

EVOLVE HOUSING

THRIVING COMMUNITIES FOR ALL PEOPLE

ANNUAL REPORT 2023-2024

 EVOLVEHOUSING



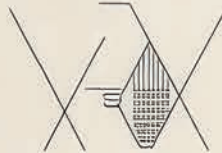
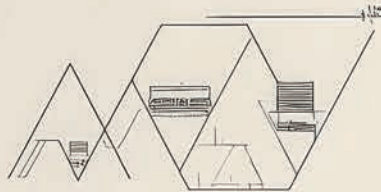
WHAT WE DO FOR OUR RESIDENTS

At Evolve Housing Group, we aim to do more than put a roof over our residents' heads. We offer people a place in a thriving and inclusive community, with access to a variety of programs and tailored support to enhance every part of their life. Our purpose is to enable more people to live in quality homes in thriving and inclusive communities.



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 and amenity that supports community connection. We are responsive to support and maintenance requests and manage our residents' tenancies fairly.



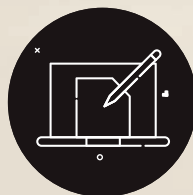
A NEW SKILL

We offer support for residents who wish to access training, employment pathways and workshops relating to digital skills and money management.



A PERSONAL SUPPORT PLAN

Social Housing residents who may require extra support are offered a Personal Support Plan to address personal health, wellbeing, education, training and employment needs.



A GRANT OR FINANCIAL HELP

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





AN EXPERIENCE

We aim to create thriving and inclusive communities where people belong and feel connected.

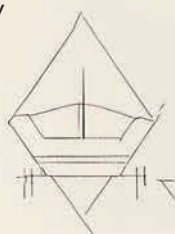
We regularly hold events and activities that cater to the needs of our residents. These events are an opportunity to meet neighbours, feel part of a community, and enjoy new experiences.



A BRIGHT FUTURE

With quality, safe and secure housing in a connected community, our residents can focus on improving their health, happiness and overall wellbeing.

We are proud to offer housing and support across the housing continuum, encouraging housing independence.



Our residents can focus on improving their health, happiness and overall wellbeing.

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Our residents can focus on improving their health, happiness and overall wellbeing.



A VOICE

Our residents can advocate on behalf of their communities through Resident and Maintenance Advisory Groups, to inform Evolve Housing programs and initiatives. There are also opportunities for residents to volunteer and get involved in our resident phone service called the Friendship Aged Network, and our Reflect Reconciliation Action Plan.



THRIVING COMMUNITIES FOR ALL PEOPLE





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November, 2024



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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: Resident Lili and her mum Margaret by Good Thanks Media.

EVOLVEHOUSING

THRIVING COMMUNITIES FOR ALL PEOPLE

ANNUAL REPORT 2023 – 2024



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

Year on year at Evolve Housing, we are motivated by the difference we make and the impact we have on the lives of our residents, clients, partners and employees alike. As we work to significantly increase the number of properties in our portfolio to create more homes in thriving and inclusive communities, I am proud to present to you our 2023–2024 Annual Report, showcasing our organisation's ongoing achievements, collaboration and commitment to supporting those most in need.

As one of Australia's largest Community Housing Providers, Evolve Housing Group believes in everyone's right to a home, a place to feel safe and secure, and be part of a thriving community. As Group CEO, I am committed to ensuring we continue our work with like-minded organisations across the private, not-for-profit and government sectors to ensure all Australians can have a place they call home. Over the past year, we have delivered outstanding outcomes through our support services and programs for our residents, while increasing our housing portfolio to tackle the critical shortfall of housing availability. Further to this, our strategic direction has never been clearer.

The introduction of our new 2024–2028 Strategic Plan speaks to who we are as an organisation, and encapsulates our core purpose and commitment to progress, innovation, and sustainable growth as we navigate the dynamic landscape of the community housing sector. This five-year plan allows us to view the impact we have in addressing the housing needs of individuals, families, and the communities we work with.

We continue to develop and grow through our profit-for-purpose real estate agency, EchoRealty, the largest affordable housing provider in NSW, currently managing more than 2,000 dwellings. This increase of 230 dwellings over the last 12 months is a testament to our commitment

of helping more Australians across the entire housing continuum.

Another notable achievement for the year was the rollout of our new Tenant Portal that has transformed the way our residents engage with us. This added layer to our service delivery not only streamlines many of our core processes but allows teams across our business to work more seamlessly and efficiently, while offering tailored support to residents at the click of a button.

As we enter a new financial year, I want to extend my deepest appreciation to everyone who has supported our business. From our residents, our Board and our employees and external stakeholders, I am immensely grateful for your ongoing support and belief in our team as we strive to collectively deliver more homes for those most in need. And to the hardworking Evolve Housing team who every day make a difference to the lives of countless people, you are the heart and soul in delivering everything we stand for.

Finally, I would like to extend my heartfelt appreciation to Evolve Housing Group Chairman Paul Howlett, who has chosen to step down at our upcoming Annual Resident Meeting. Paul's vision, wisdom, and unwavering commitment have been an inspiration to us as an organisation, steering us through challenges and leading us to achieve such significant growth from 1,900 properties to more than 5,000 during his 15-year tenure. Your presence in this role will be deeply missed, and your legacy will continue to inspire us as we carry forward the work you've so passionately worked toward.



LYALL GORMAN

CHAIRPERSON REPORT

PAUL HOWLETT

This past year has been one of delivering exceptional results not just for our business, but for the community and our residents who are at the heart of everything we do. It is with immense pride and mixed emotions that I deliver the 2023–24 Annual Report. I have chosen to step down as Chair of Evolve Housing Group at our upcoming Annual Resident Meeting.

Looking back over my tenure, I am filled with a profound sense of gratitude for the experiences and relationships that have enriched my life as Chair of Evolve Housing. I have had the privilege of working with passionate and talented individuals. Together we have navigated challenges, celebrated victories, and created lasting change, while continuing to deliver exceptional results for our business, partners, employees and our residents, who without them we would not be where we are today.

As Chair for over 15-years, I have watched Evolve Housing grow from strength to strength all due to the talented and dedicated team who put all their efforts into everything they do to deliver more homes in thriving communities for our residents. This financial year has been one of tremendous growth and achievement for our organisation, and it has been my honour to serve as Evolve Housing Chair during such a pivotal time.

As the housing crisis and cost-of-living continues to affect the lives of many, Evolve Housing continues to be a beacon of hope for those who are looking for a place to call home. With the ongoing support of the State and Federal Governments, Local Councils across NSW and Victoria, and our partners, our business has proven flexible and resilient, allowing us to continue providing essential services and support for our clients. Evolve Housing and its proud entities continue to support and provide housing for more than 11,000 people, as we continue to expand

our services across NSW, the ACT and in Victoria, while we patiently wait for the outcome of the Housing Australia Future Fund Facility (HAFFF) to help us create more thriving communities.

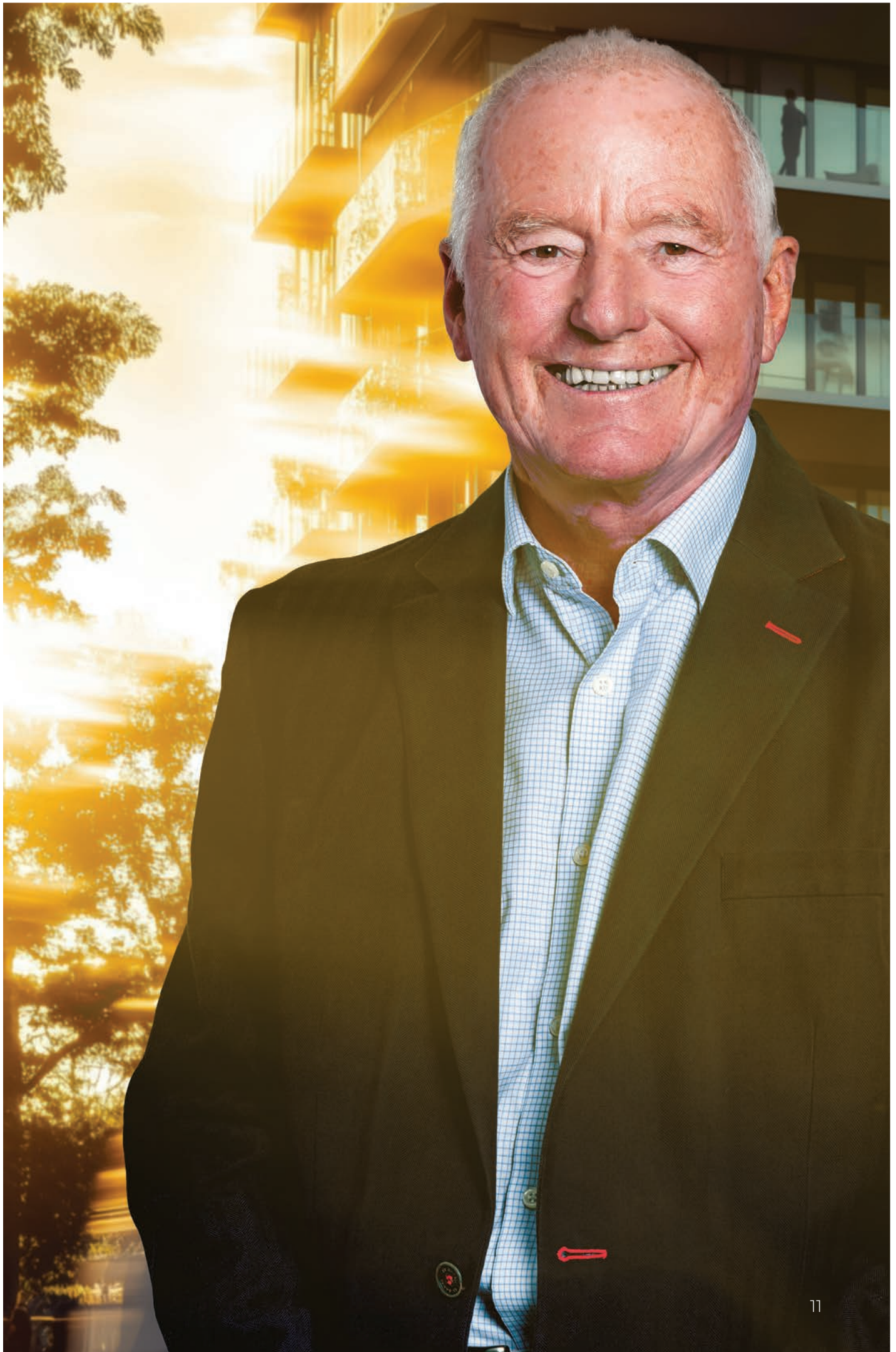
We continue to work alongside like-minded organisations such as the Women's Community Shelters to deliver crisis accommodation and support services for women and children who are at risk of homelessness due to domestic and family violence.

Evolve Housing has worked tirelessly for two years to launch ServiceNow, a state-of-the-art workflow automation system and its new Tenant Portal that will change how we work together with our residents. This exciting new platform will allow our residents to make maintenance requests, pay their rent, and check messages, all with the click of a button. This project was supported by our passionate Resident and Maintenance Advisory Groups who worked alongside us to bring their vision to life. We thank you wholeheartedly for your patience and support. I am confident in the future of our organisation. We have a strong foundation, a clear vision, and an exceptional team poised to take us forward. I have no doubt that the incoming Chair will bring fresh perspectives and renewed energy to our mission in providing more homes for those most in need.

I am extremely proud of the Evolve Housing team who continue to build on our successes in creating a brighter and better future for all those we support. I extend my gratitude and congratulations to all on a successful and productive year.



PAUL HOWLETT



1 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 provide housing across the entire housing continuum—from crisis accommodation for those experiencing homelessness or domestic or family violence to social, affordable and private market housing.

THE HOUSING CONTINUUM



EVOLVE HOUSING GROUP



AS AT 30 JUNE 2024, WE MANAGED MORE THAN
4,900 PROPERTIES ACROSS NSW, VIC AND THE ACT.

Moonee Ponds, Victoria, balcony

Our quality support and service, ambition to improve and grow, passionate and dedicated team, define us and continually inspire us. 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. 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) and Victoria.

Entities comprising the Evolve Housing Group are all registered charities. 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. Our combined property portfolio of over 4,900 social, affordable, key worker, disability 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.

WHAT WE DO

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

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.

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

WHAT THIS MEANS FOR OUR RESIDENTS AND OUR COMMUNITIES

Our activities have a 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 offer housing along the entire housing continuum—from crisis accommodation for those experiencing homelessness or domestic and family violence to social, affordable and private market housing to ensure all Australians are catered for.
- 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 2024, Evolve Housing Group managed more than 4,900 properties across our portfolio, housing more than 11,000 residents.

SOCIAL HOUSING

Social Housing is secure, subsidised housing for people on low to very-low incomes who need accommodation. The two types of social housing include public housing which is managed by state government organisations such as Homes NSW, and community housing which is managed by non-government organisations like Evolve Housing. Rent is dependent on income, but most social housing residents will pay between 25–30% of their income, depending on their circumstances. As at 30 June 2024, Evolve Housing Group managed 2,924 social housing properties, which is approximately 59% of our property portfolio.

AFFORDABLE HOUSING

Affordable Housing is for low-to-moderate income households who pay rent that is 20–25% below the market rate. This is so residents are still able to meet their other basic living costs such as food, clothing, transport, medical care and education.

Our profit-for-purpose real estate agency EchoRealty offers high-quality affordable housing properties and general property management services to property owners and tenants in NSW, VIC and the ACT. EchoRealty is one of the largest providers of affordable housing in NSW. Its portfolio includes affordable housing, essential worker affordable housing and private market housing. As at 30 June 2024, Evolve Housing Group managed 2,041 affordable housing properties, which is approximately 41% of our portfolio.

SPECIALIST DISABILITY ACCOMMODATION

As a registered Specialist Disability Accommodation (SDA) provider under the National Disability Insurance Scheme, Evolve Housing offers customised, accessible housing to people living with a disability so that residents can maintain their independence in their everyday life.

We work closely with registered Supported Independent Living (SIL) providers who provide high-quality daily support for our residents living in SDA properties. We offer a tailored fee for service management of SDA properties to private landlords and developers across NSW and Victoria.

As at 30 June 2024, we managed 138 SDA homes, representing 3% of our portfolio providing much needed accommodation for more than 400 residents with disabilities.

SUPPORTED HOUSING

We provide a range of supported accommodation programs, in partnership with specialist homelessness services, allowing people to transition from short-term accommodation into long-term housing.

Evolve Housing also supports people who are experiencing homelessness to access safe and secure temporary accommodation.

HOUSING FOR PEOPLE ESCAPING DOMESTIC AND FAMILY VIOLENCE

Evolve Housing has continued to strengthen its partnership with Women's Community Shelters for the Safe Foundations program through Tranche 2 of 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 powerful 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. Residents are offered tailored support plans that aim to improve health and wellbeing, while providing access to training and employment.

HOUSING FOR HOMELESS

Evolve Housing delivers Together Home, a program funded by the Department of Communities and Justice (DCJ) through Homes NSW. 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 the Resident Services team.

ABORIGINAL HOUSING

Evolve Housing has an agreement with the Aboriginal Housing Office (AHO) through Homes NSW to manage affordable housing properties designated for use by Aboriginal and Torres Strait Islander people.

Currently, around 2% of our residents identify as Aboriginal and/or Torres Strait Islander. 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 146 Aboriginal housing properties. This includes 18 AHO properties in the Penrith area, located in Jordan Springs and Thornton, as well as 128 properties for Birribee Housing. Birribee Housing is a company that offers housing services and support to Aboriginal people across NSW.





Lili with mum Margaret, in Roseville, NSW.

LAUNCHING OUR STRATEGIC PLAN 2024–2028

ABOUT THIS PLAN

Our 2024–2028 Strategic Plan builds on the success of our 2020–2023 Strategic Plan, driven by a deep commitment to delivering measurable results and making a powerful impact in addressing the housing needs of the individuals, families and communities we serve.

Our Strategic Plan translates our purpose into direction, ambition and action. It embodies our commitment to enable more people in need to live in quality homes in thriving and inclusive communities, irrespective of their background or circumstance.

This plan maximises our ability to increase housing supply and direct our resources in the most effective way possible. It enables us to respond swiftly to opportunities as they arise. It seeks to ensure we continue to deliver high quality services while also working collaboratively, with genuine engagement and respectful relationships, to unlock the untapped potential that exists to deliver more and better aligned social and affordable housing.

Our commitment to enabling more people to live in quality homes within thriving and inclusive communities is at the core of this plan. On the following page is a high-level summary of the plan, with each strategic objective explored in more depth throughout the Annual Report. Key programs, initiatives and success measures are detailed to track our progress. For a more comprehensive overview, visit our website.

STRATEGIC GOALS AND OBJECTIVES

We currently provide housing for more than 11,000 residents. Our 2024–2028 Strategic Plan is a roadmap to increase our positive impact. By 2028, we want to provide housing assistance to more than 15,000 residents.

The plan is a clear pathway to achieve the best possible outcomes for our residents and clients. It is structured around four goals that are vital to our vision:

- responding to housing need
- delivering exceptional client service
- improving lives and strengthening communities
- sustaining organisational excellence

These goals provide a structured framework with key indicators to track our progress toward achieving our vision and purpose. They define what success looks like for our organisation and highlight the critical factors necessary for sustained growth and achievement.

Each goal is supported by specific objectives that outline how it will be achieved over five years. These objectives break down the goals into actionable, measurable steps, guiding the development of detailed operational plans. The metrics tied to these objectives help us monitor progress, allowing us to refine our strategies to enhance outcomes.

Strong business review practices and robust governance measures ensure we maintain the appropriate focus and activity levels throughout this process.

2024–2028 STRATEGIC PLAN

PURPOSE: TO ENABLE MORE PEOPLE IN NEED TO LIVE IN QUALITY HOMES IN THRIVING AND INCLUSIVE COMMUNITIES.



1. RESPONDING TO HOUSING NEED

- 1.1 OUR PLANNING IS TARGETED AND PURPOSEFUL SO THAT WE UNDERSTAND WHY AND WHERE WE CAN HAVE THE MOST IMPACT FOR PEOPLE AND COMMUNITIES
- 1.2 OUR HOUSING IS ALIGNED WITH CLIENT NEEDS
- 1.3 WE ARE FOCUSED ON PORTFOLIO GROWTH



2. DELIVERING EXCEPTIONAL CLIENT SERVICE

- 2.1 WE DELIVER SERVICES TO ADDRESS THE DIVERSE NEEDS OF OUR CLIENTS
- 2.2 WE DELIVER CLIENT CENTRED, QUALITY PROPERTY AND TENANCY MANAGEMENT
- 2.3 OUR SERVICES ARE DELIVERED WITH FAIRNESS AND TRANSPARENCY



3. IMPROVING LIVES AND STRENGTHENING COMMUNITIES

- 3.1 OUR CLIENTS RECEIVE THE SUPPORT THEY NEED
- 3.2 WE LISTEN TO OUR CLIENTS
- 3.3 WE CREATE COHESIVE COMMUNITIES BY BRINGING PEOPLE TOGETHER



4. SUSTAINING ORGANISATIONAL EXCELLENCE

- 4.1 WE ARE AN EMPLOYER OF CHOICE
- 4.2 WE ENHANCE SYSTEMS AND PRACTICES TO OPTIMISE OUR CAPACITY
- 4.3 WE UNDERSTAND AND ACT ON OUR ENVIRONMENTAL RESPONSIBILITY
- 4.4 WE OPTIMISE OUR FINANCIAL PERFORMANCE

KEY ACHIEVEMENTS OF OUR 2020–2023 STRATEGIC PLAN

Our 2020–2023 Strategic Plan has been instrumental in achieving great outcomes for our residents, clients and the broader community over the past three years. Building on this success, our new 2024–2028 Strategic Plan focuses on our continued commitment to progress, innovation and sustainable growth as we navigate the dynamic community housing landscape.

Reflecting on the past three years, we take great pride in the remarkable achievements we've made, even in the face of the unprecedented challenges brought by the COVID-19 pandemic. This plan served as our foundation, allowing us to expand housing supply, support our residents and allocate resources effectively in unprecedented times. We are proud of the significant progress made in delivering exceptional outcomes for everyone we serve.

As we celebrate our successes, we are pleased to share key milestones achieved across each of our strategic goals.

STRATEGIC GOAL 1 ACHIEVEMENTS: ACHIEVE SUSTAINABLE GROWTH

- Arncliffe emergency accommodation in response to the COVID-19 pandemic—Collaborated with the NSW Government to refurbish 142 units, providing up to two years of secure housing for individuals experiencing homelessness or at risk of homelessness during the COVID-19 pandemic.
- Together Home program implemented—Partnered with the NSW Government to deliver stable housing and comprehensive support for rough sleepers in South Western Sydney, Western Sydney, and the Nepean Blue Mountains.
- Together Home transitional program—Secured funding to add 25 new generation boarding house units to our portfolio, ensuring housing for Together Home clients.

- Expansion into Victoria—Evolve Housing VIC Limited and EchoRealty VIC Limited successfully established operations as independent entities in Victoria.
- Ascot Vale, Victoria—Awarded a contract by Homes Victoria through a competitive tender process to manage 126 social housing dwellings in Ascot Vale.
- Management of Affordable Housing in Victoria—Since 2020, EchoRealty's portfolio has expanded to over 200 affordable housing dwellings.
- Core and Cluster model—Obtained funding in two separate tranches to develop 24 units across two sites in Sydney's West, providing essential accommodation for women and children escaping domestic and family violence.
- Lidcombe Rise—Spearheaded an innovative collaboration with Housing Australia (formerly known as National Housing Finance and Investment Corporation (NHFIC)), Homes NSW (Land and Housing Corporation, (LAHC), and Billbergia Group to deliver 376 new homes, including 63 social housing units, 93 affordable housing units and 220 private dwellings, creating a vibrant new neighbourhood.

STRATEGIC GOAL 2 ACHIEVEMENTS: ENHANCE BUSINESS PRACTICE AND CAPACITY

- ServiceNow—Successfully delivered Phase 1 of ServiceNow, a transformative system enhancing daily tools and service delivery for residents, support services and contractors. Phase 1 has already improved our Contact Centre functions, streamlined case management processes and optimised the Work Order process.
- Reconciliation Action Plan (RAP)—Successfully launched our 'Reflect' RAP, building on our existing efforts and providing a framework for Evolve Housing employees to engage meaningfully with Aboriginal

and Torres Strait Islander communities, reinforcing our commitment to advancing reconciliation.

- Evolve Housing Group Leadership Program—Launched a leadership program aimed at enhancing leadership impact, boosting employee productivity and morale and strengthening organisational capacity through the development of self-awareness, emotional intelligence and the creation of psychologically safe work environments.
- Australian Service Excellence Standards (ASES) accreditation—Achieved ASES accreditation for Specialist Homelessness Services, with our processes highly commended, positioning us as industry leaders.

