMPANY SECRETARY AND GENERAL MANAGER GOVERNANCE AND LEGAL

MELISSA is a highly capable executive leader, board director and lawyer with diverse sector experience and capabilities having worked in private practice, as an in-house lawyer and company secretary and across the NSW Government. She has extensive executive experience in commercial transactions, legal, governance, compliance, audit and risk. Melissa holds a Masters in Commercial Law, a Certificate in Governance Practice, and a Bachelor of Law and Arts degree. She is the current Chair of the Aboriginal Women and Children's Crisis Service.

EXECUTIVE TEAM



JO LANG

GROUP GENERAL MANAGER,
RESIDENT SERVICES

JO has over 30 years of social housing knowledge and experience as an executive and leader working in the NSW Government and community housing sector. She specialises in social policy, implementing large-scale projects and programs through building strategic partnerships. Jo has worked with Evolve Housing for five years focusing on operational excellence and innovation to achieve positive social outcomes for our residents. She has qualifications in Social Sciences, Housing Management, Public Administration and Mental Health Studies.



BRETT MANWARING

GROUP CFO AND GROUP GENERAL
MANAGER, CORPORATE SERVICES

BRETT brings 25 years of experience as a senior executive and board director. He is skilled in cash-flow and risk management and has a passion for assisting businesses develop and implement sustainable strategic plans. Brett is the current Vice President of Business NSW, Chair of their Audit and Risk Committee, Chair of Recruitment Solutions Group Australia Pty Ltd, Chair of Australian Business Solutions Group and Joint Trustee of the Illawarra First Fund.



JO HENDERSON- BROOKS

GROUP GENERAL MANAGER, PEOPLE
AND CULTURE

JO is an energetic executive leader with over 25 years of experience in the design, implementation and management of people and culture services. Her broad experience includes talent management, organisation structure design, performance frameworks, recruitment and talent attraction, remuneration analysis, and capability and development. Jo holds a Bachelor of Arts degree, majoring in Psychology and a Diploma in Project Management.