STRATEGIC GOAL 3 ACHIEVEMENTS: PROVIDE QUALITY HOMES AND SERVICES

- Client Service Strategy—Formalised our commitment to continuous improvement by implementing a strategy that sets service standards, tracks performance through key indicators and outlines future client service initiatives.
- Evolving Green: Energy Action Initiative—Completed the first three stages of our program to reduce energy costs for disadvantaged and low-income residents while benefiting the environment:
 - Stage 1—Upgraded 137 residences with solar panels, heat pumps and energy-efficient lighting, including office and common area enhancements.
 - Stage 2—Introduced advanced solar technology in senior housing, resulting in significant energy savings for 57 residents.
 - Stage 3—Installed 120kW of solar power on 55 dwellings, focusing on residents with high needs.
- Maintenance Advisory Group—Established a dedicated group of 10 residents to provide focused consultation on our maintenance and repair program.

- Strengthening Indigenous Partnerships—Continued to manage maintenance, repairs and property inspections for Birribee Housing, an Aboriginal community housing provider, while strengthening our engagement with Indigenous communities and culture.

STRATEGIC GOAL 4 ACHIEVEMENTS: IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

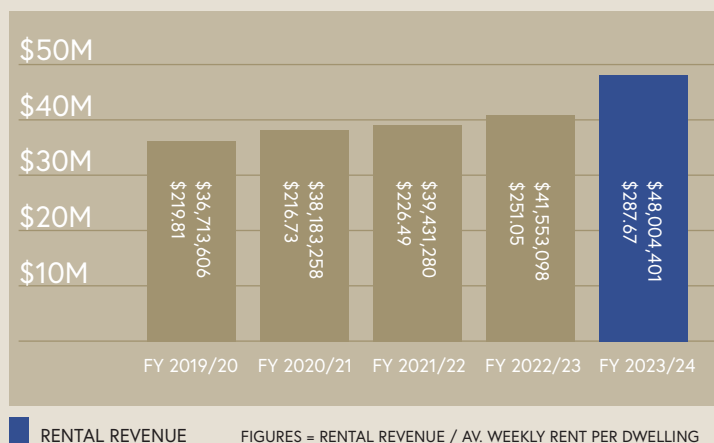
- Resident Engagement Strategy 2024–2028—Finalised after thorough consultation with residents, staff and Board, our "One Voice, One Team" strategy promotes a culture where staff actively seek resident feedback, making their perspectives central to our decision-making process.
- Arncliffe Community Hub engagement—Employed a Community Engagement Coordinator to build networks and collaborate with services for 140 at-risk residents. The coordinator also established the Health Linkage Service, connecting residents with essential local health services.
- Ascot Vale placemaking model—Following the success of the Arncliffe Community Hub, a similar placemaking model was implemented in Ascot Vale, Melbourne to engage and support renters in 126 new social housing units. Since March 2023, our team has facilitated their transition, built partnerships with local services, and initiated a community engagement plan with events and activities.
- Resident Advisory Group (RAG)—The RAG remains successful with 17 diverse members from across Sydney, offering valuable feedback through regular meetings and interactions with guest speakers, including Board members and General Managers. Their insights are vital in shaping policies, services and programs to better meet resident needs.

2023-2024 YEAR IN REVIEW

FINANCIAL SUMMARY

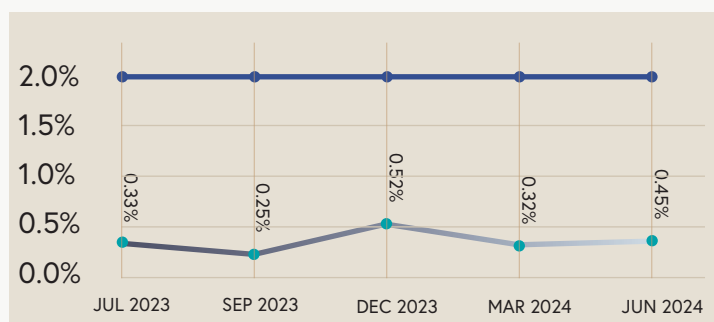
RENTAL INCOME

Evolve Housing has steadily managed to grow its 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 social and affordable housing.



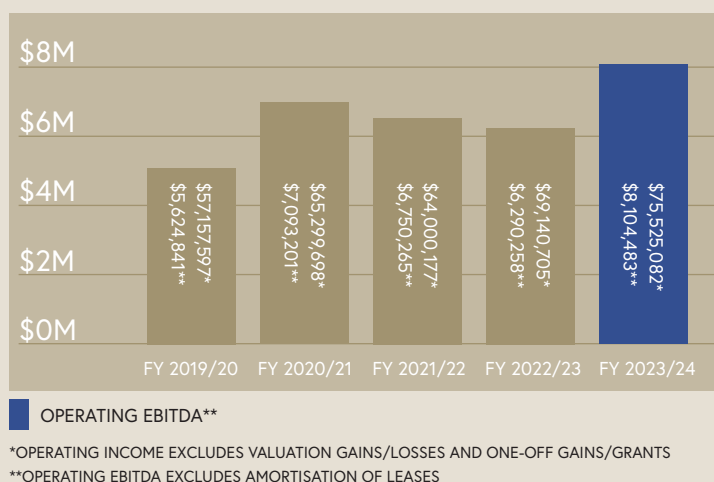
RENTAL ARREARS

This graph demonstrates that more of our residents have been able to meet their rental payments and sustain their tenancies. As at June 2024, rent arrears were at 0.45% of total rental income, significantly below the industry benchmark of 2%.



OPERATING EBITDA

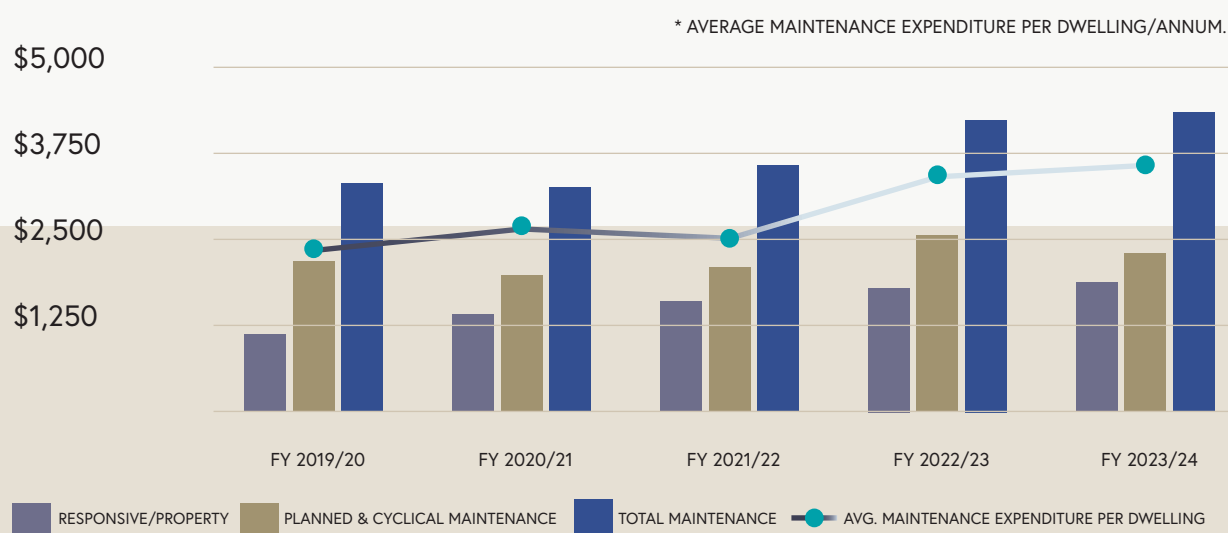
Evolve Housing's operating income has grown despite the gradual fall of NRAS (National Rental Affordability Scheme) grants. Nominal EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) movement is largely attributable to new project contributions and the timing of investment in Information and Communication Technologies (ICT) and growth infrastructure.





*This forecast is made on the basis of properties we have committed to deliver by December 2026, including 15 properties as part of the NSW Community Housing Innovation Fund and 10 properties in Victoria.

MAINTENANCE EXPENDITURE*



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 appropriate allocation of maintenance expenditure is reflective of cost-of-living pressures and Evolve Housing's investment in the upkeep of its property portfolio to ensure our properties remain fit-for-purpose. We have been able to contain some of the maintenance cost increases relative to the industry due to our competitive maintenance contract arrangements.

2023–2024 YEAR IN REVIEW

COMPLIANCE PERFORMANCE SUMMARY

During the year, a quarterly compliance assessment process was undertaken by the Department of Communities and Justice (DCJ) through Homes NSW to assess the performance of community housing providers. 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.

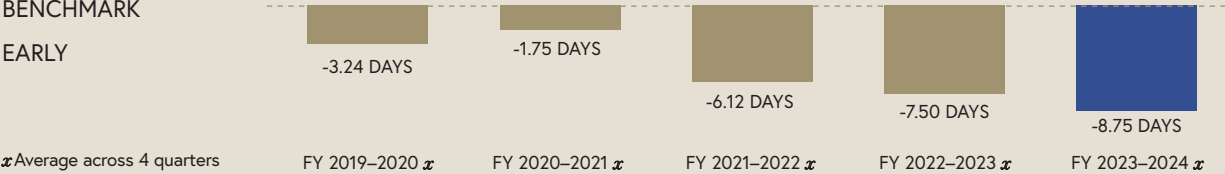
TIMELINESS IN SUBMISSION

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

LATE

BENCHMARK

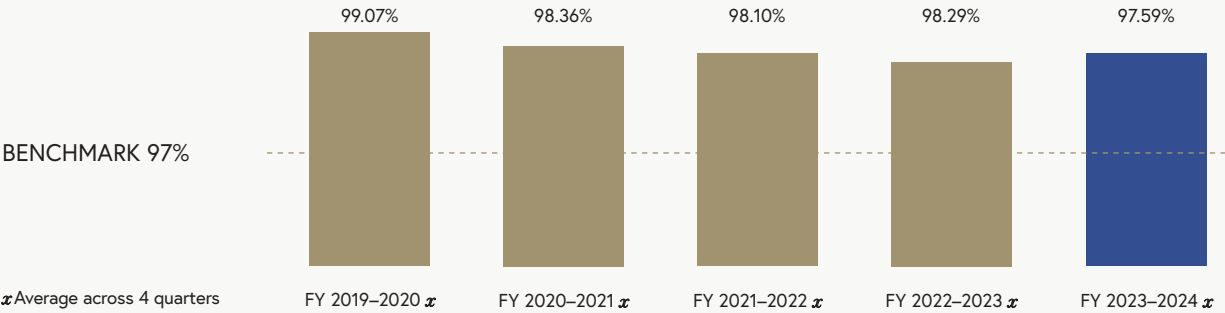
EARLY



OCCUPANCY

% PROPERTIES TENANTED

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



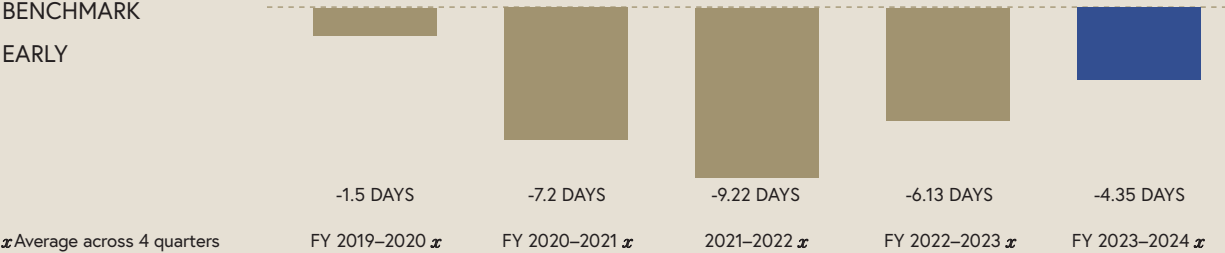
AVERAGE VACANCY TURNAROUND TIME

Relates to average turnaround time for vacancies in days. Benchmark is 14 days. Turnaround refers to the time taken to complete property repairs and allocate a new tenant. A negative number indicates that vacancies were filled within benchmark days.

LATE

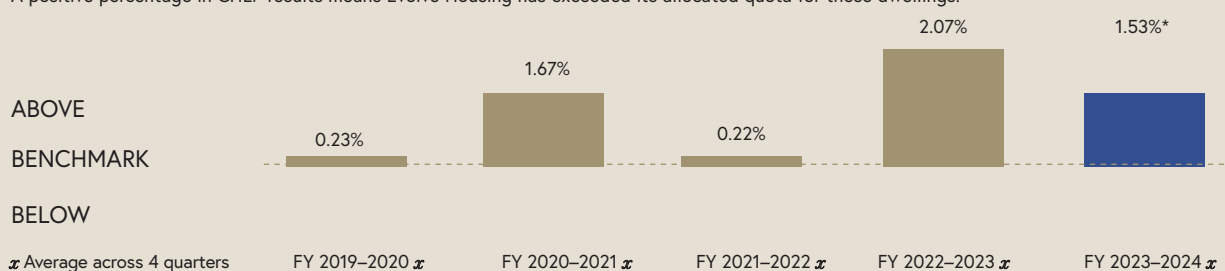
BENCHMARK

EARLY



COMMUNITY HOUSING LEASING PROGRAM (CHLP)

Evolve Housing's Community Housing Leasing Program (CHLP) leases private market dwellings to assist those eligible for social housing. A positive percentage in CHLP results means Evolve Housing has exceeded its allocated quota for these dwellings.



* Positive percentage indicates additional eight (1.53%) leased properties FY24 above the quota of 556 properties.

TENANT SATISFACTION SURVEY

BENCHMARK CATEGORY	2017-2018	2018-2019	2019-2020	2020-2021*	2022-2023*	NRSCH [‡] BENCHMARK	CHIA [△] 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.

△ Community Housing Industry Association (CHIA).

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.

The next Evolve Housing Resident Satisfaction Survey will be conducted in early 2025 and will be reported in the 2024-2025 Annual Report.

EVENTS AND ACTIVITIES IN 2023–2024



JULY 2023 MINISTERIAL VISIT TO EVOLVE HOUSING

Evolve Housing welcomed The Hon. Amanda Rishworth MP, Minister for Social Services and Member for Kingston to hear about the outstanding achievements of the Opportunity Pathways Social Impact Investment Program.

The Minister was introduced to three successful participants of the program and listened to their powerful stories of overcoming adversity to get to where they are now.

JULY 2023 RESIDENT CRUISE

Thirty-six of our Evolve Housing residents joined us on a spectacular two-hour cruise on Sydney's gorgeous harbour.

Our residents were treated to a delicious buffet lunch and enjoyed each other's company as they cruised by the Sydney Opera House and Harbour Bridge.

They enjoyed some onboard commentary by the one and only Rob Costa which was welcomed with lots of laughs, as everyone mingled, enjoyed the stunning views and went outside to soak up the sun and take selfies.



JULY 2023 NAIDOC WEEK

Evolve Housing celebrated NAIDOC Week by announcing the release of its first 'Reflect' Reconciliation Action Plan (RAP), a significant step towards fostering diversity and inclusion, and building stronger relationships with the Indigenous community.

We were joined by the talented Indidgdance group, featuring incredible performers Taryn, Ryka, Majeeda, DJ and Billie who took us on a mesmerising journey through Aboriginal and Torres Strait Islander dances.

Staff and residents showed off their artistic skills and painted their own boomerang, thanks to Indigenous artist Ryan Harris from 2DeadlyDesigns.



JULY 2023

LIDCOMBE RISE SOCIAL HOUSING TOWER WINS AWARD

The Social Housing component of Lidcombe Rise (Stage 1), a large-scale mixed-tenure housing project, won the national Urban Taskforce Australia 2023 Development Excellence Award for Best Affordable Residential Development.

Lidcombe Rise is an innovative collaboration between Evolve Housing, Housing Australia, Homes NSW, and developer Billbergia Group.

Evolve Housing is managing the 63 social housing dwellings on behalf of Homes NSW under a 20-year lease agreement. Evolve Housing also proudly owns the 93 affordable housing units within the complex, which are managed by EchoRealty, our profit-for-purpose real estate agency.

AUGUST 2023

HOMELESSNESS WEEK

The Evolve Housing Together Home team hosted their clients at our Parramatta office during Homelessness Week.

The theme was: "It's time to end homelessness", and brave clients shared their powerful stories of experiencing homelessness and how the Together Home program and its dedicated case workers assisted them in finding a new place to call home.



AUGUST 2023

EVOLVE HOUSING PARTNERS WITH KINGSTON BUILDING AND ARUMA

Evolve Housing partnered with Kingston Building and Aruma, Australia's largest disability service provider, to create beautiful new homes in Mount Hutton for people living with disabilities.

EVENTS AND ACTIVITIES IN 2023–2024



AUGUST 2023 CORE AND CLUSTER TRANCHE 2 ANNOUNCEMENT

Evolve Housing, Women's Community Shelters (WCS) and Parramatta Women's Shelter (PWS) continued their ground-breaking partnership to increase access to support services and shelter accommodation in the Cumberland LGA. The project is part of the Tranche 2 Core and Cluster accommodation model and will provide vital support and shelter for women and children at risk of homelessness and domestic and family violence.



SEPTEMBER 2023 FORMER VICTORIAN PREMIER DAN ANDREWS VISITS ASCOT VALE

Evolve Housing Vic Limited (EHVL) had the honour of welcoming the then Victorian Premier Dan Andrews, Housing Minister Colin Brooks and Local MP Danny Pearson to the new social and affordable dwellings in Ascot Vale.

The Premier met with two returning renters Omar and Suleiman, and spoke to them about their experience moving back to their new homes in Ascot Vale.

Evolve Housing's expansion into Victoria 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. Through our Victorian entity Evolve Housing Vic Limited (EHVL), we manage 126 social housing units in Ascot Vale, in addition to looking after the management of all common areas and building maintenance for all 200 dwellings in the complex.



SEPTEMBER 2023

RUOK? DAY

Evolve Housing strives to ensure its employees are happy, healthy and motivated physically, mentally, socially and emotionally.

To mark RUOK? Day, the Evolve Housing and EchoRealty team enjoyed a BBQ in the park with residents and clients.

This day of connection offered an informal support network, encouraging our employees to recognise signs of distress and engage in early conversations to connect individuals with necessary support before a crisis emerges. A simple "are you OK?" could change a life.



OCTOBER 2023

EVOLVE HOUSING WINS WESTERN SYDNEY AWARD

Evolve Housing was honoured to receive the Patron's Choice Award in the 2023 Western Sydney Awards for Business Excellence (WSABE), presented by The Hon. Alan Cadman OAM at the gala dinner.

We were also named finalists in the categories of Excellence in Sustainability for our Evolving Green program, and Excellence in Innovation for our profit-for-purpose real estate agency, EchoRealty.

OCTOBER 2023

THIRD.I AND PPI PARTNER WITH EVOLVE HOUSING

Leading Australian property developer Third.i and joint venture partner, Phoenix Property Investors (PPI), announced their partnership with Evolve Housing to provide Sydney healthcare workers with a range of new affordable housing properties valued at over \$130 million in Crows Nest.

The proposal will see 15% of the mixed-used development offered to nurses, midwives, health professionals and services staff working at nearby Royal North Shore Hospital and other local health facilities – in perpetuity. This will allow health workers, who are unable to find affordable rental apartments within the Local Government Area, to live in close proximity of their place of work.

EVENTS AND ACTIVITIES IN 2023–2024



OCTOBER 2023

EVOLVE HOUSING'S D&I WINS AWARD

Evolve Housing's Diversity & Inclusion (D&I) team won the UDIA NSW & MYBOS Diversity & Inclusion Award for Excellence. Inclusion for Evolve Housing is about supporting our clients and residents who come from various multicultural backgrounds. We also pride ourselves in having a diverse workplace of 142 people who come from 23 different backgrounds.

Our D&I working group work tirelessly throughout the year developing policies and organising events to embrace and represent our acceptance of the unique attributes each person brings to our company.

OCTOBER 2023

LIDCOMBE RISE AFFORDABLE HOUSING TOWER HANDOVER & LAUNCH

We were honoured to receive the keys to our affordable housing dwelling at Lidcombe.

In this development, there are 93 units comprising 30 one-bedroom, 43 two-bedroom and 20 three-bedroom apartments, all of which are managed by our profit-for-purpose real estate agency, EchoRealty.



OCTOBER 2023

EVOLVE HOUSING CELEBRATES DIVERSITY

Evolve Housing celebrated Global Diversity Awareness Month to embrace our workplace's different ethnicities and cultures.

With an incredible representation of 23 different cultural backgrounds in our organisation, we recognised and embraced diversity with delicious foods from around the world.

We had tasty savoury dishes ranging from biryani, lasagna, spinach and cheese pastries, Frankfurt sausages, and much more!



NOVEMBER 2023 INDUSTRY AWARD RECOGNISES LIDCOMBE RISE

Evolve Housing was honoured to win the Outstanding Affordable Housing Project Award for the mixed-tenure project Lidcombe Rise at the 2023 GWS Boomtown Project of the Year Awards.

We thank Housing Australia, Homes NSW and Billbergia Group for their hard work and dedication in delivering Lidcombe Rise, a project that is critical to supporting those most in need.

NOVEMBER 2023 EVOLVE HOUSING HOSTS ANNUAL RESIDENT MEETING

Evolve Housing hosted 40 of our residents for the Annual Resident Meeting (ARM) with our Board and Executive teams.

At this event, we launched our Annual Report for the 2022–2023 financial year, highlighting our consistent growth and strong social and financial achievements. The ARM was also an opportunity for us to showcase the year's achievements and highlights, while our Board and Executive teams connected with residents.



NOVEMBER 2023 EVOLVE HOUSING CELEBRATES INTERNATIONAL MEN'S DAY

The remarkable men at Evolve Housing spoke about what inclusion means to them as part of International Men's Day. An award was handed to all male employees for their dedication and hard work, as well as a little gift from Evolve Housing. Men make up 28% of our workforce. International Men's Day is an opportunity for people everywhere to appreciate and celebrate the men in their lives and the contribution they make to society for the greater good of all.

NOVEMBER 2023 EVOLVE HOUSING LAUNCHES FIVE-YEAR STRATEGIC PLAN

Evolve Housing Group proudly released its five-year Strategic Plan for 2024–2028. This document reflects our commitment to progress, innovation and sustainable growth as we navigate the dynamic landscape of the community housing sector.

Crafted with deep consideration for our values, aspirations and the evolving needs of our clients and stakeholders, this plan sets forth a roadmap that encapsulates our collective vision for the future.

EVENTS AND ACTIVITIES IN 2023–2024



NOVEMBER 2023

EVOLVE HOUSING WINS MORE AWARDS

Evolve Housing made a powerful mark at the PowerHousing Australia member exchange conference in Canberra.

Our collaboration with partner Billbergia secured us the prestigious Business Partner Award, a testament to the exceptional teamwork and unwavering commitment that led to remarkable achievements, notably our groundbreaking mixed-tenure project, Lidcombe Rise. Additionally, we also proudly received the Highly Commended accolade for the Government Program Collaboration Award, highlighting the successful partnership with Homes Vic for the Ascot Vale development in Victoria. This project exemplified impactful collaborative efforts.

In a stellar display of organisational excellence, Evolve Housing also clinched the Runner Up position for the Team Leadership and Culture Award.



DECEMBER 2023

EVOLVE HOUSING BRINGS AWARENESS TO INTERNATIONAL DAY OF PEOPLE WITH DISABILITY

Evolve Housing held an event for staff to raise awareness and take action to challenge perceptions about disability in line with International Day of People with Disability.

We are committed to creating workplace awareness and meaningful work opportunities for people with disabilities. We are also committed to being an inclusive workplace.



DECEMBER 2023 EVOLVE HOUSING RESIDENTS CELEBRATE CHRISTMAS

With more than 220 enthusiastic residents of all ages and backgrounds, Evolve Housing's 2023 Resident Christmas Party was one for the books!

Families with children could not get enough of the planned activities, including the popular Aqua Golf, dance competition, water slide, jumping castle, magician, outdoor games, face painting and airbrush tattoos.

The adults and seniors also had fun with incredible live entertainment, bingo with prizes and delicious food.

Our residents loved the event and praised Evolve Housing for "going to the next level with these events".



FEBRUARY 2024 WEST RYDE HANDOVER

Evolve Housing in partnership with Homes NSW and developer Billbergia Group opened a brand-new social housing complex in West Ryde.

The innovative \$55million development consists of three residential apartment buildings with 150 units, 30 of which are social housing. The complex, which is located next to West Ryde train station, also has three levels of underground parking and beautiful landscaped outdoor spaces.

Evolve Housing manages the social housing tower on behalf of Homes NSW on a 20-year lease.

FEBRUARY 2024 LUNAR NEW YEAR CELEBRATIONS

Evolve Housing celebrated Lunar New Year, the Year of the Dragon! The Year of the Dragon comes with blessings, prosperity and harmony. Celebrations at Evolve Housing saw plenty of delicious foods such as banh mi rolls, fried rice, spring rolls and dessert.

EVENTS AND ACTIVITIES IN 2023-2024



MARCH 2024

AHI INTERNATIONAL WOMEN'S DAY BREAKFAST

Evolve Housing attended the Australasian Housing Institute (AHI) International Women's Day Breakfast at NSW Parliament House. We heard from distinguished speakers including NSW Minister for Housing, The Hon. Rose Jackson MLC; CEO of Homes NSW, Rebecca Pinkstone; Deputy Chairperson at Metropolitan Local Aboriginal Land Council, Yvonne Weldon AM; CEO of Women's Housing Company, Debbie Georgopoulos; CEO of Older Women's Network NSW, Yumi Lee and Director, Philanthropic Services of JB Were, Jayde Ward. The theme for the 2024 International Women's Day was "Invest in Women: Accelerate Progress". As proud sponsors of AHI, we were privileged to witness powerful and passionate women in the housing sector, urging us to keep thriving and do more for women.

MARCH 2024

INTERNATIONAL WOMEN'S DAY

International Women's Day is a day to celebrate women who are a driving force behind social, economic, cultural and political achievements and contributions around the world. At Evolve Housing, we are constantly inspired by and thankful for the amazing women we meet who are our staff, residents, volunteers and partners. As an organisation, we are incredibly fortunate to benefit from the knowledge, skills and tremendous determination of our female employees, who make up 72% of our workforce.



MARCH 2024

EVOLVE HOUSING GROUP CEO PARTICIPATES IN THE WESTERN SYDNEY COMMUNITY FORUM

Evolve Housing participated in the Western Sydney Community Forum to discuss the future of service delivery and funding opportunities and solutions to deliver more social and affordable housing and specialist homelessness services in the Greater Sydney region.

The event was co-sponsored by Evolve Housing and featured notable speakers including The Hon. Rose Jackson MLC, Minister for Housing, Homes NSW CEO, Rebecca Pinkstone, Platform Youth Services CEO, Stephanie Oatley, Birribee Housing CEO, Paul Coe and Evolve Housing CEO, Lyall Gorman.

As experts in housing, they spoke about the innovative opportunities and actionable solutions needed to address the housing crisis head on.



APRIL 2024

EVOLVE HOUSING AT THE HOMELESSNESS NSW CONFERENCE

Evolve Housing staff attended the Homelessness NSW Conference where the theme was "Changing the System Together: Making homelessness rare, brief and non-recurring".

Our Program Manager – Projects and Partnerships, Carrie Ann Lumsden along with The Haven Shelter Manager, presented on the successful partnership between Evolve Housing, Women's Community Shelters and The Haven, and the implementation of Tranche 1 of the Core and Cluster model.

Core and Cluster is an innovative model that allows women and families experiencing domestic and family violence to live independently and with privacy while also having on site access to support services to help them get back on their feet.



APRIL 2024

EVOLVE HOUSING BOARD CHANGES

Evolve Housing announced the following changes to its Board and governance structure as of 18 April, as part of ongoing measures to support the organisation's growth and development:

Tim Spencer joined the Board. Tim has over 25 years of experience in the development industry, spanning all sectors of residential, commercial, retail, retirement and infrastructure.

Chris Eccles AO, commenced as Deputy Chair. Chris has been a member of the Board since November 2023 and on the Evolve Housing Vic Limited (EHVL) Board for over two years.

We also saw the departure of two Board members who we thank for their invaluable contribution, Nareen Young who joined in 2021, and Alan Zammit, one of our longest-standing Board members, who made an enormous contribution to Evolve Housing for more than 15 years.

EVENTS AND ACTIVITIES IN 2023–2024



MAY 2024 EVOLVE HOUSING LAUNCHES TENANT PORTAL

We were incredibly pleased to launch our brand-new Tenant Portal—making our residents' experience with us easier and more efficient! The Tenant Portal puts everything our residents need at their fingertips, from managing their tenancy to paying rent and submitting maintenance requests.



MAY 2024 ARA GOLD AWARD

Evolve Housing was delighted to win its third consecutive Gold Award for the Annual Report 2022-2023 at the Australasian Reporting Awards ceremony. Our Annual Report showcases the consistent growth and strong social and financial achievements of our business, while highlighting the incredible achievements and personal growth of our residents and employees. We were delighted with this achievement and thank the ARA judges for honouring us with this national recognition.

MAY 2024 HANGING OF BOOMERANG ARTWORK

Through Evolve Housing's Reflect Reconciliation Action Plan (RAP), we firmly believe in celebrating diversity, promoting inclusivity and embracing the wisdom and strength that comes from unity. Our staff had the wonderful opportunity to showcase their artistic skills during NAIDOC Week by painting their very own boomerang, thanks to Indigenous artist Ryan Harris from 2DeadlyDesigns. We officially framed the boomerangs and mounted them around our Parramatta head office in Reconciliation Week.



MAY 2024 CORONATION AND EVOLVE HOUSING SOD TURN IN ERSKINEVILLE

Evolve Housing welcomed a new partnership with Coronation Property Group in Erskineville.

This \$2 billion Erskineville project will create more than 1,300 build-to-rent (BTR) residences, of which 200 will be allocated to affordable housing for key workers. These units will be managed by Evolve Housing through our profit-for-purpose real estate agency, EchoRealty.

The former industrial site will be transformed into a new lifestyle destination for the inner city, helping increase the supply of affordable housing.



MAY 2024 SORRY DAY

Evolve Housing staff and residents were joined by special guests to reflect on the generational impacts of the Stolen Generations during Sorry Day 2024 as part of Reconciliation Week.

This year's theme for Reconciliation Week was "Now More Than Ever". This acted as a reminder to all that no matter what, the fight for justice and the rights of Aboriginal and Torres Strait Islander people will—and must—continue.

As part of our RAP, this event aimed to build awareness and show our respect for Aboriginal and Torres Strait Islander peoples.

We were honoured to welcome Thelmerie Rudd, an educator and Darug woman, who shared her powerful story about her family's experience of forced removal and their deep connection to culture.

We were also joined by Les Daniels, a Koomurri performer, who enriched the event with songs in language and a moving smoking ceremony. Todd Dorward, a Darug man, Evolve Housing resident, and designer of our Reconciliation shirts, played the didgeridoo and shared insights into the benefits of connecting to Country.

EVENTS AND ACTIVITIES IN 2023–2024



MAY 2024 GAMAL GRADUATES FROM THE SOCIAL HOUSING CHIA CADETSHIP

Evolve Housing is extremely proud of Gamal Mohamed who successfully completed his Social Housing CHIA Cadetship!

As part of the Housing Cadetship program, Gamal received on-the-job paid training for 12-months with Evolve Housing whilst studying a Certificate IV in Social Housing. Evolve Housing was pleased to offer Gamal full-time employment as a Contact Centre Officer.



JUNE 2024 GLOBAL PARENTS DAY

Global Parents Day is celebrated on the 1st June every year. It's a day to celebrate parents and carers and their commitment to their children.

Families, parents and caregivers play a central role in children's well being and development, offering love, care, security and protection. Evolve Housing hosted a morning tea to acknowledge the amazing parents and carers within our organisation who make up 44% of our employees.

JUNE 2024 ECHOREALTY'S PARTNERSHIP WITH WILLOUGHBY CITY COUNCIL

EchoRealty was proud to continue its strategic partnership with Willoughby City Council on the Lower North Shore.

As part of a planning agreement with the developer Mirvac, Willoughby City Council and EchoRealty released 13 brand new apartments on the site of the former Channel Nine building on Artarmon Road, ranging from studios to spacious one-bedroom, two-bedroom, and three-bedroom units.

EchoRealty's partnership with Willoughby City Council represents a forward-thinking approach to urban development, focusing on inclusivity, affordability and community-centric living.

INDUSTRY RECOGNITION



WINNER

- WSABE Awards 2023, Patron's Choice Award, Evolve Housing, Winner
- UDIA Awards 2023, Leadership Awards for Excellence, D&I, Winner
- Boomtown Awards 2023, Outstanding Affordable Housing Project, Lidcombe Rise, Winner
- PowerHousing Australia Awards 2023, Business Partner, Evolve Housing with Billbergia, Winner
- Australasian Reporting Awards, General Award Category (2022-2023 Annual Report), Gold

FINALIST

- PowerHousing Australia Awards 2023, Team Leadership and Culture Award, Evolve Housing, Runner Up
- PowerHousing Australia Awards 2023, Government Program Collaboration, Evolve Housing with Homes Vic, Highly Commended
- WSABE Awards 2023, AAA City Removalist Outstanding Business Leader, Jitender Balani, Finalist
- WSABE Awards 2023, Parramatta Light Rail Excellence in Sustainability, Evolving Green, Finalist
- WSABE Awards 2023, City of Parramatta Excellence in Innovation, EchoRealty Essential Worker Program, Finalist
- Place Leaders Asia Pacific Awards 2023, Large Scale Project, Lidcombe Rise, Finalist
- UDIA NSW & Urban Property Group Awards for Excellence 2024, Excellence in Affordable Housing, Lidcombe Rise, Finalist
- Urban TaskForce 2024, Development Excellence Awards, Lidcombe Rise by Billbergia and Evolve Housing, Finalist
- Urban Developer Awards 2024, Development of the Year – Social Infrastructure, Lidcombe Rise by Billbergia and Evolve Housing, Finalist
- ZEST Awards 2024, Outstanding Community Sector Leader, Charlie Souma, Finalist
- ZEST Awards 2024, Outstanding Community Partnership, Evolve Housing and developer Billbergia Group, Finalist
- REINSW 2024 Awards, Excellence Residential Property Manager, Natasha McDonald, Finalist
- Australian HR Awards 2024, Employer of Choice (Public Sector & NFP), Evolve Housing, Finalist.

OPERATING ENVIRONMENT

HOUSING NEED AND SUPPLY TOOK CENTRE STAGE IN FY2024

The lack of affordable housing is impacting most people and households in Australia in some way. This critical issue is now the focus of every government, at every level.

The evidence of the housing crisis for people in need is breath taking:

- The NSW social housing waiting list at 30 June 2024 was 56,332, with 16.7%¹ in greatest need².
- The current unmet need for social and affordable housing is estimated at being over 641,000 households or 6.6% of Australian households, and 144,700 or 7.6% households in Greater Sydney³.
- 35,000 people experienced homelessness in NSW⁴ in 2023.

Over FY2024, government agencies⁵ announced initiatives to activate housing supply by offering funding and development opportunities to Community Housing Providers (CHPs) and their development partners, including a \$10 billion investment fund from the Federal Government.

This fund, the Housing Australia Future Fund Facility (HAFFF), along with the National Housing Accord Facility (NHAF), are earmarked to deliver 40,000 new social and affordable homes over five years. Most State and Territory governments also announced strategies and funding

to drive supply, including various development planning incentives⁶ for affordable housing. Many governments also streamlined development approval processes to fast-track housing projects.

Partnership is a key part of the solution. Acknowledging that no organisation within the sector can go it alone, government initiatives reinforce a collaborative response, encouraging for-profit and not-for-profit stakeholders to work together to create partnerships, approaches and models to deliver quality social and affordable housing.

For Evolve Housing, collaboration and partnerships remain a core element of our approach. New and existing values-aligned partnerships now underpin our participation in many opportunities to deliver more quality housing for people in need. Whilst the outcome of several tenders for government funding will unfold later in 2024 and 2025, Evolve Housing is committed to increasing its affordable housing portfolio through partnerships with like-minded organisations. Evolve Housing

1 <https://dcj.nsw.gov.au/about-us/families-and-communities-statistics/social-housing-waiting-list-data.html>

2 CHIA Productivity Commission 2024 Report on Government Services - Members Bulletin 29 January 2024 p2

3 Van den Nouwelant, R., Troy, L., & Soundaraaj, B (2022). Qualifying Australia's unmet housing need: A national snapshot. Prepared for Community Housing Industry Association (and quoted in Right Lane Consulting Report p20)

4 Australian Bureau of Statistics (2023) Estimating Homelessness: Census, referenced in No Hope Without Housing – Pre-Budget Submission 2024, 9 February 2024, CHIA NSW p1

5 CHIA NSW 2024-25 State Budget - Briefing Paper (One Note copy)

6 <https://www.planning.nsw.gov.au/policy-and-legislation/housing/housing-sepp>



36 Church Street, Lidcombe NSW



36 Church Street, Lidcombe NSW

continues to grow sustainably. Our amazing leadership and staff, in-house and partner capabilities, and scalable systems are ready to drive and deliver the significant growth anticipated over the next few years. We are ever conscious to ensure that organisational growth does not compromise our purpose and our heart. As always, our residents are the centre of what we do.

THE HOUSING MARKET

The current housing crisis is recognised as the symptom of multiple long-term factors merging, all of which have been made even more acute by the 2020–2022 COVID-19 pandemic.

The private housing market is dire. Current residential market dynamics are driving growth in house prices and market rents, fuelling further erosion of housing affordability. High construction costs and elevated demand for housing, along with weak dwelling approvals and dwelling commencements⁷, has reduced supply levels⁸.

Supply shortages are contributing to housing affordability pressures. Australia's housing system hasn't been able to build enough new housing stock to keep up with the needs of its population. This long-term decline

in affordability is demonstrated by how much longer it now takes to save a 20% deposit to purchase a home. In 2002, it took less than seven years to save for a 20% home deposit. Today, it takes a staggering 11.4 years.

The lack of an adequate new dwelling supply response has also contributed to the ongoing crisis in the national rental market with rental housing availability at record lows.

IMPACTS ON SOCIAL AND AFFORDABLE HOUSING

Historic under-investment in social housing has resulted in social housing stock making up only 4% of the proportion of total housing stock. This is below the 6% proportion in 1997, and well below the 7% OECD average proportion in 2020⁹.

Housing demand¹⁰ drivers include increasing population and migration, as well as Australians living longer and living in smaller-sized households. Single person households represent a quarter of all households, with this proportion expected to grow.

Whilst vacancy rates¹¹, rates of home building¹² and household sizes¹³ have declined, house sale prices¹⁴ and

7 Housing stats are lowest in a decade (115,372 new housing starts across Australia in 12 months to December 2023, and with estimated required housing completions required to be 240,000 across Australia per annum (Urban Taskforce Media Release 11 April 2024)

8 CoreLogic March 2024 - <https://udia.com.au/research-insights/uhi/>

9 Right Lane Consulting, p14

10 Australian Government 2023 Intergenerational Report 2023: Australia's future to 2063 quoted in Right Lane Consulting Housing Matters May 2024 p10 quoting research commissioned by CHIA

11 Reynolds, M., Parkinson, S., De Vries, J and Hulse, K. (2024) Affordable private rental supply and demand: short-term disruption (2016–2021) and longer-term structural change (1996–2021), AHURI Final Report No. 416, Australian Housing and Urban Research Institute Limited, Melbourne, <https://www.ahuri.edu.au/research/final-reports/416>, doi: 10.18408/ahuri5128501.p26

12 Right Lane Consulting Housing Matters May 2024 p9 quoting research commissioned by CHIA, p13 Residential construction approvals continue to decline and were 24.6% below the 10 year average of 17,049 approvals per month in January 2024

13 Ibid, p27

14 Right Lane Consulting p12. House prices have increased significantly in all capital cities since 2013 with Hobart, Canberra, Adelaide and Sydney (83%) experiencing the highest increases.

market rents¹⁵ continue to increase. The Community Housing Industry Association (CHIA) estimates 942,000¹⁶ social and affordable homes will need to be built over the next 20 years to meet current and future demand.

WHY HOUSING AND HOUSING AFFORDABILITY MATTERS

Housing affordability and the need for more social and affordable housing continues as one of the most critical issues currently facing our community. Housing affordability is the ability of a household to afford the cost of housing—the relationship between the cost of housing and household incomes.

The availability of safe, secure and affordable housing is an issue that affects every family, especially the most vulnerable and disadvantaged households.

Access to good quality, affordable housing is fundamental to individual well being and a well-functioning society. 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 and inclusive communities. It impacts the health and resilience of communities as well as the economy. Affordable housing is crucial in enhancing quality of life and creating opportunities, so future generations can thrive.

Investing in social and affordable housing benefits the whole community by significantly reducing avoidable public sector costs in health and education. It also improves productivity by addressing the lack of workers living close to crucial services.

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.

Social and affordable housing is essential infrastructure for successful communities. This is why housing affordability matters and why it underpins Evolve Housing's purpose.

RESPONSE FOR A RESILIENT FUTURE

The turbulent housing market conditions of the past few years highlight the urgent need for government intervention. To address the challenges, governments must lead a multifaceted solution and devise initiatives and incentives to accelerate the supply of new dwellings and increase the overall provision of social and affordable housing.

Governments at all levels and across Australia have launched many and varied initiatives to work with CHPs and developers to support (locally appropriate) solutions aimed at increasing the overall capacity of the Australian new build housing sector.

Governments have recognised the community housing sector's unique capability and role to deliver what the government by itself is challenged to provide.

Governments have set targets for new housing supply, and initiatives to get them started. Evolve Housing engages mostly with Housing Australia and NSW and Victorian government organisations to expand its portfolio and serve more people in housing need.

¹⁵ Ibid, p25

¹⁶ Right Lane Consulting Housing Matters May 2024 p9 quoting research commissioned by CHIA



Moonee Ponds Victoria, balcony and living room

Initiatives across NSW and Victoria include:

- **Federal Housing Target**—The National Housing Accord¹⁷ was agreed by all states and territories, local government, institutional investors and the construction sector to deliver the national housing target of 1.2 million new, well-located homes over five years, starting from 1 July 2024¹⁸. Through Housing Australia, the Federal Government is providing concessional loans and co-investment finance for CHPs and others to deliver 40,000 social and affordable houses across Australia. The first round of the Affordable Housing tender for the \$10 billion Housing Australia Future Fund attracted applications for funding of more than 50,000 homes from 673 applications¹⁹.
- **NSW Housing Target**²⁰—The NSW budget announced a \$6.6 billion package, with \$5.1 billion over 4 years to deliver 8,400 new social housing homes; \$810 million for critical maintenance, and \$202.6 million over 4 years for specialist homelessness services²¹. Under the National Housing Accord, the NSW Government is committed to delivering 377,000 new well-located dwellings by 2029²². Other initiatives include intensifying development around certain transport nodes²³,

simplifying planning pathways for rezoning land for social and affordable housing²⁴, supporting CHPs through a Pilot Concierge Planning Program²⁵, and providing planning incentives to support more affordable housing through a bonus floor space ratio and building height where affordable housing is delivered²⁶.

- **Victoria Housing Target**—Victoria has set a target to build 800,000 homes over the next decade²⁷. Initiatives to fund this include \$5.3 billion from the Big Housing Build investment to deliver more than 12,000 social and affordable homes across Victoria²⁸; almost \$500 million from the Commonwealth Social Housing Accelerator Fund to build 769 homes²⁹; \$1 billion from the Affordable Housing Investment Partnership program³⁰; and more than 4,000 social housing homes funded through other programs³¹.

The ambitious targets, incentives, initiatives and the unprecedented funding being made available necessitate a renewed and more focused approach to collaboration. Effective partnerships between government, the private, institutional and not-for-profit sectors are essential to address the current housing crisis and ensure the wellbeing and prosperity of future communities.

17 Delivering the National Housing Accord | Treasury.gov.au

18 Media Release: Meeting of National Cabinet – Working together to deliver better housing outcomes, 16 August 2023

19 <https://www.afr.com/property/residential/10-billion-housing-fund-should-be-doubled-community-providers-say-20240502-p5foe8>

20 NSW Budget 2024

21 CHIA NSW CEO's forum 21 June 2024, presentation

22 Housing targets | Planning (nsw.gov.au)

23 Planning changes begin today to deliver the homes NSW needs | Planning, 29 April 2024

24 Rezoning pathway for social and affordable housing | Planning (nsw.gov.au) May 2024

25 <https://www.planning.nsw.gov.au/policy-and-legislation/planning-reforms/planning-delivery-unit/planning-concierge> May 2024, Evolve Housing selected to participate in Pilot Community Housing Concierge Program

26 Bonus Floor Space Ration (FSR) up to 30% and height bonus of 30% where proposal includes a minimum of 15% Gross Floor Area (GFA) of Affordable Housing - New reforms to create more affordable housing | Planning (nsw.gov.au) 14 December 2023

27 Victoria Housing Statement Media Release Victoria's Housing Statement | vic.gov.au (www.vic.gov.au)

28 Victoria Housing Statement 20250-2025, p22, 20 Sept 2023

29 Victoria Housing Statement 2024-2025, p36, 20 Sept 2023

30 Victoria Housing Statement 2024-2025, p36, 20 Sept 2023

31 Victoria Housing Statement 2024-2025, p31, 20 Sept 2023

THE COMMUNITY HOUSING SECTOR

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

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 their 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.