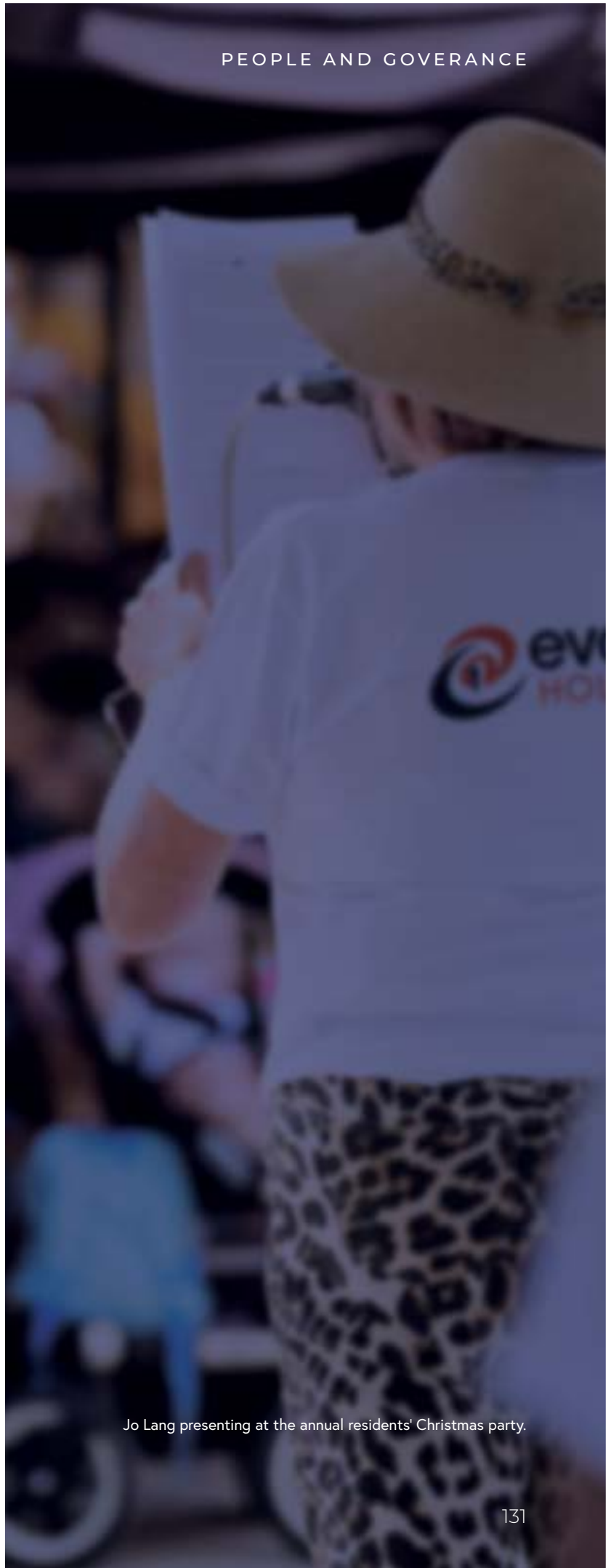


JITENDER BALANI

GROUP GENERAL MANAGER,
STRATEGIC ASSET MANAGEMENT
AND BUSINESS GROWTH

JITENDER is a dynamic leader of social housing and human services in both an operational and strategic context. He holds an Executive Master of Public Administration, Bachelor of Building and tertiary qualifications in civil engineering. Jitender was previously responsible for managing the Wentworth Housing and Department of Communities and Justice (community housing) asset portfolios and asset systems.

PEOPLE AND GOVERNANCE



Jo Lang presenting at the annual residents' Christmas party.

8

FINANCE

FINANCIAL COMMENTARY ANNUAL REPORT 2022–2023

The 2022–23 financial year has been a testament to the resilience of our business's financial and operating capabilities. A year in which inflationary pressures and the significant cost of borrowing impacted widely across our industry, Evolve Housing has managed to deliver an operating surplus of \$16 million, add an additional 41 owned properties to our portfolio, make significant inroads on our expansion into Victoria, and deliver unwavering investments in our systems infrastructure.

We have now established a permanent new office at Moonee Ponds in Victoria and successfully tenanted 100 new social housing properties at Homes Victoria's Ascot Vale site.

Our project at Lidcombe in New South Wales is nearing completion and will add an additional 93 units (~\$50 million) of affordable housing to our portfolio, exceeding \$400 million.

While further details are yet to be made available post approval of the Housing Australia Future Fund (HAFF), Evolve Housing is embracing the next phase of growth in our business with excitement and optimism. A phase in which innovative partnerships with capital providers, developers and regulatory agencies will be much more aligned to address the scale and timing of the acute shortage of housing.

* Note: A complete set of financial statements is available on request.

AUDITOR'S LETTER



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Level 11, 1 Margaret St
 Sydney NSW 2000
 Australia

DECLARATION OF INDEPENDENCE BY ELYSIA ROTHWELL TO THE DIRECTORS OF EVOLVE HOUSING LIMITED

As lead auditor of Evolve Housing Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profit Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Evolve Housing Limited and the entities it controlled during the period.

Elysia Rothwell
 Director

BDO Audit Pty Ltd
 Sydney, 24 October 2023

AUDITOR'S REPORT

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Level 11, 1 Margaret St
Sydney NSW 2000
Australia

INDEPENDENT AUDITOR'S REPORT

To the members of Evolve Housing Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Evolve Housing Limited (the registered entity) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of profit and loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of Evolve Housing Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the Group's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the registered entity's annual report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of BDO Australia Ltd ABN 77 050 110 175, an Australian company limited by guarantee. BDO Audit Pty Ltd and BDO Australia Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.aasb.gov.au/Home.aspx>) at: http://www.aasb.gov.au/auditors_responsibilities/ar3.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