EVOLVE HOUSING IS PLAYING A KEY ROLE

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 is our support, services and our ambition to improve and grow that defines us.

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

At Evolve Housing, we continuously reflect on our work and engaging with partners and other stakeholders to enhance our approach. This ongoing learning and innovation is critical to our goal of delivering more holistic and effective services to help improve the lives of our residents and the communities we support.

This means that we are open to new opportunities and new ideas. Some of the innovations and future trends in our operational context include developing our Environmental, Social & Governance (ESG) framework, embracing equity-driven and place-based design and ethically conscious housing, partnering with government in programs to support new products and gaps in the housing continuum, and partnering directly with ethically and values aligned financiers and developers to deliver housing (independent of government).

Planning initiatives to increase affordable housing supply and unlock planning approval pathways, access to finance from Housing Australia to build social and affordable housing, and successful partnerships to enable the delivery of large-scale projects across Sydney mean that Evolve Housing is now better placed to lead housing projects with less support from local and state governments. This position is a positive evolution recognising the strategic role, maturity and capabilities of the community housing sector.

PARTNERSHIPS ARE KEY

With our experience and reputation evident, more potential partners are coming to us with ways to work together for the benefit of people in need. The development partners we work with are reputable developers and builders with partnering and government experience and demonstrated delivery success. These partners aim to create community and people-driven projects that foster inclusive and diverse communities and offer them social licence to make an even greater impact.

IMPROVING HOUSING QUALITY IMPROVES QUALITY OF LIFE

Delivering environmentally sustainable housing means we can provide more cost efficient and high quality environments for our residents. We do this through sustainable materials selection, reduced maintenance needs and enhanced amenities. This approach also reduces energy running costs for residents and minimises future refurbishment costs.

Examples include building-based or community-based solar panels and energy storage, creating communal spaces for connection and inclusion, using more raw materials and low energy materials and using less paint and plastic in our homes to improve resident comfort and quality of life.

Using the Federal Government's 'Measure What Matters' wellbeing framework launched in July 2023³², Evolve Housing is aligning its existing Social Outcomes Framework to better understand the health, security, cohesion, financial wellbeing and empowerment of residents. This will ensure our ongoing efforts and support services will continue to improve the overall quality of life for our residents.

In all, Evolve Housing maintains a continual focus on our purpose, to enable more people in need to live in quality homes in thriving and inclusive communities.

32 <https://treasury.gov.au/policy-topics/measuring-what-matters>





77 West Parade, West Ryde NSW

LILI & MARGARET

WHEN LILI VENTURED OUT INTO HER OWN HOME AT THE TENDER AGE OF 17 FOR GREATER INDEPENDENCE, IT WAS HEARTBREAKING FOR HER FAMILY WHO HAD FOUGHT SO HARD TO GIVE HER THE LIFE SHE DESERVED.

"As a family we weren't coping. Lili needed around-the-clock care and we eventually couldn't provide her with the routine and stability she needed," her mother Margaret told Evolve Housing. "It was a painful decision to make because it felt like abandoning your child, but we knew it was the right thing to do."

Along with two other families, Margaret fought tooth and nail to secure "Rosevilla", a home in Sydney's upper north shore suburb of Roseville for Lili and two other women. Although it required a lot of repairs and maintenance, Margaret hoped it could become a home for Lili.

"The property was in a poor state—dirty, mould everywhere, the lights were busted, our ceiling was falling in, and the garden was overgrown." Margaret and the other parents banded together to fix the home but also sought Evolve Housing's assistance after not receiving the quality and transparency their daughters deserved from the previous provider. "Evolve Housing has been very responsive, in particular Errin who has come in and understood the needs of our girls. Errin dug in deeper to get the bigger and harder problems fixed, like our driveway which had so many potholes. He worked with Council to get it fixed. Errin goes above and beyond and represents what Evolve Housing is about beautifully."

It wasn't the life Margaret expected for her daughter, but things took a turn when Lili was just eight weeks old and contracted meningitis, an infection of the membranes that surround the brain and spinal cord, caused by bacteria or viruses. "Lili wasn't meant to survive. She was on life support for well over a week, but she decided

to stick around and we're all grateful that she did. Lili is an incredible young woman, she's incredibly brave and does her best," Margaret said.

Margaret credits Evolve Housing for the constant support that Lili and her housemates receive, stressing that it's important for Lili to be in a supportive community, surrounded by a network of family, friends and professionals who help her with her everyday life.

"Now that Lili's life is so predictable, her world is making sense to her. Her life at the age of 25 is blooming. I stopped being her carer and started being her mother. Lili comes to us weekly, and we have lunch and spend time together. When she tells me she wants to go home to Rosevilla to see her housemates, it fills my soul. Rosevilla is her home. It's where she is comfortable, and the women have made it their own. Lili is safe and very loved, and a lot of that has to do with the delivery of quality bricks and mortar. All the taps work, the shower works, the lights turn on—all these things play a role in her quality of life and happiness.

"I always think of Lili being in the middle of a circle where the first ring is her family, then people who support her. I am happy for her." Margaret calls for more support and services for people living with disabilities, saying it's their right to live independently. "People with disabilities have a right to live as independently as possible, and if that means living alone with support funded by NDIS, then why not," she said.

"Having your own identity and choice and control over the life you choose to live is the springboard to living your best life."

"LILI IS AN INCREDIBLE YOUNG WOMAN"



Lili and Margaret, Roseville, Specialist Disability Accommodation



LEADERS IN AFFORDABLE HOUSING PROPERTY MANAGEMENT

Now operating as a separate entity under the Evolve Housing Group, EchoRealty NSW & ACT Limited (ERNAL) and EchoRealty VIC Limited (ERVL) make up Evolve Housing's profit-for-purpose affordable property management company. With more than 2,000 properties across New South Wales (NSW), Victoria and the Australian Capital Territory (ACT) within its portfolio as at 30 June 2024, EchoRealty is one of Australia's largest affordable housing providers.

In today's challenging housing climate, providing affordable housing options at scale in key locations close to jobs and amenities is vitally important. For low-to-moderate income earners, a period of housing stability where rent is below the private market rate can mean the difference between saving to buy their own home or struggling to maintain a tenancy. Operating as a community housing provider, EchoRealty's purpose is to enable more people in need to live in quality and affordable housing in thriving and supportive communities.

Our team works with developers, local governments and property investors to increase the supply of affordable housing accommodation. In addition to managing tenancies, EchoRealty's Property Managers support residents to access specialised and tailored programs and services to help them maintain their tenancy, achieve financial stability and work towards future housing and life goals.

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. In this

chapter, we share some of the highlights and achievements for EchoRealty throughout the 2023–2024 financial year.

OPERATIONAL IMPROVEMENT

A significant achievement this financial year was the formal split of EchoRealty from Evolve Housing to become a separate entity with its own board of directors. After several years of investment, planning and work which has seen EchoRealty grow its portfolio significantly, the restructure became effective on 1 April 2024.

Under the new structure, EchoRealty remains part of the Evolve Housing Group, however, is now able to solely focus on affordable housing outcomes and future growth and investment opportunities specific to this segment of the housing sector. In the coming year the team will develop a strategic plan to drive EchoRealty's operations and direction going forward.

EchoRealty Property Managers will continue to work closely with the Evolve Housing team to support tenants to access wraparound services to help them overcome challenges that may be impacting their tenancy and improve their overall quality of life.



EchoRealty staff member



Lidcombe NSW, lounge room

GROWTH IN OUR PORTFOLIO

EchoRealty continued to achieve significant growth in its property portfolio with more than 2,000 properties managed by the team at 30 June 2024. This includes 1,796 in NSW, 40 properties in ACT and 205 properties in Victoria. EchoRealty is embedded in the affordable housing market in Victoria and ACT and our local teams have strengthened relationships with developers, private investors and tenants in both these jurisdictions.

This year, while there was moderate growth in EchoRealty's portfolios in Victoria and NSW, the team expanded and diversified its NSW portfolio significantly, primarily through several new contracts and leasing opportunities, as detailed below.

EchoRealty was re-appointed as the preferred affordable housing partner for Willoughby City Council for a further five years. The EchoRealty team has managed Affordable Housing units for Willoughby City Council for the past five years. The re-appointment following a tender process is a vote of confidence in our approach and practices.

The new contract includes 25 new properties, taking the total number of affordable units EchoRealty will manage on behalf of Willoughby City Council to 60 once all properties become available. EchoRealty's Property Managers are responsible for supporting tenants as well as maintaining the properties. Through this partnership Willoughby City Council provides housing at a rent rate that is at least 20% below the median for the Local Government Area.

EchoRealty continued to manage affordable housing properties for Parramatta City Council, the Sydney Olympic Park Authority, and Bayside Council this financial year. The EchoRealty team began managing

the affordable housing tower of Evolve Housing's innovative mixed housing complex, Lidcombe Rise, in Western Sydney from October 2023. This tower, the second of four in the complex, includes one-bedroom, two-bedroom and three-bedroom apartments offered at a reduced rent rate of 25–30%. All properties were leased within six weeks.

The team has been supporting tenants to settle into the complex, including hosting a pizza night in December to introduce staff and residents, and promote EchoRealty's services for tenants. The event was held in the communal area of Lidcombe Rise and representatives from Cumberland Council and other local support services were on hand to inform residents about school holiday activities and other services available in the community.

Our team has offered tenants access to a range of services and programs to enhance their quality of life and foster a supportive and thriving community. EchoRealty also took over management responsibility for 50 affordable housing apartments in Redfern and another 33 in Wiley Park.

In April, EchoRealty was re-appointed for another two years as the affordable housing manager for Aware Real Estate. In this partnership, our team manages Aware Real Estate's essential worker housing portfolio which provides accommodation for people employed in the education, health, emergency services, aged care and law enforcement sectors.

SUPPORTING RESIDENTS TO REACH THEIR HOUSING GOALS

EchoRealty is more than just a real estate agent. The team is committed to supporting tenants to improve their lives and achieve future life goals, such as sustaining their tenancy, completing study or owning

their own homes. By providing, safe, secure, stable and affordable housing, our team enables people to lay the foundation for taking the next step in their lives. This may be accessing education and training to further their career and increase their earning capacity or achieving financial stability to be able to move into private rental or home ownership.

This year the EchoRealty team was proud to support eight households to transition to home ownership. The discounted rent provided through affordable housing, combined with access to programs to support financial stability, are crucial in enabling people on low-to-moderate incomes to purchase their own home. Through our support services, we link interested residents to information and services that can help them achieve this goal.

Our team was particularly excited to support one tenant to purchase the National Rental Affordability Scheme (NRAS) property they had been renting after the property transitioned out of the scheme.

NATIONAL RENTAL AFFORDABILITY SCHEME

Over the past 12 months, EchoRealty Property Managers supported tenants and landlords to transition out of the Government's NRAS, which will end in 2026. EchoRealty manages approximately 420 NRAS properties. While some properties exited out from the scheme in the previous financial year, transitions occurred at scale during FY24, creating a shortage of affordable housing properties across Australia.

The NRAS was introduced as an incentive to encourage investors to offer their properties as affordable housing at below-market rent. Landlords receive a subsidy in exchange for keeping their rent lower than the market rate for 10 years. As properties transition

out of the scheme, rents are increasing to private market rates making many homes out of reach for low-income earners. In addition, some properties have sold, leaving tenants with nowhere to live. EchoRealty has worked closely with impacted residents to find another suitable affordable housing property if they are eligible. The team has also been negotiating with landlords and tenants to introduce incremental rent increases or achieve an outcome which is suitable to both parties.

The end of the scheme is already impacting rent affordability and the availability of affordable housing options for low-to-moderate income earners. With the situation expected to worsen in the coming years because of a continuing shortage of affordable housing stock, EchoRealty has advocated for an extension of the scheme, or the introduction of a replacement program, to assist those tenants who may be heavily impacted by rent increases or the lack of suitable, affordable properties.

EchoRealty has also been exploring opportunities to bring more properties into its management to increase the options available to current tenants who may be impacted by the end of the scheme.

THE ECHO REALTY TEAM

As our property portfolio has grown, so too has EchoRealty's team. In recognition of their performance, several staff members were promoted to more senior roles, ensuring crucial organisational knowledge and skills were retained. This is in line with Evolve Housing's internal strategies for staff development and growth. In one example, one Property Manager, who was identified as a future leader, has taken part in the Evolve Housing Leadership Program and was offered the chance to act up as a people leader.

LOOKING AHEAD

From 1 July 2024, EchoRealty began managing 260 affordable properties through a new partnership with BlueCHP. Significant work has been undertaken to realise this new partnership and the team is looking forward to supporting tenants in these properties to maintain their tenancy, improve their lives and build thriving communities. In the coming year, EchoRealty will also manage affordable housing units through new contracts with Waverley Council and the City of Canada Bay Council.

KEY HIGHLIGHTS FROM FY2024 INCLUDE:

- Restructuring as a separate entity with its own board of directors, focusing on affordable housing outcomes and growth opportunities.
- Significant portfolio expansion, particularly in NSW, through new contracts and partnerships.
- Reappointment as the preferred affordable housing partner for Willoughby City Council and Aware Real Estate.
- Management of new developments, including the affordable housing tower at Lidcombe Rise.
- Supporting eight households in transitioning to home ownership.
- Navigating the challenges of the NRAS transition.
- Team growth and internal promotions to support expanding operations.

"I SAVED ENOUGH FOR A DEPOSIT AND...PURCHASED A THREE-BEDROOM TOWNHOUSE"



To protect their identity, the above image is not Sam's family.

SAM

BEFORE SAM* CAME ACROSS ECHO REALTY, HE PRIVATELY RENTED A PROPERTY IN AUBURN, IN SYDNEY'S WESTERN SUBURBS, THAT REQUIRED REPAIRS HIS LANDLORD REFUSED TO FIX.

Each time Sam requested fixtures for the property, the landlord increased the rent. Sam was under immense pressure and didn't find the place suitable for his family.

"I wasn't happy with the leaking taps and broken wardrobes. I had to fix them myself despite the increase in rent. I was not comfortable and quite concerned for my family," the 45-year-old said.

One day, a friend suggested Sam seek assistance from EchoRealty, the largest affordable housing provider in New South Wales, to find a more suitable and affordable property for his family.

At the time, EchoRealty was renting properties under the National Rental Affordability Scheme (NRAS), an initiative that provides eligible households with a 20% discount on market rent. With support from EchoRealty, Sam, his wife and son, moved into an NRAS affordable housing property in 2018. It was a move that would eventually change their lives for the better.

"The size of the apartment was convenient for my family, and we were happy. It had two bedrooms, two bathrooms, and was located across from the train station which meant I didn't need to buy a car," Sam said.

For five years, Sam worked as a Warehouse Team Leader, carefully putting away the rent money he was saving, due to paying reduced rent for the affordable housing property. "I saved enough for a deposit and in April 2024, I successfully purchased a three-bedroom townhouse, with a backyard for my son to play in," Sam explained.

"I cannot explain the happiness my wife and I experienced. Coming from a developing country and the struggles you face moving to a new country, it pushes you to set yourself up and I envisioned what I wanted my family home to be like.

"Affordable housing is important for people who are looking to start a new life."

Sam is thankful for EchoRealty's support in the leadup to becoming a property owner, commending the team's willingness to help him and their responsiveness to any of his concerns.

"The team at EchoRealty truly cares for their tenants and won't let you down. I continue to be grateful for all that they've done for me," he said.

"I have successfully referred members of my community to EchoRealty, some who are now tenants. I could not be any happier for them.

"The work EchoRealty does changes lives. I am grateful to have been one of those tenants as they helped get me to where I am today."

*Not his real name.

3 RESPONDING TO HOUSING NEED

EVOLVE HOUSING IS COMMITTED TO ADDRESSING THE CRITICAL SHORTAGE OF SECURE, AFFORDABLE HOMES.

Providing more people in need with a place to call home and a thriving community to live in is the reason Evolve Housing exists. With no end in sight to the current cost-of-living crisis, the need for more secure, affordable accommodation has never been greater.

Demand for housing continues to greatly outweigh supply, and nowhere is the gap larger than in social and affordable accommodation. As one of the few organisations in our industry that offers the full continuum of housing solutions, Evolve Housing has a critical role to play in responding to this growing need.

While our operating environment remained challenging over the last financial year, it also provided new opportunities to significantly increase the number of homes in our portfolio. Both Federal and State Governments committed to significant new funding packages to address the shortage of social and affordable housing. They also looked to partner with organisations like ours to deliver new housing projects.

The roll out of the Federal Government's Housing Australia Future Fund Facility (HAFFF) provided several opportunities for Evolve Housing to participate in the construction and management of new social and affordable housing. Aligned with our strategic growth ambitions, we participated in several competitive tender opportunities to develop more housing. We will learn the outcome of these tenders in the coming months.

In the 2024 financial year, Evolve Housing also took advantage of opportunities to partner with both the NSW

and Victorian State Governments on projects funded by new social and affordable housing initiatives.

Another key achievement over the financial year was the appointment of Evolve Housing to key planning and development panels including Landcom and Development Victoria. This provides us with a pre-qualification for several tendering opportunities. This shows the high esteem in which we are held by key stakeholders in our industry. It also gives us access to growth opportunities in the future.

Despite the challenging operating environment that we faced throughout the financial year, Evolve Housing continued to deliver more new homes, with several of our significant developments reaching important milestones. Here are some of the key highlights from the year.

LIDCOMBE RISE

This project passed a key milestone this financial year with the completion and opening of the second tower in October 2023. This brought 93 new affordable housing units online, in addition to the 63 already occupied in the first of the project's four towers.

Evolve Housing owns all 93 dwellings in this tower, which are managed by EchoRealty, our profit-for-purpose real

PROVIDING MORE PEOPLE IN NEED WITH A PLACE TO CALL HOME



Lidcombe NSW, tower blocks



Moonee Ponds Victoria, living room

estate agency and the largest affordable housing provider in the state. Evolve Housing is proud to partner with the NSW Land and Housing Corporation (Homes NSW) and Billbergia Group on this award-winning and critical piece of housing infrastructure for our community.

Lidcombe Rise won the Urban Taskforce Australia 2023 Development Excellence Award for Best Affordable Residential Development for Stage 1 (Social Housing tower), and the Outstanding Affordable Housing Project Award at the 2023 GWS Project of the Year Awards. The complex was also a finalist in the UDIA NSW & Urban Property Group Awards for Excellence (2024) and Urban Taskforce Urban Developer Development of the Year Social Infrastructure Award.

WEST RYDE COMMUNITIES PLUS PROJECT

Evolve Housing was delighted to see this important project reach completion in February 2024. Of the total 150 units in the mixed tenure complex, Evolve Housing is managing 30 social housing dwellings on a 20-year lease. The remaining 120 units are private market housing. It is another successful example of a project delivered in partnership with the NSW Land and Housing Corporation (Homes NSW).

ARNCLIFFE

Construction on this key project began this year. When completed, it will deliver 180 social housing units, which will be managed by Evolve Housing under a 20-year lease. This project is funded under the NSW Government's Communities Plus initiative and delivered in partnership with Homes NSW and Billbergia. It is another strong example of Evolve Housing working collaboratively with other key players in the industry to respond to the housing needs of our communities.

EXPANSION INTO VICTORIA

Evolve Housing's growth in Victoria continued this year, with Homes Victoria offering an additional 26 social housing dwellings for us to manage. This was a vote of confidence in the quality of our service delivery and recognition of our successful management of 100 social housing dwellings in Ascot Vale.

Evolve Housing Victoria also committed to delivering a further 10 social housing units as part of a new building project, the first project of its kind in the state for us.

This represents a deepening of our relationship with Homes Victoria, something we hope will create further opportunities for expansion in the future. To support our growing footprint in the state, our Victorian team grew to four employees.

CORE AND CLUSTER: DOMESTIC AND FAMILY VIOLENCE PROGRAM

Evolve Housing remains deeply committed to delivering urgently needed accommodation for women and children escaping domestic and family violence under the NSW Government's Core and Cluster model.

Following the opening of our first complex in May 2023 in Sydney's west, we were privileged to purchase a 12-unit complex under Tranche 2 of this funding, also in Sydney's west. Both complexes are now fully operational and occupied.

Under the Core and Cluster model, units are built around a core hub, where residents can access counselling and other critical support services. On the back of the successful rollout of these projects, Evolve Housing is continuing to look for more opportunities and sites to deliver accommodation under this model in collaboration with our partners such as Women's Community Shelters.

LOCAL GOVERNMENT PARTNERSHIPS

This year, Evolve Housing continued to explore opportunities to deliver more social and affordable housing through partnerships with local government. We entered an agreement with Waverley Council to manage 69 dwellings which provide a mix of social and affordable housing. This is in addition to a contract with City of Canada Bay Council to manage 26 affordable housing units. EchoRealty will be primarily responsible for the management of these properties from 1st October 2024.

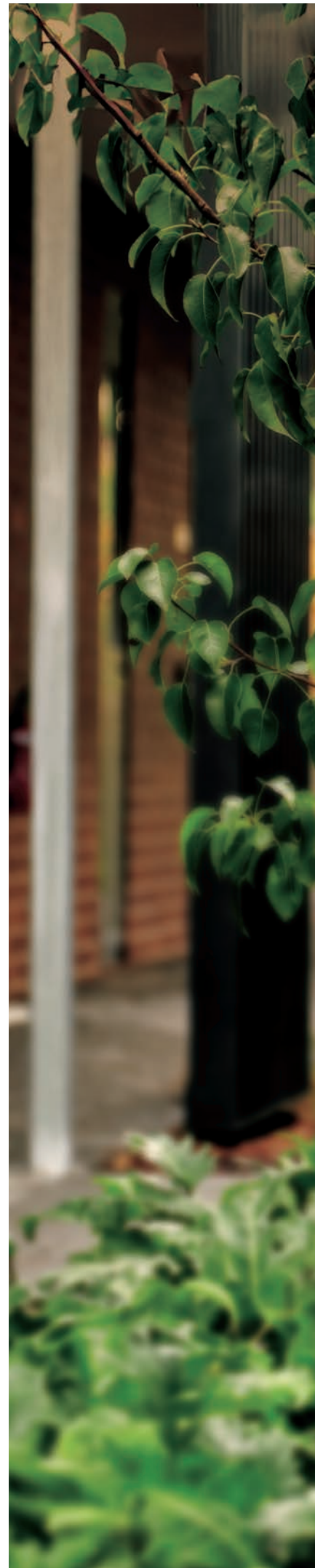
PARTNERSHIP WITH BLUECHP

This year, Evolve Housing entered into a management agreement with tier-one community housing provider BlueCHP to manage 350 of their social and affordable housing dwellings across the Sydney metropolitan region. Evolve Housing began managing the properties from 1 July 2024. Offering our expertise in this area allows BlueCHP to focus on their strength in delivering on the development phase of social and affordable housing projects. This is another strong example of Evolve Housing working collaboratively with other respected stakeholders in our industry to deliver more social and affordable housing.

SPECIALIST DISABILITY ACCOMMODATION

Our fee-for-service offering in Specialist Disability Accommodation (SDA) has continued to expand. We now provide 138 SDA properties that provide much needed accommodation to more than 400 clients. Other organisations are turning to Evolve Housing because of our strong reputation and expertise as a community housing provider.

Our tailored suite of service offerings enables us to meet the unique needs of the SDA market. We continue to work collaboratively with 23 Supported Independent Living (SIL) partners to provide supported accommodation for people living with a disability.



GOAL 1 OUTCOMES: RESPONDING TO HOUSING NEED

OBJECTIVE	WHAT DOES SUCCESS LOOK LIKE?	KEY ACTIONS	SUCCESS MEASURE	STATUS
We are focused on portfolio growth	We grow our footprint to improve our service offerings	Establish and strengthen partnerships and strategic alliances nationally	5% geographical growth in portfolio coverage and service delivery measured through additional postcode coverage	ACHIEVED We have experienced solid growth this past year across our geographical footprint and beyond.
	Our value proposition is recognised across government, non-government, and commercial sectors	Clearly articulate what we do and can offer to our strategic partners (both as a standalone and collectively), and highlight possible outcomes for clients	<p>>33% success rate across a minimum of 6 tenders responded to per annum</p> <p>>20% Awards success rate</p> <p>>3 advocacy events sponsored or facilitated annually</p>	<p>ACHIEVED</p> <p>57% tender success rate with 14 tenders submitted</p> <p>28% awards success rate</p> <p>Advocacy events sponsored or facilitated include:</p> <ul style="list-style-type: none"> • August 2023: Australasian Housing Institute & Shelter NSW Homelessness NSW Event at Parliament House • October 2023: Sponsors at the Business Western Sydney Housing NOW! Conference • November 2023: Sponsors at the PowerHousing Conference • March 2024: Western Sydney Community Forum Sponsorship • March 2024: Australasian Housing Institute (AHI) International Women's Day Breakfast
	We remain agile to seize opportunistic growth that will make a positive difference	Maintain capability to respond to tenders and other growth opportunities	We grow our owned and/or managed portfolio by a minimum 8% annually across social, affordable and disability housing	<p>PARTLY ACHIEVED</p> <p>Overall growth: 4%</p> <p>Although we won a tender to manage an additional 350 dwellings in FY2024, the management of these dwellings did not take effect until early FY2025, so they have not been included in this count. If they were included, the overall growth for the financial year would be 11.3% thereby exceeding the annual 8% target.</p>

CRAIG

"HAPPY TO BE HERE" — THESE ARE THE FIRST WORDS CRAIG USES TO DESCRIBE HIS LIFE NOW.

When you ask Craig to talk about his life, the first thing he will tell you is that he's "happy to be here". After all that he's been through, no one would expect Craig to be grateful for the journey that brought him to Evolve Housing.

Coming from a privileged background, Craig never imagined that he would end up homeless after his family home was sold. But that's exactly what happened and how he found himself sleeping rough in the middle of winter with only the clothes on his back and his dirt bike. The then 47-year-old was too proud to tell his family and friends that he had no home. For two months in 2020, Craig was homeless. He slept in his friends' cars just to have a warm place at night.

When a police officer, who happened to be his friend, found him in a car, Craig started to get the support he needed. Craig's friend took him to Link2Home, a service which provides homelessness support and accommodation services across NSW. For the first time in two months, Craig had a hot shower, changed his clothes, quenched his thirst and hunger and finally slept in a bed. "I was hungry... the hunger was worse than being a drug addict and I've been one for most of my life," Craig told Evolve Housing.

Craig knew this wasn't the life he wanted to lead. He wanted to make his three children proud. Link2Home placed Craig in a motel for three months where he created a rental history to better his chances of finding a home to rent.

He was then connected to a case worker from Evolve Housing's Together Home program, which provides housing and support services to people who are sleeping rough or who are, or have recently been, living in temporary accommodation. "That three months in the motel was a nightmare and I wanted to get out," Craig

recalled. "I met my case worker within a month of staying at the motel and he told me they had a place for me.

"He [my case worker] gave me confidence and having someone check in on me meant I had to stay on the planet...it wasn't easy after what I had been through. I finally moved to Warwick Farm in Sydney's Western Suburbs and my case worker did everything for me, taking me to the dentist, showing me places to get food from, sorting out my driver's license. Anything I needed help with, he was there."

Craig stayed in Warwick Farm for two-and-a-half years before moving to Evolve Housing's brand-new social housing complex, Lidcombe Rise in July 2023. "I love having my own place. It's great I can do what I want," Craig said. "After years of struggling with my wellbeing and having trouble sleeping, I've been able to draw again. I only draw when I'm good, and I've been drawing a lot."

With the safety of having his own place and a supportive girlfriend, Craig was motivated to do everything he could to keep a roof over his head. "I wanted to do everything for Lauren. She told me to get off the drugs, helped me get my daughters back in my life and with her support, and Evolve Housing's support, I have a lounge, I have nice clothes. She believed in me and was there for me."

Craig praised everyone in his life who got him to where he is and offered words of encouragement to those who may find themselves in a similar situation. "If you're in the program [Link2Home], you should really count yourself lucky. It is a fantastic program that has helped so many people, including myself. I am happy to be here and I wouldn't have it any other way."

"WITH EVOLVE HOUSING SUPPORT I HAVE A LOUNGE AND I HAVE NICE CLOTHES"



Graig, Lidcombe Rise, NSW

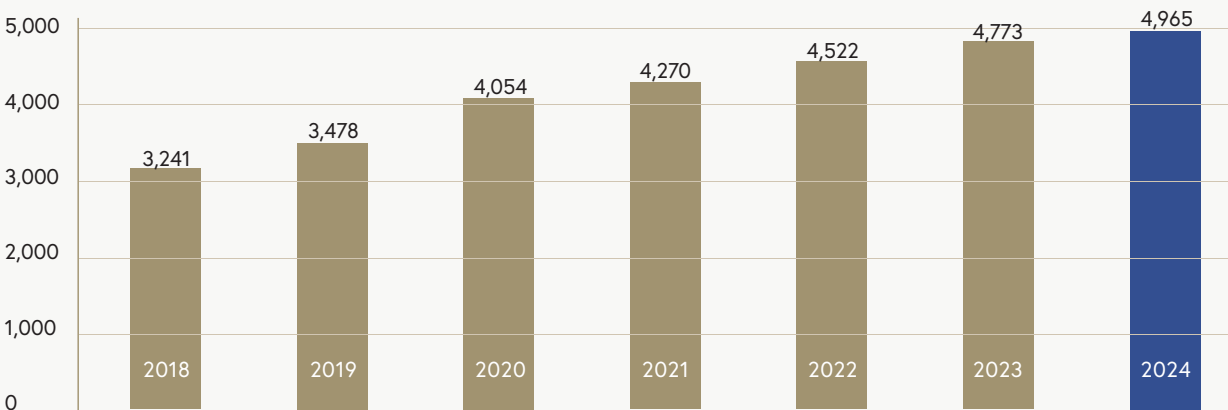
EVOLVE HOUSING PROPERTY DATA

*The reduction (as compared with 2,962 dwellings in FY2023) in the social housing portfolio is primarily due to the end of Tranche 1 of the Together Home program, leading to relinquishing private market dwellings. All Together Home clients are now appropriately accommodated within our social housing portfolio.

EVOLVE HOUSING GROUP PROPERTY PORTFOLIO: 30 JUNE 2024

PROPERTY PORTFOLIO	AFFORDABLE	SOCIAL	TOTAL
MANAGED	1,671	2,339*	4,010
OWNED	370	585	955
TOTAL	2,041	2,924	4,965

PORTFOLIO GROWTH



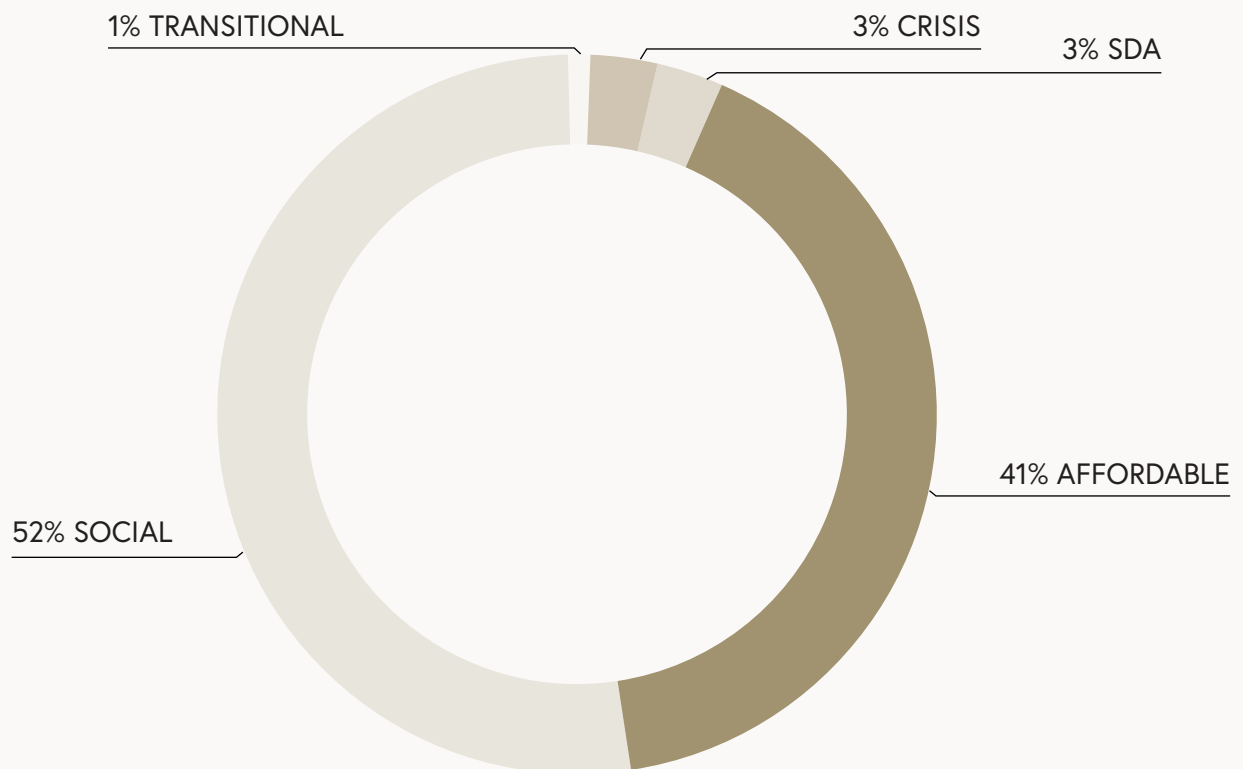
OPERATING JURISDICTIONS

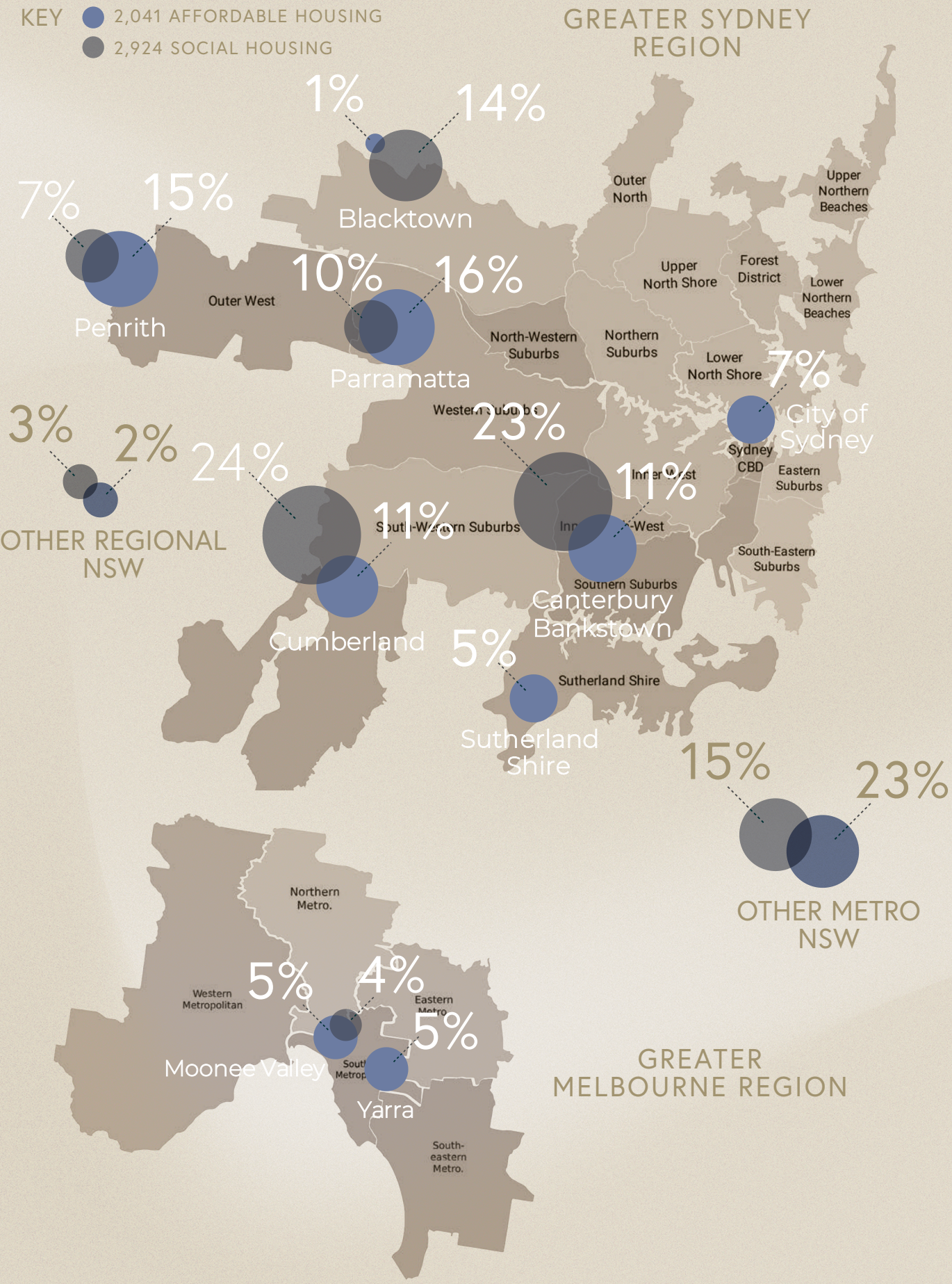


AGE OF DWELLINGS

AGE OF DWELLINGS	AFFORDABLE PORTFOLIO 2,041 PROPERTIES	SOCIAL PORTFOLIO 2,924 PROPERTIES
50+ YEARS	5%	14%
40–50 YEARS	0%	6%
30–40 YEARS	0%	10%
20–30 YEARS	1%	15%
10–20 YEARS	11%	30%
< 10 YEARS	83%	25%

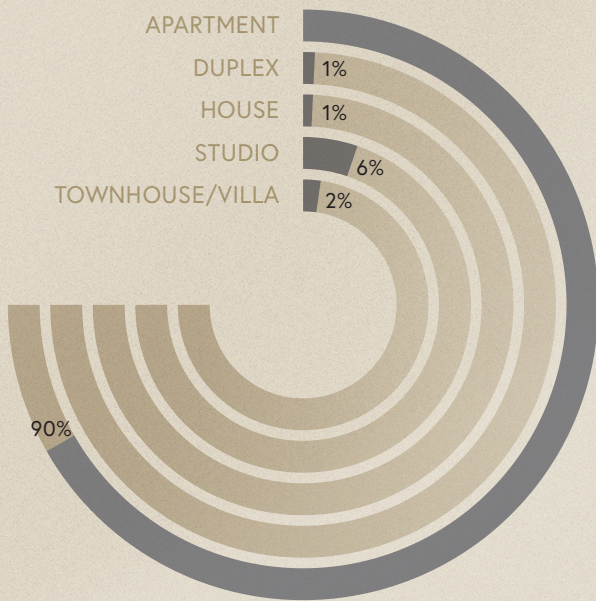
HOUSING TYPES



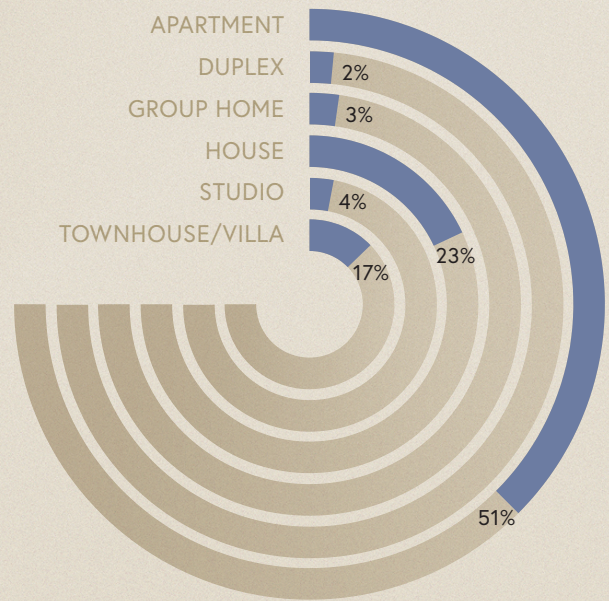


2024 DATA: THE 2024 DATA SHOWS THAT EVOLVE HOUSING HAS A SIGNIFICANT PRESENCE IN A NUMBER OF LOCAL GOVERNMENT AREAS (LGAs). SEE MAP OPPOSITE.

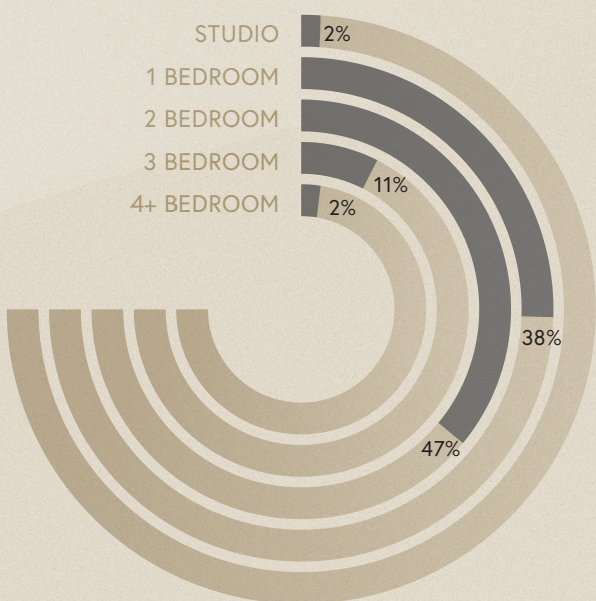
AFFORDABLE DWELLING TYPES



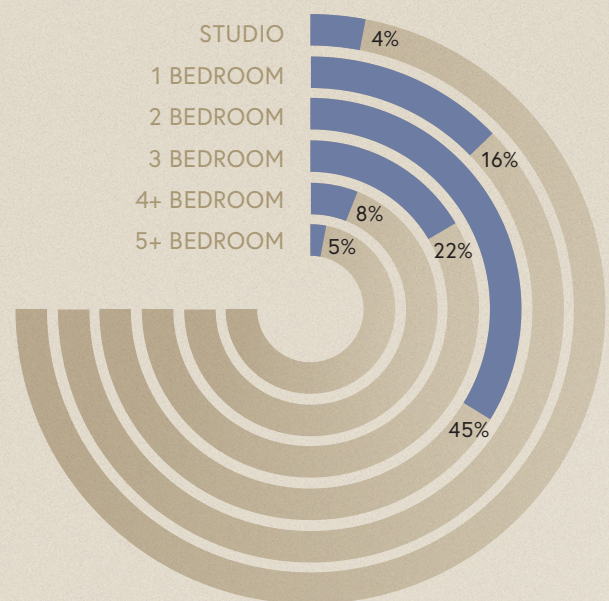
SOCIAL DWELLING TYPES



AFFORDABLE BEDROOM CONFIGURATIONS



SOCIAL BEDROOM CONFIGURATIONS



4 DELIVERING EXCEPTIONAL CLIENT SERVICE

EVOLVE HOUSING OFFERS POSITIVE TENANCY EXPERIENCES THROUGH DELIVERING SAFE, QUALITY HOMES.

At Evolve Housing, we understand that providing someone with a place to call home involves more than putting a roof over their head. That is why we are committed to delivering tenancy and property services that provide transparency, accountability and exceptional service, while also being simple and convenient for our residents to use. It is also why we make sure our residents have a voice in key decisions and changes that are being made about our property and tenancy management services.

RESIDENT ADVISORY GROUP

The Resident Advisory Group (RAG) has continued to be an important way to involve our residents in decision-making and organisational projects and activities. This group of 17 volunteer residents provide feedback to the business about our policies, support services, activities and events so we can understand and meet the needs of residents.

This financial year, the RAG met 10 times with guest speakers across Evolve Housing joining to share information and updates. A new two-year term began in February 2024 with many previous members choosing to continue to be involved in the group. As part of their introduction, all members completed the Evolve Housing Online Training for Volunteers.

Throughout the year the group provided feedback and input on various projects and events including the new ServiceNow Tenant Portal, the annual Resident Christmas Party, our new complaints and compliment flyers and the Evolve Housing website redesign project. In the coming year, Evolve Housing will seek further input from the group on the design of the new website as it continues

to be developed. Additionally, the RAG will contribute to a new resource for residents on food services and other essential needs to help deal with cost-of-living pressures.

MAINTENANCE ADVISORY GROUP

The Maintenance Advisory Group (MAG) consists of 10 residents who provide input and feedback on matters related to Evolve Housing property maintenance, general maintenance and lawns and grounds. A two-year term began in February 2024, with six new residents joining the group.

This year the group met seven times. Members had significant input into our new maintenance contracts with their feedback heavily influencing changes related to response times to jobs, resident feedback on work and timeframes.

COMMUNICATIONS PANEL

This year we revitalised our Communications Panel to give more residents the opportunity to have their say about the way we communicate with them. Residents involved in this panel, which is open to all Evolve Housing residents, review letters, text messages, fact

COMMITTED TO DELIVERING EXCEPTIONAL SERVICE





Evolve Housing Parramatta office staff member

sheets and other collateral and forms of communication created by Evolve Housing to ensure they are easy to read and understand. In the coming year, we plan to drive more resident involvement in this panel to ensure more residents can have a voice about our communication activities.

SERVICENOW

The Evolve Housing Contact Centre Team spent much of the 2024 financial year rolling out a platform called ServiceNow. It was an enormous piece of work that will revolutionise the way we interact with our residents on a range of issues including repairs and maintenance.