Elysia Rothwell
Director

Sydney, 24 October 2023

FINANCIAL

SUMMARY REPORT

	2023	2022	2021	2020	2019
Resident Satisfaction					
Overall satisfaction with the organisation (%)	80	83	83	86	85 [‡]
Service Development					
Total housing properties	4773	4,522	4,270	4,054	3,478
Finance Management					
Staff costs as % of total revenue (%)	21%	22%	21%	20%	19%
Property costs as % of total revenue (%)	60%	58%	60%	54%	58%
Property costs inclusive amortised leased costs					
Administration costs as % of total revenue (%)	9%	9%	7%	7%	8%
Profitability Ratio [§] — EBITDA / Operating Revenue (%)	9%	11%	11%	11%	18%
Property costs inclusive amortised leased costs					
Liquidity Ratio — Current Assets/Current Liabilities	1.3	1.3	1.3	1.2 [§]	4.0
Current liabilities including lease liabilities					
Cash at end of year (\$m)	33.1	37.1	27.2	27.2	9.3
Net profit (\$m)	16.1	31.7	13.5	13.5	(10.7)
Operating Net profit (\$m)	2.6	4.1	4.2	4.2	5.3
Excludes Valuations gains/(loss) and one-off grants					
Retained profit (\$m)	323.9	307.9	278.8	278.8	259.7
Total Equity (\$m)	329.6	313.5	281.8	281.8	262.7
Housing Management					
Rent outstanding / arrears (BM 2.5%)	0.25	0.38	0.4	0.4	0.5
Rent forgone due to tenantable vacancies as a percentage of total potential rental income (BM 5%)	0.3	0.4	0.6	0.9	0.2
Average no. of days to house a tenant after an untenantable unit becomes vacant (BM 28 days)	28	31	19	17.8	5
Average no. of days to house a tenant after a tenantable unit becomes vacant (BM 14 days)	14	14	11	10.4	4
Number of tenants exiting the service because of a Possession Order enforcement	4	12	2	1	5
Human Resources					
Ratio of all staff to lettable properties	1:35	1:38	1:36	1:37	1:31
Number of full-time equivalent staff	135	117	120	114	108

§ Change to accounting standards in 2020 for treatment of leased assets.

* BM, Benchmark

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
Revenue	82,538,778	68,556,169
Other income	1,701,927	444,008
Employee benefits expense	(14,825,591)	(14,297,106)
Expected credit losses	(370,463)	(158,795)
Property expenses	(25,194,121)	(21,092,387)
Finance costs	(6,263,751)	(5,263,031)
Other expenses	(6,491,563)	(5,929,535)
Surplus from operating activities	31,095,216	22,259,323
Fair value gain /(loss) on investment property	(1,617,275)	19,941,555
Fair value loss on right of use asset classified as investment property	(13,325,762)	(13,156,663)
Surplus for the year attributable to members	16,152,179	29,044,215
Income tax expense	—	—
Surplus after income tax expenses for the year attributable to members	16,152,179	29,044,215
Other comprehensive income		
Revaluation of property, plant and equipment	—	2,627,693
Total comprehensive income for the year	—	2,627,693
Total comprehensive income for the year attributable to members of Evolve Housing Limited	16,152,179	31,671,908

The Statement of Profit or Loss and Other Comprehensive Income is to be read in conjunction with the notes to and forming part of the financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	2023	2022
Assets		
Cash and cash equivalents	33,114,470	37,094,137
Accounts receivable and other debtors	12,299,127	5,076,602
Other current assets	2,027,830	1,467,457
Total current assets	47,441,427	43,638,196
Non-current assets		
Property, plant and equipment	9,343,209	9,496,279
Right of use assets	89,648	104,044
Other non-current assets	2,253,619	2,300,071
Investment property	547,039,501	493,479,191
Total non-current assets	558,725,977	505,379,585
Total assets	606,167,404	549,017,781
Liabilities		
Accounts payable and other payables	19,250,435	15,335,432
Provisions	—	—
Employee benefits	2,151,111	2,183,142
Borrowings	—	—
Lease liability	15,386,255	16,119,800
Total current liabilities	36,787,801	33,638,374
Non-current liabilities		
Borrowings	161,879,824	126,349,178
Lease liability	77,864,420	75,576,932
Employee Benefits	29,883	—
Total non-current liabilities	239,774,127	201,926,110
Total liabilities	276,561,928	235,564,484
Net assets	329,605,476	313,453,297
Equity		
Reserves	5,546,810	5,546,810
Accumulated surplus	115,092,408	98,940,229
Accumulated surplus — restricted	208,966,258	208,966,258
Total equity	329,605,476	313,453,297

The Statement of Financial Position is to be read in conjunction with the notes to and forming part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2023