ServiceNow brings together a Customer Service Management System, a Field Service Management System and a new Tenant Portal under the same platform. Our phone system has also been incorporated into ServiceNow, enabling us to store information and communicate through the same, integrated system.

From a resident perspective, ServiceNow provides far greater transparency and ease of use. The new Tenant Portal is a one-stop-shop where residents can make a maintenance request, track the progress of that request and follow up on outstanding issues with the click of a button. The Portal also provides them with the opportunity to give feedback on the process and communicate with us directly about their maintenance and repair requests.

ServiceNow allows Evolve Housing staff to raise work orders as well as engage with residents and contractors far more efficiently. This means maintenance and repair requests can be dealt with in a timelier manner. By providing better access to data, ServiceNow also helps us better understand the issues our residents are facing and provides opportunities for further service

improvements. Evolve Housing's implementation of ServiceNow was done in close consultation with our RAG and MAG. Their insights and experiences helped inform the design of the platform and ensure it is best placed to meet the needs of our residents. The RAG and MAG will continue to play a key role in the year ahead as we continue to explore further improvements to the platform.

REPAIRS AND MAINTENANCE

This financial year, we made significant improvements to our maintenance contracts. The most significant of these was to create separate contracts for general maintenance and lawns and groundskeeping. By dividing our maintenance contracts in this way it has allowed us to devise more targeted key performance indicators and hold our contractors more accountable. This initiative was driven by our MAG and is another example of the constructive role the group is playing in driving improvements for both residents and our organisation.

As we continue to deliver the maintenance and repair services our residents depend on, we increased the number of contractors we work with. We are proud to be partnering with Aruma, an organisation which provides employment opportunities to people with disabilities. Through Aruma's partnership with Maroo Employment Service, we are also indirectly providing work opportunities to Indigenous Australians who are living with a disability.

We focused our attention on planned maintenance across our portfolio, improving the quality and condition of our properties to provide residents with a safer, more comfortable dwelling. This has been a significant investment for Evolve Housing, with longer-term benefit. Through the MAG, we have heard from residents about how they want to receive services and identified emerging issues causing dissatisfaction.

In Victoria, our defects liability period at Ascot Vale came to end and we have shifted to business-as-usual maintenance and repairs. As we continue to build relationships with the social and affordable housing renters in this complex, our focus has been on responding to issues and improving renter satisfaction. We are currently exploring new contractors to assist with providing maintenance and repairs at this large complex.

COMMON AREA AUDIT AND WORKS PROGRAM

The safety of our residents is paramount. That is why, this financial year, Evolve Housing continued its regular safety audit of common areas across our property portfolio. This involves proactively going out to properties to identify potential safety issues and getting them fixed. Similar safety audits have also now been embedded in our maintenance contracts.

TAILORED SUPPORT IN-HOUSE

We amalgamated and restructured the Support Pathways and Together Home teams under one team leader to provide more of a continuum of service for people as they move through the housing market. With a growing number of clients coming to us with complex support needs, we employed case managers with specific skills and capability to directly support clients and residents. This new structure has enabled Evolve Housing to respond to those needs in-house, rather than referring clients to other services or organisations.

HEAT RESILIENCE PROGRAM

This financial year, this project continued to help our residents in Western Sydney adapt to the growing threat posed by extreme heat. Evolve Housing has now supported residents in 51 properties to install air

conditioners and ceiling fans. The focus of this project has now shifted from installation to maintenance of the technology and equipment people need to stay cool.

SPECIALIST DISABILITY ACCOMMODATION (SDA)

Evolve Housing's portfolio of Specialist Disability Accommodation (SDA) properties continued to grow in FY2024 through our fee-for-service offering. To better support NDIS participants living in these homes and support our growth in this area, we employed a second SDA Housing Manager.

In response to feedback received through our audit, we developed a resident handbook specifically for our SDA residents. We worked with the Council for Intellectual Disabilities to develop an Easy Read version, which has been well received by our SDA cohort.

With most of our SDA portfolio located in regional areas across NSW, our team has taken a creative approach to improving engagement with residents. In lieu of hosting a Christmas celebration for residents, Evolve Housing offered SDA participants the choice of a supermarket voucher to go towards Christmas party supplies or a Bunnings voucher to purchase a vegetable pod. More than 75 individuals or homes accepted our offer.

GOAL 2 OUTCOMES: DELIVERING EXCEPTIONAL CLIENT SERVICE

OBJECTIVE	WHAT DOES SUCCESS LOOK LIKE?	KEY ACTIONS	SUCCESS MEASURE	STATUS
We deliver services to address the diverse needs of our clients	We work with people who most need our assistance	Review our Priority Programs Strategy to ensure we know our current priority groups tailoring our programs and respond to residents most in need	100% of clients requesting assistance are offered and/or referred to appropriate services for support	ACHIEVED All clients requesting assistance are linked with the Support Pathways team and either become an active client immediately or are supported whilst on a waitlist through our Referral & Assessment Case Coordinator until a vacancy is available.
	Our commitment to First Nations peoples is evidenced in the work we do	Implement our Reconciliation Action Plan (RAP)	95% compliance with set targets in RAP	ACHIEVED The implementation of our RAP is progressing well, with numerous significant milestones already achieved. For more details, please refer to the feature article on page 114 highlighting our progress.
We deliver client centered, quality property and tenancy management	Our maintenance plans and practices are contemporary and deliver timely results	Review maintenance delivery plans and practices in response to best practice and tenant feedback	>75% tenant satisfaction with condition of home	ACHIEVED We have exceeded this target, with 83% of our tenants reporting satisfaction with the condition of their home, exceeding the NRSCH threshold of 75%.
Our services are delivered with fairness and transparency	We provide consistent services that meet the needs of our diverse client group	Review and refine Customer Service Standards	Average 90% achievement in delivering on Customer Service Standards	ACHIEVED We have surpassed this target, achieving 97% in delivering on our Customer Service Standards, designed and implemented to ensure continuous high-standard service delivery to our residents.

NAWAL

AFTER ENDURING THE LOSS OF HER BELOVED HUSBAND AND THEN MIGRATING TO AUSTRALIA FROM LEBANON WITH FOUR YOUNG CHILDREN, NAWAL NEVER IMAGINED HER LIFE WOULD TAKE AN UNEXPECTED TURN FOR THE BETTER WHEN SHE BECAME AN EVOLVE HOUSING RESIDENT IN 1996.

Nawal arrived in Sydney in 1995 speaking Arabic and French. Despite the language barrier, she decided she would do whatever it took to get an education and be able to support her children.

"I went to university studying full-time, while working part-time and looking after my young children," the now 62-year-old explained. "A year after arriving in Sydney, I became a resident of Evolve Housing. If I didn't have that rental assistance support, I wouldn't have been able to achieve what I did. I had a goal to achieve, and that's what I set out to do."

Determined, Nawal went on to complete three qualifications including a Master's in TESOL (Teaching English for Speaking Other Languages), a Graduate Diploma in TESOL, and a Bachelor of Arts in Languages—all while raising her children single-handedly.

Her studies led her to full-time work at NSW AMES (Adult Migrant English Services), the same place where she learnt English after arriving in Australia. This meant Nawal was no longer eligible for rent support, but later, due to her age and health issues, Evolve Housing resumed assisting Nawal with rent and housing.

Nawal knew she wanted to give back to Evolve Housing, one way or another. Four years ago, she decided to join the Resident Advisory Group (RAG) and she hasn't looked back since. "I've always appreciated the service and help I've been receiving from Evolve Housing as a resident. I thought this was a way to show my appreciation,"

she said. "It felt amazing when Evolve Housing approached me to join the team. I felt so special and I'm grateful to our tenants for appreciating my input."

"I do feel like I am doing them justice, by bringing their concerns to the table. One of the best things about the RAG is that we can show Evolve Housing the impact of their decisions from our perspective."

"We've helped Evolve Housing with many things such as suggesting contacting residents in different languages regarding surveys, telling them which contractors are better for maintenance, adjusting communication with letters, and most recently, giving our views on the brand-new tenant portal."

Nawal commended Evolve Housing team members Robert Costa and Dyana Selim for managing the RAG and ensuring Evolve Housing implemented the group's feedback to give all residents the best possible service.

"Dyana and Robert have been amazing. They are dedicated to their job and are both patient and very diplomatic. No one else could do what they are doing."

Nawal is happy with her position on the RAG and hopes to continue being a spokesperson for Evolve Housing residents. "I personally am a positive person. Everything has a negative and positive side but if we focus on the positive side we can go forward and achieve what we can."

"IT FELT AMAZING...TO JOIN THE TEAM"



Nawal, NSW

5 IMPROVING LIVES AND STRENGTHENING COMMUNITIES

EVOLVE HOUSING SUPPORTS AND EMPOWERS INDIVIDUALS AND FAMILIES TO IMPROVE THEIR CIRCUMSTANCES AND ACHIEVE THEIR GOALS.

At Evolve Housing, we believe safe and secure housing is the first step in improving lives and strengthening communities.

Stable housing that is affordable, in well-connected and welcoming communities, empowers individuals and families to focus on other aspects of their lives, such as education, employment, health and wellbeing. When an individual feels supported to achieve their goals, they can participate more broadly in their community and build a positive future for themselves and their families.

To give our clients and residents the best chance of improving their circumstances, Evolve Housing offers a range of support services and stable housing. Whether it is intensive support to help a resident overcome barriers impacting their tenancy, or a coffee group for women who may feel isolated, these support programs, events and activities help create strong, inclusive communities where our residents feel supported in all aspects of their lives.

CLIENT SERVICE STRATEGY

Our Client Service Strategy (CSS) sets the standard of service excellence we commit to delivering to our clients. With 17 key performance indicators (KPIs), the framework outlines the standards, principles and service delivery residents and clients can expect from all Evolve Housing employees.

In the FY2023–2024 we moved to monthly reporting against our benchmarks to ensure accuracy and delivery of

service improvements in an effective way. We also reviewed our indicators in line with the 2024–2028 Strategic Plan to ensure alignment with our business objectives.

SUPPORT PATHWAYS PROGRAM

In December 2023, we redesigned our Support Unit Program to deliver more tailored, intensive support directly to social housing residents who may need additional support maintaining their tenancy and other aspects of their lives.

Now known as the Support Pathways Program, vulnerable residents are referred to the program and assigned to one of our new in-house case managers. After developing a support plan, the case manager works directly with the resident to help them overcome challenges that may be impacting their lives or tenancy.

This can include property care, health issues, financial hardship, family breakdowns or access to government funding such as the National Disability Insurance Scheme (NDIS) or My Aged Care. To check-in regularly on their progress, residents complete the Personal Wellbeing Index (PWI) periodically.

Through the direct case management approach, Evolve Housing now has internal capability to seamlessly support at-risk residents moving into our social housing



Imagine school holiday fitness activities



Tenants, family and carers in Roseville, Specialist Disability Accommodation.



accommodation. This could include clients such as those we have supported through the Together Home program who may need extra help once they have fully transitioned into social housing.

With the ongoing cost-of-living pressures and increasing trends in mental health and family and domestic violence, the new program has also increased our capacity to meet the demand for support coming from residents. In the coming year, we will continue to refine and embed the program into Evolve Housing, educating both staff and residents about the support available.

FY2024 OUTCOMES

- 258 referrals received
- 99 new residents accessed support
- 158 existing residents received support
- 250 residents exited successfully from the program
- Three residents gained employment and four engaged in education and training
- Eight residents were supported to access the NDIS

TENANCIES-AT-RISK PANEL

This financial year we formed a Tenancies-at-Risk Panel to provide holistic early intervention support for residents whose tenancy may be at risk.

The in-house panel brings together team members from across Resident, Housing and Property Services who collaborate to identify residents who need one-on-one intensive support, practical assistance with property care or assistance with rent arrears in order to sustain their tenancy. These residents are connected to our in-house case coordinators and case managers from the Support Pathways team who support them directly.

Initially running as a pilot program, the Tenancies-at-Risk Panel has been a great success, stabilising and

sustaining 58 tenancies and reducing the number of evictions to just two. As well as supporting our residents to continue living in their homes we are able to address support needs early, minimising crisis intervention and negative outcomes that can lead to evictions.

TOGETHER HOME

FY2024 was the fourth year of Evolve Housing's involvement in the NSW Government's Together Home initiative. Since 2020, we have received Together Home funding to support participants living in Southwest Sydney, Western Sydney and the Nepean Blue Mountains to access housing and wraparound support to sustain their tenancies and rebuild their lives.

Delivered through an in-house case management model, Evolve Housing's Together Home team works with participants, many who were previously homeless or sleeping rough, to identify appropriate housing to meet their needs, settle them into accommodation and then provide them with access to support services to help them overcome challenges and be ready to maintain a tenancy when they leave the program. Most participants are supported through the program for two years before transitioning into social housing.

Our support is broad-ranging and includes help with property care as well as assistance with managing physical and mental health, drug and alcohol dependency and domestic violence issues. Additionally, if required, we support participants to learn independent living skills and access support for legal and court matters.

With Together Home funding ending at the end of FY2025, Evolve Housing will continue to work with current clients to prepare them to move into social housing with the wraparound supports they need in place.

FY2024 OUTCOMES

- Seven participants from earlier tranches were supported to successfully transition into the social housing portfolio
- Evolve Housing continued to work with 45 clients
- Eight clients received NDIS funding
- Four clients are studying
- Three clients are in paid employment
- One client is an Evolve Housing Communal Caretaker.

COMMUNITY ENGAGEMENT

RESIDENT ENGAGEMENT STRATEGY

After two years of our inaugural Resident Engagement Strategy, we launched a revised strategy in June 2024 built around our strategic mantra, "One Voice, One Team".

This new four-year strategy is aligned to the Evolve Housing 2024–2028 Strategic Plan and links directly to actions in Goal 2 "Delivering Exceptional Client Service" and Goal 3: "Improving Lives and Strengthening Communities". At the heart of the strategy is our commitment to always listen to and include residents in our decisions.

While some aspects of the resident engagement strategy have remained the same, we have made improvements to ensure that residents are empowered and heard, and that our actions reflect their needs, wants and perspectives.

Improving engagement between staff and residents has continued to be a focus, reflecting our belief that collaboration is a vital enabler of improved resident experiences and outcomes.

The strategy's three key priority areas are:

- Increase social inclusion and wellbeing
- Enhance residents' voices
- Collaboration—Evolve Housing residents and staff.

FY2024 RESULTS AGAINST THE STRATEGY

- 97% of staff participated in at least one engagement activity with residents, exceeding our KPI of 90%.
- All business units demonstrated how they have consulted with residents on at least one project or piece of work, meeting our target for this KPI.

COMMUNITY ENGAGEMENT PROGRAMS AND EVENTS

To empower individuals and families to be part of their community, improve their circumstances and work towards achieving their goals, Evolve Housing provides a range of grants, workshops, activities and events for residents.

These opportunities support our residents and their families to develop skills, manage financial hardship, connect with their neighbours, boost their employability, increasing their self-sufficiency. In FY2024, we were pleased to provide the following financial grants to residents.

KEEP EDUCATING YOURSELF (KEY) GRANTS

These grants assist residents to cover the study costs of pursuing training for a trade, or tertiary qualifications at university, a private college or TAFE.

- \$25,256 in grant funding awarded to 21 residents

PRIMARY SCHOOL HELP

This financial assistance supports residents with children in primary school to cover the cost of educational essentials such as school fees and uniforms.

- \$3,141.76 in funding provided to nine residents

HIGH SCHOOL HELP

Residents with children in high school can access financial support for professional tutoring and school fees for up to three years.

- \$24,409 in funds provided to 30 residents, three of whom were in Year 12

GO! GRANTS

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

- \$4,029 in grant funding provided to 15 children

The Evolve Housing Community Engagement team also organises events and activities for residents across all age groups to promote social interaction and community connection. These include school holiday programs, skill-development and interests-based workshops and support groups. In FY2024, we were pleased to provide the following free or low-cost activities and events for our community.

IMAGINATE SCHOOL HOLIDAY PROGRAM

Our school holiday activities have continued to be popular among residents with younger children. This year, we held seven events, with 210 children and parents attending. The most popular activity was Code Red, Laser Tag.

VIVID CRUISE

Our team hosted a cruise on Sydney Harbour to view the famous VIVID lights festival in May 2024.

- 38 residents attended

SENIOR'S WEEK OUTING

During Seniors Week in March 2024, we hosted a visit to the Australian Museum in Sydney's CBD to see the Ramses and the Gold of the Pharaohs exhibition.

- 19 residents attended

COMMUNITY ROADSHOWS

This year the Community Engagement team travelled to six Evolve Housing sites to host community roadshows for residents. This was an opportunity for residents to connect with community services, as well as the Evolve Housing team. Roadshows were held in Merrylands,

Wentworthville, Penrith, St Marys, Lidcombe and Gosford.

- 72 residents attended across the six roadshows

RESIDENT CHRISTMAS PARTY

We were delighted to host a Christmas Party in December for families and children living in our properties.

- 223 residents, including 133 adults and 90 seniors attended

WOMEN'S COFFEE CLUB

We continued our Women's Coffee Club in the Bankstown area. This group provides the chance for women living in communities together to connect, share experiences and form friendships.

- 51 women participated in five different coffee clubs

FRIENDSHIP AGED NETWORK

Through this initiative, vulnerable and isolated residents aged over 50 years are connected to a volunteer resident who provides companionship through weekly phone calls.

This year we recruited an additional volunteer who will begin connecting with residents in the coming year. This will allow more residents who may be isolated or elderly to be involved in the program.

- One volunteer supported 25 elderly residents

COMMUNAL CARETAKER PROGRAM

This program empowers community-minded residents to be part of looking after their own properties. Residents in our complexes nominate to be Caretakers who help us keep properties clean and safe by monitoring communal areas, cleaning and taking bins in and out. In exchange, these residents receive a credit towards their rent. This year we recruited two new Caretakers at two additional complexes.

- 15 Caretakers are looking after 15 sites

Building on success of the program, we plan to formalise

and expand the program into complexes across the portfolio in the coming year.

SCHOOL STUDENT BROADBAND INITIATIVE

To boost educational outcomes and bridge the digital divide, this Australian Government initiative provides free NBN home internet for one year to low-income earners with school-aged children and no previous internet connection.

As a participating organisation, Evolve Housing nominated 208 interested residents for the scheme, with 60 families eligible to take part.

- By 30 June 2024, 36 families had activated their vouchers to receive free internet

OPPORTUNITY PATHWAYS PROGRAM: SOCIAL IMPACT INVESTMENT

We continued to provide this NSW Government voluntary program in South West Sydney, with participants achieving some excellent outcomes supported by Evolve Housing. This program, which will come to an end in June 2025, is for anyone aged 17 years and over who is either waiting for or already receiving social housing assistance.

Evolve Housing Case Coordinators work with referred clients to achieve long-term positive benefits and help them have the means to maintain and sustain a tenancy.

This includes supporting individuals to explore education and training opportunities and job prospects, and helping them to maintain stable employment, based on their goals and aspirations.

Support can include assistance with resume writing and interview skills, driving participants to interviews, connecting with employers to advocate for participants and providing ongoing support once an individual has successfully commenced in employment.



Imagine school holiday participants

FY2024 OUTCOMES

This year, Evolve Housing received 282 referrals. Our team worked with almost 400 clients, including 249 people who connected with us in FY2023 and 141 new clients.

Yet again, we exceeded several targets, testament to our hard-working Case Coordinators and clients.

Across the year:

- 63 clients were placed into employment
- 64 clients maintained their employment for 13 weeks, exceeding the target of 56
- 59 clients remained employed for 26 weeks, exceeding the target of 40
- Four clients were placed into Certificate three or higher training. Over the three years of this program. Evolve Housing has achieved 65.5% of the overall education and training target.

Our team also supported participants to complete other training including Responsible Service of Alcohol and/or Responsible Conduct of Gambling, first aid, mental health, forklift licence and security licences to improve their employability and job readiness.

Some participants were also assisted with gaining their driver's licence, photo identification, birth certificates, reading glasses, emergency food support and travel assistance costs, as well as accessing a NSW Work and Development Order (WDO) to help them reduce or pay off fines through participating in unpaid work, courses, mentoring, counselling or treatment programs.

LOOKING AHEAD

With funding for Opportunity Pathways ending at the end of FY2025, Evolve Housing will continue to receive referrals until December 2024 and our Case Coordinators will work with clients until June 2025.

Given the success of the program, Evolve Housing plans to advocate for a continuation or extension of funding for a further three years to meet demand from clients living in South West Sydney who need support.

PLACEMAKING AND COMMUNITY CONNECTIONS

Guided by the Evolve Housing Community Connections and Placemaking Framework, we identify communities where concentrated groups of residents would benefit from targeted resources and extra support to improve their overall quality of life through a place-based community development lens.

With the goal to foster connections and enhance the capacity of residents, we use a place-based approach to work alongside communities to identify needs and priorities and deliver support to help them achieve their goals.

We are currently implementing this approach at two of our social housing sites: the newly established community in Ascot Vale, Victoria and the long-standing community in Granville, NSW. Going forward, we plan to expand into other newly established and existing communities in need.

GRANVILLE, NSW

This financial year we kicked off our Neighbourhood Improvement Initiative by forming a multidisciplinary working group to develop a 12-month plan for the Evolve Housing community living on Chiswick Road, Granville.

This complex of 29 social housing units has a history of issues around lack of engagement, anti-social behaviour, community safety, maintenance and property concerns.

As a first step in improving engagement, in April we set up a temporary office onsite to ensure we could have

a higher presence and build rapport and trust with residents. We also prioritised quickly addressing long-term repairs and maintenance issues and improving amenity at the complex.

To encourage connection with us and each other, we also hosted a community barbecue with 11 residents in attendance, a significant improvement on previous community engagement activities. The team, which meets monthly to discuss challenges and outcomes at the site, is looking at other ways of improving wellbeing and social connections for the residents.

This work is a strong example of our capacity and commitment to providing not just housing solutions to the most vulnerable in the communities we serve but also assisting to sustain tenancies.

Our plan is to identify other priority sites where a place-based approach can be implemented to significantly improve outcomes for residents.

CORE AND CLUSTER

In May 2024, under Tranche 2 of the NSW Government's Core and Cluster initiative, we opened our second 12-unit crisis accommodation site for women and children leaving domestic and family violence situations.

Evolve Housing is partnering with Women's Community Shelters, a leading charity supporting women and children at risk of homelessness and domestic and family violence, to deliver this vitally important service.

Modelled on the successful partnership which opened The Haven shelter in the previous financial year under Tranche 1, five units are emergency accommodation where women can stay for up to three months and six are designated for rapid rehousing, providing

accommodation for women and families for up to six months. The remaining unit is used as an office to provide wraparound support services 24 hours a day, seven days a week for the women.

Based on experiences from working alongside The Haven for a year, Evolve Housing tailored its approach to better meet the unique needs of the women accessing the service. The innovative model allows for independent living and privacy while also providing women and families access to services such as counselling, legal assistance, education and employment support.