	Reserves	Retained Surplus	Retained surplus restricted	Total accumulated funds
Balance at 30 June 2021	2,919,117	78,108,744	200,753,528	281,781,389
Balance at 1 July 2021	2,919,117	78,108,744	200,753,528	281,781,389
Surplus after income tax expenses for the year	—	20,831,485	8,212,730	29,044,215
Other comprehensive income for the year, net of tax	2,627,693	—	—	2,627,693
Total comprehensive income for the year	2,627,693	20,831,485	8,212,730	31,671,908
Balance 30 June 2022	5,546,810	98,940,229	208,966,258	313,453,297
Balance at 1 July 2022	5,546,810	98,940,229	208,966,258	313,453,297
Surplus after income tax expenses for the year	—	16,152,179	—	16,152,179
Other comprehensive income for the year, net of tax	—	—	—	—
Total comprehensive income for the year	—	16,152,179	—	16,152,179
Balance 30 June 2023	5,546,810	115,092,408	208,966,258	329,605,476

The Statement of Changes in Equity is to be read in conjunction with the notes to and forming part of the financial statements.

CONSOLIDATED STATEMENT CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
Cash flows from operating activities		
Receipts from customers and grants received from government	75,764,768	77,420,915
Payments to suppliers and employees	(40,376,275)	(40,730,504)
Interest received	1,180,586	40,531
Interest paid on lease liability	(2,999,739)	(3,149,192)
Interest paid	(3,264,012)	(2,113,839)
Net cash from /(used) in operating activities	30,305,328	31,467,911
Cash flows from investing activities		
Payment from property, plant and equipment	(374,648)	(311,652)
Payment for investment properties	(53,525,447)	(57,106,271)
Net cash used in investing activities	(53,900,095)	(57,417,923)
Cash flows from financing activities		
Proceeds from borrowings	35,530,646	52,030,598
Repayment of finance leases	(15,915,546)	(16,195,041)
Net cash from financing activities	19,615,100	35,835,557
Net decrease in cash and cash equivalents	(3,979,667)	9,885,545
Cash and cash equivalents at beginning of year	37,094,137	27,208,592
Cash and cash equivalents at end of year	33,114,470	37,094,137

The Statement of Cash Flows is to be read in conjunction with the notes to and forming part of the financial statements.

GLOSSARY OF TERMS

Affordable Housing: Is for low-to-moderate income households and is priced so that residents can meet their other basic living costs such as food, clothing, transport, medical care, and education. Affordable housing residents pay between 75–80% of market rent or rent is capped at 30% of household income.

Commonwealth Rent Assistance (CRA): Is a rent supplement provided by the Commonwealth Government and paid to people on Centrelink payments to meet the cost of renting in the private market.

Communities Plus: Is a NSW government initiative to seek private, community housing and non-government sector involvement in partnerships to redevelop Land and Housing Corporation (LAHC) sites in NSW and design, fund and build affordable, social, and private housing.

Community Housing: Is secure, affordable rental housing for people on very low to moderate income. This housing is managed by CHPs who manage properties they own or may be owned by the government.

Community Housing Innovation Fund (CHIF): NSW Department of Communities and Justice (DCJ) is providing \$150 million funding to expand social housing capacity by supporting the growth of CHP-owned portfolios. The CHIF is a co-contribution model which leverages government grants with additional

resources from community housing providers (such as debt, capital, land, tax concessions and community connections).

Community Housing Leasing Program (CHLP): This innovative initiative from the NSW Department of Communities and Justice provides funding to CHPs who lease properties in the private rental market which are then used to provide social housing. Leasing, rather than purchasing, properties allows increased flexibility to accommodate people in housing that suits their needs.

Homelessness: The Australian Bureau of Statistics defines homelessness as being when a person's current living arrangement is in a dwelling that is inadequate; has no tenure, or if their initial tenure is short and not extendable; or does not allow them to have control of, and access to space for social relations.

Housing First: The Housing First model focuses on providing safe and permanent housing as the first priority for people experiencing homelessness and should not be conditional on the individual's engagement in addressing health or wellbeing issues. Once housing is secured, individuals can have access to support services to help to avoid homelessness.

Housing stress: A household is experiencing housing stress when it has an income level in the bottom 40% of Australia's

GLOSSARY

income distribution and is spending more than 30% of its income on mortgage or rental payments.

Key Worker Housing: Is housing provided at below market rent to eligible applicants who are employed in essential services such as aged care, health care, education, emergency services, childcare and law enforcement. Key worker tenants pay only 80% of market rent, giving them the chance to live near their workplaces in a high-quality property without falling into financial stress.