A key part of Evolve Housing's role in supporting the women is assisting with housing options and exit planning for long-term sustainable and affordable accommodation.

IN FOCUS: ASCOT VALE, VICTORIA

MARCH 2024 MARKED ONE YEAR OF EVOLVE HOUSING MANAGING AND SUPPORTING SOCIAL HOUSING RENTERS LIVING IN A NEW DEVELOPMENT IN ASCOT VALE, MELBOURNE.

While our work at this site and as a community housing provider in Victoria is still in the early stages, we are incredibly proud of the progress our team has made to support the social housing renters, create a safe, cohesive community and raise Evolve Housing's profile.

In partnership with Homes Victoria, Evolve Housing manages 126 social housing units in the redeveloped social and affordable housing site of 200 units. The Victoria team worked closely with Homes Victoria to relocate returning renters back into the site, while also supporting new renters to move into the community.

This financial year our focus shifted to providing place-based community development and engagement to build an inclusive and welcoming community and support renters to improve all aspects of their lives. Planning for future growth, we recruited locally based staff, including a senior housing manager, housing manager and community connections officer, to support the renters. These staff work from our local office in Moonee Ponds.

Early on, the team formed a relationship with a community centre located close to the development to run a drop-in support centre one day a week. Ascot Vale renters are encouraged to visit the centre to chat with our team or discuss issues such as community safety, applying for grants or support, or how to manage their tenancy.

In response to renters telling Evolve Housing they needed help with employment and training, Uniting, a local service provider, has also provided sessions at the centre about education and employment opportunities, pathways and training.

When the site was 80% occupied, Evolve Housing hosted a welcome event which provided the opportunity for

community consultation with renters about the events, support and programs of interest to them. Using information gathered from renters, our team developed a calendar of community engagement activities, support programs and local neighbourhood groups to meet the needs and interests of renters. While some initiatives leveraged Evolve Housing's existing services and programs, support was tailored to the needs and priorities of the Ascot Vale community.

In FY2024, the following support programs, initiatives and engagement activities were made available to renters at Ascot Vale. Given we are in our first year of supporting this community, uptake has been positive.

ASCOT VALE RESIDENT ADVISORY GROUP

To ensure renters at Ascot Vale can provide input and feedback on Evolve Housing's initiatives, we formed a Resident Advisory Group (RAG) comprised of six social housing renters and one National Affordable Housing renter. The group meets bi-monthly with the Evolve Housing team to discuss all aspects of their tenancy, the site and local community and to share ideas and feedback.

One of the highlights for the group this financial year was a celebration during Refugee Week in June 2024 for the whole community. There is a diverse multicultural community living in the development and the RAG took the lead on organising the celebration and inviting their fellow renters.

IMPROVING LIVES AND STRENGTHENING COMMUNITIES



Ascot Vale, Victoria

ASCOT VALE COMMUNAL CARETAKER PROGRAM

Drawing from our program in New South Wales, renters living at the Ascot Vale site volunteer to help look after the communal areas of complex, including taking the bins in and out, picking up litter and notifying Evolve Housing of any issues or repairs needed, in return for rent reduction.

- Two Caretakers currently look after the Ascot Vale site. Both of these renters lived in the complex before it was redeveloped and chose to return.

The strong connection they have to the site has been very beneficial in developing a sense of community and integration for their fellow renters.

ASCOT VALE KIDZONIA SCHOOL HOLIDAY PROGRAM

Every school holiday period renters with school-aged children have the opportunity to participate in free fun-filled activities to promote social inclusion and a sense of belonging for families. This has so far included an end of year celebration in December 2023, an Easter holiday outing to Melbourne's Sea Life Centre and a winter break excursion to Flip Out Play and Trampoline Park.

ASCOT VALE FINANCIAL ASSISTANCE

We made several financial assistance programs available to renters. This included the GO! Grants program which provides financial support to help children get involved in sports and physical activity, and the No Interest Loan Scheme (NILS), that enables people on low incomes to apply for loans with no interest and no hidden fees. These loans can be used to purchase whitegoods, furniture, computers, car repairs and registration and educational supplies.

ASCOT VALE RESIDENTS' NEWSLETTER

We introduced a newsletter to share news and useful information, promote events and competitions and build a sense of community. Using feedback from the first issue, we revised the format and content to better meet

the needs of the Ascot Vale renters. The newsletter is published four times a year.

ASCOT VALE COMMUNITY GARDEN

One of the most successful initiatives has been to establish a community garden on the site. Our team formed a collaborative partnership with a sustainable gardening organisation, Cultivating Communities, which also runs a gardening workshop onsite once a month. To engage more renters in the community garden, we ran a naming and signage competition, with "The Happy Life Garden" judged the winning suggestion. Many renters who have attended the workshops are now starting to grow plants and vegetables on their balconies.

ASCOT VALE MUMS AND BUBS

After learning several renters with young children were feeling isolated, we formed a monthly Mums and Bubs group. Based on their needs and interests, we organise a range of activities for the women and their young children. These have included library visits, café outings, walks and visits to the playground. Participants and their children have the chance to socialise, discuss any concerns and learn more about the many programs and initiatives Evolve Housing and the wider community has to offer with our Community Connections Officer.

ASCOT VALE WOMEN'S GROUP

Once a month, we organise activities to bring women living in the complex together to socialise, form new friendships and develop community connections. Activities this year have included a visit to the Immigration Museum, coffee catch-ups and walks.

Looking ahead, our plan is to continue to engage with the Ascot Vale community to foster community connections and ensure renters feel supported to sustain their tenancies and improve other aspects of their lives.

GOAL 3 OUTCOMES: IMPROVING LIVES AND STRENGTHENING COMMUNITIES

OBJECTIVE	WHAT DOES SUCCESS LOOK LIKE?	KEY ACTIONS	SUCCESS MEASURE	STATUS
Our clients receive the support they need	We actively support residents to sustain their tenancies	Monitor tenancies and make early referrals to the Support Unit team when issues are identified	>90% Client Service Visits completed annually	ACHIEVED We exceeded our target completing 98% of client visits.
	Extend our support services (such as Opportunity Pathways) outside of existing locations and target groups	Support Services reviewed and extended (locations and target groups) as appropriate	Support Services reviewed and extended (locations and target groups) as appropriate	ACHIEVED We conducted a comprehensive review of the Support Unit over the past year, leading to a successful restructure and the creation of Support Pathways. This positive change has significantly enhanced our capacity as a business and enabled us to provide more intensive support services to our tenants. We are also continuously identifying and applying for relevant funding opportunities and grants pertinent to the support area.
We listen to our clients	Our clients are engaged in the shaping of our services and programs	Provide regular and varied opportunities for engagement and feedback from residents and integrate input into our programs and service delivery	A minimum of 10 Resident Advisory Group (RAG) and seven Maintenance Advisory Group (MAG) meetings held annually	ACHIEVED We have successfully met our target by holding 10 RAG meetings and seven MAG meetings, as planned. The valuable feedback and input from our resident groups allow us to incorporate their insights and lived experiences into the delivery of our services and programs.
We create cohesive communities by bringing people together	Our communities are inclusive and connected and our residents feel safe and secure within them	Design and implement targeted placemaking initiatives	75% of tenants report they feel "safe" or "very safe" in their neighbourhood	ACHIEVED We have achieved this target with 75% of residents feeling 'safe' or 'very safe' in their neighbourhood. This result is in line with the NRSCH threshold of 75%.



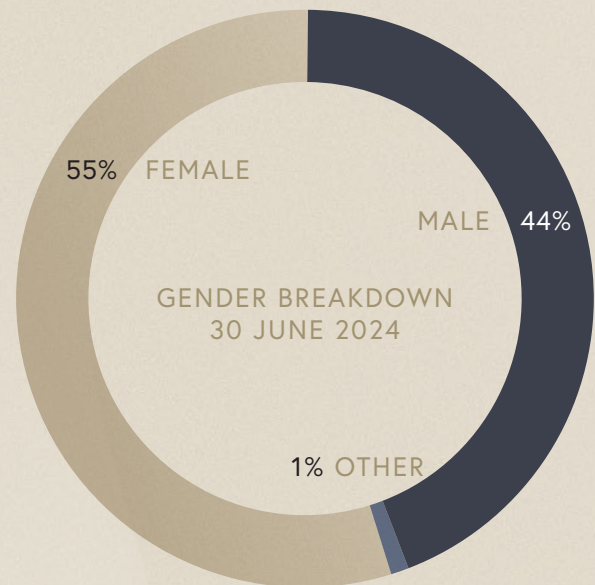
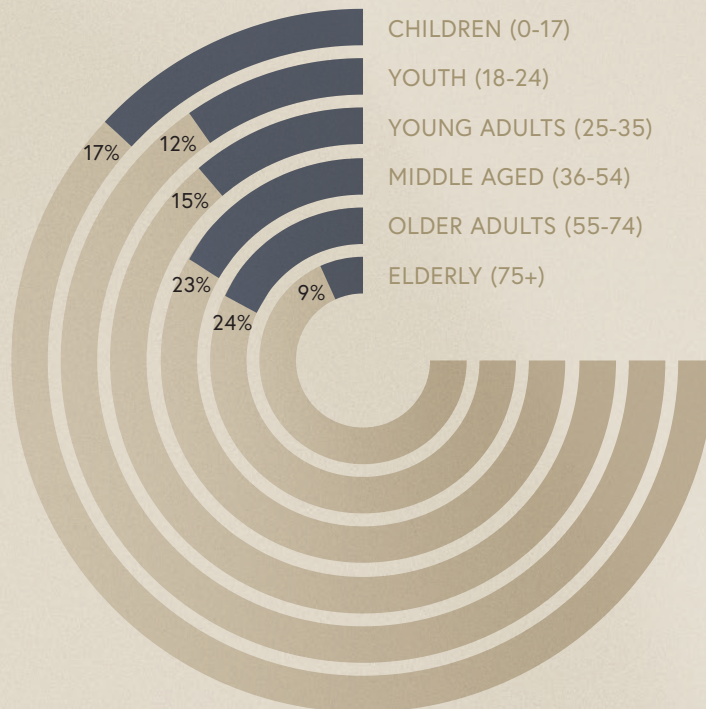
Waterloo NSW, apartment

OUR RESIDENTS

TENANT PROFILE 30 JUNE 2024

RESIDENTS 11,000+
PROPERTIES 4,965

AGE GROUP

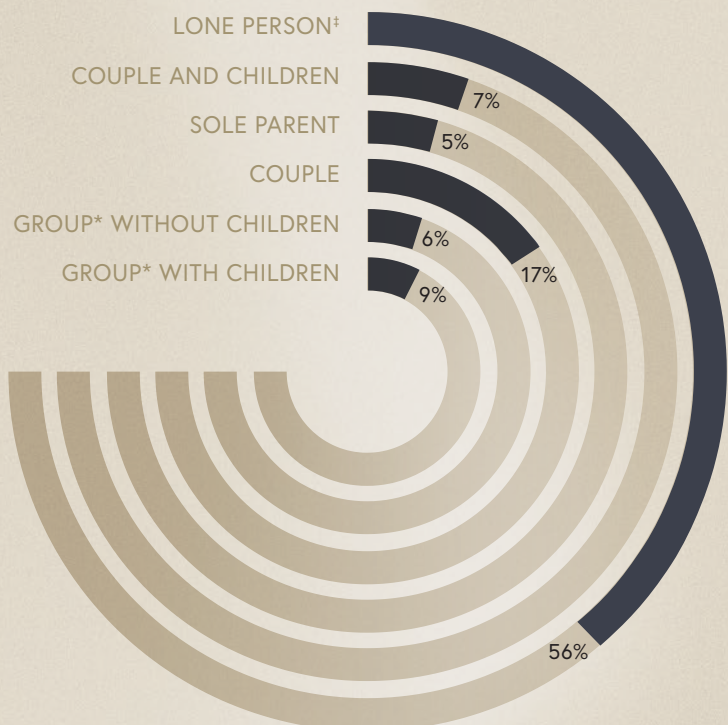


‡ The lone person households have grown significantly, rising from 28% in 2020 to 56% this year, reflecting broader trends in the housing market.

* 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.

△ Social Housing data

HOUSEHOLD TYPES



DIVERSITY & DEMOGRAPHICS [△]	%
ABORIGINAL AND/OR TORRES STRAIT ISLANDER	3%
BORN OVERSEAS	49%
DISABILITY SUPPORT PENSION	35%
WELFARE PAYMENT MAIN SOURCE OF INCOME	94%
PREVIOUSLY HOMELESS	5%
AGED CARE PENSION	18%

STELLA

STELLA, A RETURNING RENTER OF ASCOT VALE, COULDN'T BE HAPPIER IN HER HOME AT EVOLVE HOUSING'S BRAND-NEW COMPLEX ON DUNLOP AVE IN MELBOURNE.

A renter in public housing for 25 years following an abusive marriage breakdown and struggling to make ends meet at her sewing job, Stella feels extremely lucky to have a place of her own.

"For me, I feel fortunate to come back to Evolve Housing," the 65-year-old said. "Evolve Housing cares about the renters. There are lots of activities and if we have a problem, we can head to the office where it's so much easier to connect with staff."

Stella lived in Ascot Vale for 20 years before she was relocated for five years while the Victorian Government revamped the 80 old walk-up units into 200 modern apartments. Funded through a \$104 million grant from the Big Housing Build initiative, the new complex offers a mix of social and affordable, one, two and three-bedroom homes, including five fully accessible apartments to support people living with disability.

This exciting initiative also saw the beginning of Evolve Housing's expansion into Victoria, through Evolve Housing Vic Limited (EHVL). EHVL won the management of 100 social housing dwellings, as well as the maintenance for all common areas for the 200 dwellings in the renovated complex. Later, an additional 26 social housing units were also awarded to EHVL.

When Stella migrated to Australia from China, she couldn't speak a single word of English but took it upon herself to learn. She also secured a job working in a sewing factory. She became an Australian resident when her son turned seven and life was going well for

a while. However, when her marriage turned abusive, things took a turn for the worse.

Despite the challenging times, Stella never gave up on pursuing her dreams as an Evolve Housing renter. Today she is an active member of the Victorian Resident Advisory Group (RAG) and involved in social housing activities such as the Women's Group and the community garden.

She is also an avid member of the wider Ascot Vale community and involved in the Wingate Community Centre, a centre that focuses on social justice, advocacy and action on behalf of local people who are experiencing barriers to participation. Studying part-time, Stella hopes to assist the local community by becoming a Chinese interpreter.

"I'm a people person, I like to help others. I really want to be a Chinese Interpreter and get my certificate," she said.

Since being a renter with Evolve Housing, Stella said she feels at home and is looking forward to many years with the Dunlop Avenue community, along with the support of Housing Manager Gavin Smith and Community Connections Officer Eliza Amilale. "Gavin and Eliza are quite warm and easy to talk to...I am very comfortable with them," she said.

When asked for wise words for current and future renters, Stella said to look around because there is always someone willing to help. "Help is always near. For me, I feel very lucky to come back to Evolve Housing...I am home."

IMPROVING LIVES AND STRENGTHENING COMMUNITIES

"HELP IS ALWAYS NEAR"



Stella, Ascot Vale, Victoria

6 SUSTAINING ORGANISATIONAL EXCELLENCE

INVESTING IN THE RIGHT PLATFORMS AND TECHNOLOGY TODAY IS THE KEY TO ENSURING FUTURE SUCCESS.

The 2024 financial year was a mixed one for Evolve Housing. On the one hand, ongoing cost-of-living pressures meant we continued to face a challenging economic climate. On the other, new Federal and State government investments in social and affordable housing created exciting new opportunities to significantly expand our property portfolio.

To best meet these challenges and grasp these opportunities, we continued to innovate, improve our systems and processes and implement cutting edge technology solutions to support both change and growth within our business. Here are some of the highlights from the year.

SERVICENOW

The most significant activity for our entire business, particularly our ICT Business Enablement team was the rollout of ServiceNow. This platform represents a step change for our organisation. For the first time, it brings together our Customer Service Management System, Field Management System and Tenant Portal under one convenient digital umbrella.

ServiceNow has revolutionised our ability to streamline processes and fulfill resident requests. By centralising all service requests into a single platform, we have significantly reduced response times and improved overall efficiency.

The platform's automated workflows and knowledge base allow our teams to quickly identify and resolve issues, while its intuitive interface makes it easy for residents to submit and track their requests.

Additionally, ServiceNow's analytics and reporting capabilities provide valuable insights into service trends, enabling us to proactively address potential problems and continuously improve our service delivery.

ServiceNow also makes it easier and more convenient for our residents to interact with us and have greater transparency. Lodging repairs and maintenance requests and tracking their progress can all be done within minutes on their phones.

The ServiceNow platform has also significantly improved our Property Services management processes. By providing real-time work order notifications and a user-friendly contractor portal, we've streamlined communication and increased efficiency. Contractors can now promptly receive and update work orders, ensuring timely task completion.

Additionally, the integration of the ServiceNow Field Service module with our ERP system for invoicing has significantly simplified our financial processes, leading to improved payment accuracy. This digital transformation has not only enhanced our relationship with contractors but has also contributed to overall operational excellence.



Evolve Housing Parramatta office staff member

In the year ahead, our focus will shift to exploring how best to integrate and utilise the enterprise asset management capabilities of the ServiceNow platform. We will also look at the most user-friendly way to integrate the platform with our new website, which is currently in the early stages of development.

CYBERSECURITY OPERATIONS CENTRE

Protecting the data and privacy of our residents remains the highest of priorities for Evolve Housing. This year, we engaged cybersecurity specialist 3Columns as the Security Operations Centre (SOC) that monitors the Evolve Housing network. This is freeing up our team to devote more time to other key business activities.

The Evolve IT team in partnership with security vendors have implemented a multi-layered security system that scans the network 24/7 to flag any abnormalities or suspicious activities. This around-the-clock monitoring allows the SOC analysts to be notified immediately of emerging threats, giving them the best chance to prevent or mitigate harm.

NEW WI-FI SYSTEM

This financial year we also rolled out a new, improved Wi-Fi system from Aruba. The new system allows us to separate our corporate Wi-Fi network from our guest Wi-Fi network. This strengthens the cybersecurity and privacy of our network and creates a better user experience for our staff, residents and guests. The new network is delivering more access points throughout our office spaces which enables staff to work from meeting rooms and hot desks.

UPDATED PHONE SYSTEM

In line with our commitment to regularly refresh our equipment and technology, we made the decision to

retire our legacy Cisco phone system. Leveraging our investment in the Microsoft Office 365 platform, we have enabled the Teams calling functionality, so staff can make and receive calls using the Microsoft Teams application. This has allowed us to decommission unneeded handsets and bring all communication within the one convenient digital ecosystem.

IMPROVING OUR DIGITAL CONTENT MANAGEMENT

Evolve Housing partnered with IntelligenceBank to more efficiently manage our digital and creative assets. Advanced AI and facial recognition functions within this platform will improve the searchability of our content library. The lifecycle of our assets will also be automated and team members will be reminded when content needs to be updated, replaced and retired.

BILLING AUTOMATION SYSTEM

To better manage the processing of rates and bill notices, and distributing them to residents, our Finance Team rolled out a new billing automation system. The system automates and digitises manual reconciliation of utility bills and reduces the need for vast amounts of data entry and double handling.

INCREASING OUR DATA ANALYTICS CAPABILITY

To drive the process of continuous business improvement, we have chosen Microsoft Fabric as the data analytics platform. This platform enables data to be ingested from across all our other digital platforms, allowing teams to build insights and generate reports quickly and easily.

GROWING OUR TEAM

To support the growing importance of digital platforms and technology to our business, this year we added a Business

Analyst to our IT team and partnered with Thirdera, a ServiceNow Elite partner, to support the ServiceNow platform for ongoing support and enhancements.

GOVERNANCE AND LEGAL

CERTIFICATION AND ACCREDITATION

In FY2024, Evolve Housing and its controlled entities continued to implement the highest levels of governance. We ensured our policies reflected best practice through a number of certification and accreditation processes. We also benchmarked our performance and practices against our peers, recognising this as an important requirement for us as well as our key partners and stakeholders.

We successfully completed our triennial Australian Service Excellence Standards (ASES) accreditation, excelling in all categories. Homes NSW requires that we complete this process to continue to partner with them in the delivery of homelessness services. The report we received from ASES stated we were "exceeding expectations", and that Evolve Housing is a "well-structured and managed organisation which achieved 100% compliance."

In addition to this, we continued to meet compliance requirements under the National Rental Affordability Scheme (NRAS) framework. This is key to enabling us to continue to partner with the Federal Government's Department of Social Services and assist the government with commitment to improving housing affordability.

In anticipation of significant growth opportunities in the year ahead, this financial year Evolve Housing registered an entity as a community housing provider—Evolving Communities Limited. This puts us in the best possible position to take advantage of opportunities without impacting the current day-to-day operations of the business.

In response to its rapid growth, EchoRealty became a separate legal entity this financial year. The project team worked diligently to achieve the transition, preparing, issuing, negotiating and signing extensive documentation to effect the assignment of landlord client property management agreements from Evolve Housing to EchoRealty. This change will support future growth opportunities for our EchoRealty business.

MODERN SLAVERY POLICY

This financial year, Evolve Housing was proud to implement its first Modern Slavery Policy. This important document will help us detect, prevent and respond to the risk of modern slavery as well as comply with our legislative obligations under the Modern Slavery Act. It will help ensure that modern slavery is not occurring in our business or our supply chain.

As part of the implementation, we devised a transition plan and created awareness of the policy and its purpose through compulsory training for all staff.

We have also begun to update our contracts to include anti-slavery clauses and conduct due diligence on our contractors.

CONTRACTS AND FUNDING AGREEMENTS

We introduced a new, streamlined process for reviewing, approving and registering contracts. The IntelligenceBank system introduces a robust, two-pillar approach to the way we handle contracts and will lead to more accurate and efficient outcomes. Reporting and accessing information will be much faster and simpler. It will also generate automated reminders when contracts are due to expire.

Our team also did a significant amount of work drafting new contracts and agreements which allow us to take advantage of existing and new funding opportunities.

COMPLAINTS POLICY

We aligned the Evolve Housing Complaints Management Policy with the Complaints Policy template provided by the Community Housing Industry Association Vic. We also revised it to include better guidance around our two-level complaint system (frontline staff and formal).

With the rollout of the ServiceNow platform, the complaints process will become simpler and quicker, while also allowing easier reporting.

PRIVACY POLICY

In response to changes in legislation, we updated the Evolve Housing Privacy Policy this financial year to ensure that our policy continues to meet industry best practice. The updated policy reflected changes to our IT policies and practices and was done with guidance from the Office of the Australian Information Commissioner.

The Evolve Housing team also took the lead on data governance and privacy in our sector, chairing a working group on these issues with other Community Housing Providers (CHPs).