Maintenance Advisory Group (MAG): Is a forum for tenants to provide feedback and suggestions on how Evolve Housing can improve maintenance services.

National Housing and Homelessness Plan: This is an agreement between the Commonwealth Government (which provides funding to housing support and homelessness services) and the state and territory government (which make decisions about social and community housing) to ensure that all Australians have access to affordable, safe, and sustainable housing.

National Housing Finance and Investment Corporation (NHFC): Is an independent Commonwealth entity to provide low-cost, long-term financing to CHPs to assist them to undertake large scale investment into social affordable housing assets.

National Rental Affordability Scheme (NRAS): The Scheme refers to a 10-year program initiated by the Australian Government, which grants yearly financial incentives to housing providers. The aim is to encourage the creation of new rental properties that are at least 20% more affordable than the prevailing market rates.

Personal Support Plan: At Evolve Housing, every new social housing resident is offered a needs assessment with a Specialist Support Worker when they sign their tenancy agreement. A Personal Support Plan is then drawn up which addresses personal health, wellbeing, education, training and employment needs, and includes referrals to external support partners if required.

Resident Advisory Group: A forum that offers residents the opportunity to provide their feedback to Evolve Housing on important matters including our policies, procedures, events and programs. The group comprises 15 volunteer members from different housing blocks and Local Government Areas who provide a voice for residents.

Social Housing: Is secure, subsidised housing for people on low-to-very-low incomes who need accommodation. Social housing can be provided by the Land and Housing Corporation, the Department of Communities and Justice, or non-government community housing providers like Evolve Housing. Most social housing tenants pay rent which is between 25% to 30% of their income.

Supported Housing: Is a three-way partnership between Evolve Housing, support providers and the clients of the support providers. Evolve Housing offers the housing for clients on a short-term to medium-term basis while the agency working with the client provides for their support needs.

PARTNERS

Ability Options	Good Housing Ltd (SDA)	Parramatta City Council
AFEA Care Services (SDA)	Good Thanks Media	Parramatta Mission
Australasian Housing Institute (AHI)	Hawkesbury Council (Heat Resilience Program)	Parramatta Women's Shelter
Altis Property Partners	Hunter and Central Coast Development Corporation (HCCDC)	Penrith City Council (Heat Resilience Project)
Aruma (SDA)	Hunter Ethical Disability Support Services (HEDSS) (SDA)	PowerHousing Australia
Barnardos	High St Youth Health Centre	Rapid Relief
Bayside Council	Homes Victoria	Royal Botanic Gardens Sydney
Billbergia Group	iCare	Royal Rehabilitation SDA
Birribee Housing	Interaction Disability Services (SDA)	Ryde Area Supported Accommodation for Intellectually Disabled (RASAID)
BlueCHP	Kingston Building	Seton Villa SDA
Bonnies Support Service	NSW Land and Housing Corporation (LAHC)	SR Constructions
Catholic Care Social Services	Landcom	Sydney Olympic Park Authority
Cerebral Palsy Alliance	Launch Housing	The Haven – Nepean Women's Shelter
Coffs Harbour Support Services (SDA)	LikeMinds	Uniting
Community Housing Industry Australia (CHIA) NSW, VIC and National	Linking Hearts	Vegepod – Growability Program
Community Greening Program, Royal Botanic Gardens Sydney	Macquarie Community College	Vincent Fairfax Family Foundation (VFFF)
ConnectAbility	Marist180	Vivo Care (SDA)
Concept Landscape Architects	Medimobile	Waratah Group Services
Department of Communities and Justice	Mission Australia	Western Sydney University
Department of Planning, Industry and Environment	Multitask (SDA)	Willoughby City Council
Development Victoria	My Foundations Youth Housing	Willowdene Constructions
Disability Services Australia (Scope) (SDA)	NASR Group	Wingate Community Centre
DV NSW Service Management	National Housing Finance and Investment Corporation (NHFIC)	Women's Community Shelters
Evolution Support Services (ESS Care) (SDA)	New Horizons	Yilabara Solutions
DV West Ltd	Northcott	Zulu8
Fighting Chance (SDA)	NSW Aboriginal Housing Office	
Finding Yellow (Disability Services) (SDA)	NSW Aboriginal Land Council Housing Limited	
Foster Care Angels	NSW Health (Sydney LHD)	

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