Supported by the Community Housing Industry Association (CHIA) NSW, this working group was designed to help CHPs better understand their legal obligations in NSW when collecting, storing, sharing and securely destroying records and data. It also aimed to create a set of data retention principles for the sector that comply with legislation and government policy.

BOARD CHANGE AND RENEWAL

To streamline our governance structures, Evolve Housing introduced a "Mirror Board" structure. Under this structure, the same directors sit in the same positions across each board. This ensures we have sufficient capability and skills across our boards and allows us to create efficiencies.

The board renewal process helps ensure we continue to have the right mix of skills and experience to deal with the challenges and opportunities we face in a rapidly changing operating environment.

FUTURE PLANS

To ensure we continue to deliver excellence in governance, in the year ahead our Governance and Legal team will be delivering our three-yearly policy review. As part of this process, we plan to update our data retention policy and create a new Artificial Intelligence (AI) policy.

We will also be updating our Governance Manual and Director Handbook in the year to come.

GOAL 4 OUTCOMES: SUSTAINING ORGANISATIONAL EXCELLENCE

OBJECTIVE	WHAT DOES SUCCESS LOOK LIKE?	KEY ACTIONS	SUCCESS MEASURE	STATUS
We are an employer of choice	We have a work environment that attracts and retains skilled and motivated team members, aligned to our business needs	Offer employee benefits that are market leading	90% of all roles filled within six weeks from date of advertising	ACHIEVED We achieved this target by filling 90% of all roles within six weeks of advertising, successfully placing 46 candidates, including filling nine internal vacancies.
		Build capability across the business to nurture wellbeing and safety and foster an inclusive and supportive workplace	Succession planning in place	ACHIEVED Succession planning and leadership development planning is in place, ensuring a smooth transition and continuity of leadership within the organisation.
We enhance systems and practices to optimise our capacity	Our business systems are leading, responsive, efficient and effective	Implement an innovative digital platform aimed at optimising communication, automating operations, and enhancing residents, clients, and employees experience	New digital platform ServiceNow progressively phased in commencing FY2024 and fully implemented and operational by FY2027	ACHIEVED The ServiceNow project is transforming our daily tools and enhancing service for residents, support services, and contractors. Delivered in three phases over three years, Phase 1 is now complete, improving our Contact Centre functions, case management processes, and Work Order process.
We understand and act on our environmental responsibility	Our plan to measure and reduce our environmental impact is embedded in daily operations	Revitalise relevant programs such as Evolving Green and engage with like-minded stakeholders to deliver new environmental initiatives	Active programs to reduce carbon footprint	ACHIEVED As part of our Evolving Green program, we recently replaced 10 old electric hot water systems with new heat pumps, significantly improving energy efficiency and reducing residents' energy costs. This project was funded by the NSW Government's Energy Saving Scheme, which offers rebates for updating to energy-efficient systems to enhance the affordability, reliability, and sustainability of NSW's energy infrastructure.
		Assess and implement an Environmental and Social Governance (ESG) reporting framework	ESG reporting implemented	IN PROGRESS Our ESG framework is on track to be developed and implemented by March 2025

THE EVOLVE HOUSING TENANT PORTAL

IN THE FY2024, EVOLVE HOUSING EMBARKED ON A DIGITAL TRANSFORMATION JOURNEY TO UNLOCK PRODUCTIVITY ACROSS THE ORGANISATION.

As part of this transformation and the implementation of ServiceNow, we delivered a new Tenant Portal.

Launched in May 2024, the Tenant Portal allows Evolve Housing to expand our digital service offering providing residents with an additional method to engage with us, while keeping our current services available. This added layer to our service delivery not only streamlines many of our core processes but allows teams across our business to work more efficiently, while offering tailored support to residents with the click of a button.

The rollout of this platform has introduced a raft of new self-serve capabilities to enhance residents' experiences when engaging with Evolve Housing. Easily accessible using their registered emails, residents are able to:

- create personal profiles and update contact details
- request maintenance repairs for properties and view status updates on these requests
- pay rent and see balances of rent and non-rent accounts
- access a library of useful articles to help manage their tenancies
- complete satisfaction surveys and provide feedback to assist us in delivering high quality customer service experiences.

From its conception, the Evolve Housing Maintenance Advisory Group (MAG) and Resident Advisory Group (RAG) have played a pivotal role in the consultation, development, testing and launch of the Tenant Portal. During the production phases these residents tested the portal and provided feedback to ensure we were hitting the mark ahead of launching. Our resident Bruce, who has been a part of the RAG for 14 years, completed end-to-end testing and assisted our team in the troubleshooting

process before the portal went live. He's excited about the system's potential for tenants like him.

"This platform is a one-stop shop. Residents can place requests and follow these work orders online, making it easier to manage their tenancies," Bruce said. "It's wonderful that this platform will continue to evolve, with new features added including residents being able to make appointments, access ledger statements, book resident activities and more!"

Kristelle, project manager for the Tenant Portal has been part of the process from the very start. "Ever since we observed how passionate our residents were about having their own portal, the team never let go of the possibility. It has always been a goal of ours to deliver on, understanding how important this portal is to residents. I'm so pleased that we've been able to deliver it this year."

Since launching, residents have had access to a range of helpful guides and workshops to help them navigate this new offering, including user guides and FAQ documents. Our project team also hosted Community Roadshows where employees conducted workshops to help residents sign up and navigate the portal. Evolve Housing's client-centered approach and standards of customer service are key to our values and success. The launch of the Tenant Portal represents a new standard of service for Evolve Housing from which we will continue to build. Residents can expect more improvements and enhancements as the system matures, with additional features delivering more efficient, transparent and convenient ways for residents to access tenancy-related services.

"THIS PLATFORM IS A ONE-STOP SHOP"



TENANT PORTAL
USER GUIDE

THINKING COMMON SENSE FOR ALL

evolve
THINKING

7 OUR PEOPLE

EVOLVE HOUSING'S SUCCESS STEMS FROM ITS DEDICATED EMPLOYEES, UNITED BY A SHARED MISSION TO PROVIDE SAFE HOUSING AND FOSTER THRIVING COMMUNITIES.

The passionate people who work for Evolve Housing share a deep connection with our purpose to help people in need access safe housing, build their independence and live in thriving communities. This commitment is crucial to the success of Evolve Housing and a key reason we continue to be able to attract and retain high performing employees.

Evolve Housing is dedicated to being an employer of choice for individuals who have chosen a career in the community service sectors.

In this chapter, we reflect on the key achievements and activities driven by our People & Culture team to develop our workplace culture, support our employees to be the best they can be, celebrate the diversity of our talent and recognise and retain a committed and passionate workforce.

We also profile our Board, CEO and Executive Leadership Team, whose collective knowledge, skills and passion are crucial in ensuring Evolve Housing continues to meet its purpose of enabling more people in need to live in quality homes in thriving and inclusive communities.

FLEXIBLE WORKING ARRANGEMENTS

Our Flexible Working Policy provides options for employees to access various types of flexible working arrangements. Being a certified Family Friendly Workplace™ we believe this encourages appropriate balance between work, personal and family responsibilities for our people. It further enables our employees to better manage their wellbeing and to optimise their productivity through reducing travel time.

Recruitment of new roles during 2024 showed that flexible working arrangements was the number one priority for most candidates and is considered a high value proposition when applying for jobs.

Offering a broad range of flexible working options has assisted with attracting the best quality candidates to our organisation.

Our Flexible Working Policy enables employees to work up to 50% of their working hours over a fortnight from home, with all employees accessing one or more forms of flexible working, including:

- 4% of employees work part-time
- 20% of employees work a compressed week
- 98% of employees work from home with the majority of employees working up to 50% of their working hours from home.

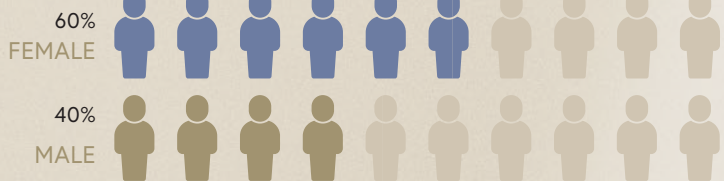


Staff members, Parramatta office, NSW

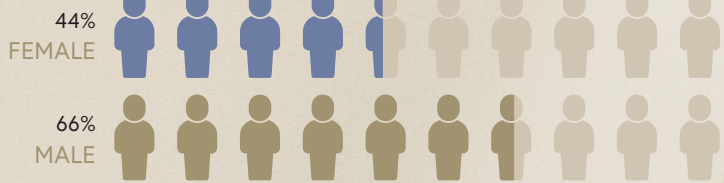
STAFF GENDER



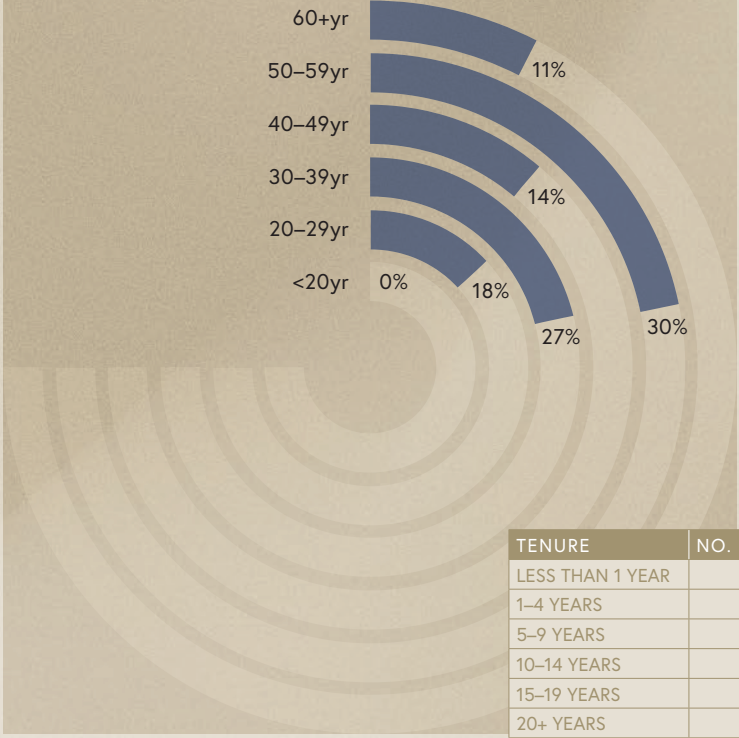
LEADERSHIP GENDER



BOARD DIRECTOR GENDER



STAFF AGE GROUPS



EMPLOYEE EXPERIENCE

Creating a fulfilling, productive and supportive work environment for all our employees is important at Evolve Housing. In our FY2023 Employee Experience Survey, 93% of our employees stated they "would recommend this organisation as a good place to work". One of the primary motivators for our employees is their connection to the organisation's purpose and their clarity on the organisation's mission. 93% of employees stated, "my work provides me with a sense of meaning and purpose" and 99% of employees said they "have a clear understanding of the goals and objectives of our organisation".

While this is overwhelmingly positive and a vote in confidence for our organisational culture, continuing to improve employee satisfaction, engagement, retention and performance has remained a focus.

Using feedback from the Employee Experience Survey, in FY2024 we brought our leaders and people managers together for a workshop focused on developing an action plan to drive improvements to further enhance our workplace and organisational culture. From this, we implemented several changes to increase collaboration and information sharing across the organisation. These included introducing regular status updates for key projects; increasing the frequency of 'Connections' meetings, where all employees come together to hear updates and achievements from different business units; and hosting social events so employees can connect and strengthen their relationships with each other.

During 2024, we formed an Employee Advisory Group to represent the voice of the workforce. The Advisory Group consists of six employees representing the various business units of the organisation, who have an interest in developing Evolve Housing's organisational culture. This Advisory Group is led by a Steering

Committee consisting of two Team Leaders and three Emerging Leaders and sponsored by the General Manager of People and Culture.

The group has established priorities for the coming year to drive employee inclusion and involvement within our workplace culture.

ATTRACTING AND RETAINING EMPLOYEES

As an employer of choice workplace in the housing and community services sector, recruitment and remuneration continue to be challenging areas for our People & Culture team.

In FY2024, we introduced several initiatives to ensure we continue to attract and retain the high performing employees we need to achieve the objectives in our strategic plan.

To improve remuneration, motivate employees to perform at their best and differentiate Evolve Housing as an employer of choice, we introduced a Merit Remuneration (bonus) Scheme which rewards employees for high performance and demonstration of behaviours that align to our organisational culture values.

Unlike other community housing providers that reward executives with bonuses, our scheme recognises all high performing employees across the entire organisation.

In FY2024 we provided a Merit Bonus to 30 employees who exceeded their performance objectives, representing our top 21% highest performing employees.

We believe that motivating and rewarding our employees for going above and beyond is critical to ensure we provide exceptional service to our clients.

To further improve remuneration and employee benefits, we were pleased to increase our employee's salaries by 9.5% over the past 24 months. This has ensured our Award-based employees are paid a minimum of 5% above the Social and Community Home Care and Disability (SCHADS) Award minimum pay rates. In addition, the Superannuation Guarantee Contribution (SGC) increased a further 1% over this same period.

The new remuneration scheme is closely linked to our Talent and Succession Framework which is now embedded across the organisation. This process is a way of identifying potential leaders and providing them with a tailored development program to support their career progression.

PERFORMANCE

As part of our Performance Framework, employees have individual Role Objectives set annually and their performance is evaluated against these objectives. Employees are also assessed against three Organisational Objectives:

- demonstration of behaviours in accordance with our Organisational Values
- compliance to all company policies and training, including Work Health and Safety, Code of Conduct and Fraud and Conflict of Interest, Privacy, Discrimination and Equal Opportunity, and Zero Tolerance to Violence and Sexual Harassment
- participation within resident engagement activities throughout the year. All employees, irrelevant of whether they are in a direct client-facing role or not, are required to engage in an activity with residents to deepen their connection with the organisation's 'purpose' in our service to clients.

Employees are also assessed against Evolve Housing's seven standard Competencies, which are the same for all

roles across the organisation. All leaders are evaluated against an additional two leadership competencies. These are outlined below.

COMPETENCIES FOR ALL EMPLOYEES

1. Change management and adaptability
2. Innovation
3. Problem solving and decision making
4. Professionalism and self awareness
5. Relationship management and communication
6. Resilience
7. Risk management and compliance

COMPETENCIES FOR GROUP EXECUTIVE AND MANAGERS

8. Fiscal accountability
9. Leadership and developing teams

In 2023, 87.3% of the workforce either met or exceeded their performance objectives. This result showed an improvement in overall organisation performance over the past two years, with 81.8% of the workforce meeting or exceeding their objectives in 2022.

The organisation is continually striving to uplift performance. As part of our Talent and Succession Framework, our managers participate in collaborative workshops to review every employee's performance and their potential. This process entails a comprehensive, holistic evaluation that removes potential bias and enables continuity of measurement of all employees across the entire organisation.

This proactive planning of succession helps to increase the capability of our employees and future-proof our organisation through ensuring successors are identified for critical roles within the organisation. It means Evolve Housing can identify emerging leaders and



Staff members, Parramatta office, NSW.



Staff members, Parramatta office, NSW.

mitigate unnecessary turnover of employees through offering career opportunities or development to support employees' ambitions. Individuals identified as high performing or with high potential are invited to participate in our Emerging Leaders program, with 19 employees joining the program in 2024.

It is important to recognise that, as a small organisation of 144 employees, it can be difficult to create new opportunities for our high performing employees. In FY2024, we had to think creatively about how to retain key employees and make the best use of their skills and talents.

Over 33% of our total workforce secured a job promotion and/or were provided with an opportunity to 'act-up' in a more senior role.

Acting-up ensures the organisation is developing emerging leaders and creating development pathways for them. In FY2024, 31 employees were offered the opportunity to act-up in a role suited to their desired career pathway. This was an increase on the previous year. We provided an additional 17 employees with further career opportunities through offering promotions or the option to change roles to a more complex position.

TRAINING AND DEVELOPMENT

Evolve Housing is committed to providing all employees with opportunities to grow their capabilities, skills and knowledge to reach their full potential. As part of our Talent and Succession Framework, managers work with each of their team members to develop an individual development plan based on their role, unique needs, career objectives and skills. Led by the People and Culture team, we also created an organisation-wide training and development plan that is reviewed annually to align with our priorities and broader issues impacting our operating

environment and the housing and community sectors. Core competency areas are identified around key pillars such as technical skills, behavioural practice, work, health and safety and customer service. In FY2024 our compliance training focused around zero tolerance to violence, sexual harassment prevention and fraud management.

To uplift support to our residents, we provided education and training around complaints management, communication styles and de-escalation techniques.

For the first time, we introduced compulsory domestic and family violence training, recognising that significant events in the past 12 months may be impacting our workforce. Through this training, our goal is to help create greater awareness among our workforce around their own personal wellbeing while also providing them with trusted tools and resources to better support the clients and communities they work with. 98% of employees completed this training in FY2024 as a way of managing their own personal safety and to increase their knowledge to better support our clients.

This financial year, 53 employees, including managers, team leaders and 19 emerging leaders—more than a third of our entire workforce (37%)—participated in the Evolve Housing Leadership Program. This program, facilitated by Maximus International, is refreshed each year to align with our priorities and key strategic focus areas. It consists of three streams: group workshops and forums for all leaders and managers, a targeted program for emerging leaders; and an individual coaching stream for senior managers with high potential.

Four forums were conducted during FY2024, involving all 53 leaders coming together to connect, strengthen their working relationships and enhance our organisation culture through the concepts of courage, clarity,

collaboration and conviction. In addition, two workout sessions were conducted where leaders and managers increased their skills in having 'Courageous Conversations' and stretching their planning abilities through 'Horizon Thinking and Planning'.

WORK HEALTH AND SAFETY

The physical health and mental wellbeing of all our employees is at the core of our organisation's culture. We have a strong commitment to ensure our employee's wellbeing is looked after. In our Employee Experience survey, 86% of employees rated their personal wellbeing in the workplace as 'Exceptional'. Despite this, we recognise working in the community services sector with vulnerable clients and tenants can be confronting and challenging work.

We provide several initiatives to help employees manage the psychosocial impacts of their work. During 2024, we rolled out the Group Reflective Supervision Sessions conducted by a qualified counsellor to two additional teams, being the Contact Centre and team leaders across Resident Services.

These group sessions continue to be an effective way for our employees in client-facing roles to manage psychological hazards that can be caused through vicarious trauma due to the nature of their community services work.

We have a proactive Work Health and Safety (WH&S) Committee consisting of eight employees representing different parts of the organisation. This Committee meets quarterly to review hazards and incidents, train in emergency response scenarios and discuss ideas to maintain and enhance the wellbeing, health and safety of our employees, contractors' employees and visitors to our offices. In 2024, the WH&S Committee continued to

ensure governance of the organisation's safety systems while also providing continued support to employees to ensure their optimal health and safety.

Safety provider, Skilled Health undertook a further external audit of Evolve Housing during September 2023. Their findings report state: "There have been major improvements implemented since the previous WHS review completed by Skilled Health in 2020. Evolve Housing has made a considerable progression forward with the documentation of Work Health and Safety systems. The upgrades have focused strongly on developing a systematic approach to WHS across the organisation and at all levels, with the implementation of procedures to support policies."

The report highlighted no 'extreme' findings of concern, and two areas were noted as areas of improvement. These included the safety of employees working remotely and the management of third-party contractors.

Priority actions undertaken to enhance work health and safety during FY2024 included:

- An audit and employee survey on the usage of remote safety devices to assess employee sentiment, knowledge and appropriate usage of the device. This resulted in implementing additional training every six months for all client-facing employees on the safety device.
- Review and enhancement of the WH&S online compliance training for employees.
- Improving governance of document control and content management, including maintaining incident reporting and WH&S reporting in one central location.
- A review of the return to work and rehabilitation process, to ensure quality records and documentation.

- Installation of fixed duress alarms at the Penrith office and maintenance on the duress alarms for the Parramatta office.

To further enhance the wellbeing of employees and to support their families, we created and implemented a WH&S intranet site with information and resources to help employees maintain their health. The site includes content on women's health, men's health, health for family, caring of elderly, managing stress and anxiety.

To better support our third-party contractors and consultants, this year we developed and began to rollout a WH&S Framework aimed specifically at this cohort. The framework manages the safety of our contractors' employees whilst they are undertaking work at the direction of Evolve Housing and provides governance of Evolve Housing fulfilling our responsibilities under the Work Health and Safety Act.

DIVERSITY AND INCLUSION

Evolve Housing is passionate about embracing diversity. We consciously strive to ensure optimal inclusion within our workplace and to support our residents and clients with dignity and respect. Our employees rated our level of inclusion as very high with 92% saying they feel "their manager supports diversity and inclusion".

Our workforce is diverse and culturally rich. Within our 144-strong workforce, 49% speak another language other than English, 48% have carer responsibilities of either children, elderly family or family with a disability, and 3% of employees have told us they have a functional impairment or disability. Our employees have various faiths and religions including 66% being of Christian faith, 9% Islamic, 8% Hindu and 4% Buddhist. Guided by actions outlined in our Diversity and Inclusion Strategy, which focuses on initiatives and actions to recognise,

support and celebrate our diverse workforce, this year we completed or made progress on several key actions including the following highlights.

We achieved Family Friendly Workplace™ accreditation from the United Nations and Parents@Work. This strategic action plan resulted in enhancements to several policies including the creation of a carer's policy to recognise all forms of carers: parents, carers of individuals with disabilities and carers of elderly family members.

We also increased the benefits and support provided within our Parental Leave and Leave Policy, increased access to resources to assist employees with caring responsibilities, adjusted our Training Policy to enable training for employees during carer's and parental leave; updated our Remuneration Policy to support gender equality and made changes to the Recruitment Policy to ensure inclusion and equal opportunity during selection and promotion.

This past year we continued to host engaging diversity events to encourage connection and support between employees and to increase awareness of the diversity we have as a workplace.

We recognised and celebrated the following awareness days and initiatives:

- International Day of People with Disability
- International Women's and Men's Days
- UNICEF Global Diversity (Multicultural) Day
- Sorry Day, NAIDOC Week
- R U OK? Day
- Lunar New Year
- Wear it Purple LGBTIQ+ Day.

Our employees love coming together at these events exploring what makes us all special and unique and increasing our respect for each other's differences.

RECONCILIATION ACTION PLAN

OUR RECONCILIATION JOURNEY: AN UPDATE

Evolve Housing's vision for reconciliation is to work together respectfully and collaboratively with Australia's First Nations peoples.

Our goal is to provide homes, engage with communities, and deliver services that create culturally safe places for Aboriginal and Torres Strait Islander people and empower those individuals and communities to share with all Australians in a prosperous and healthy future.

OUR ABORIGINAL AND TORRES STRAIT ISLANDER RESIDENTS

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.

RECONCILIATION ACTION PLAN

We are committed to deepening engagement, fostering understanding and building respectful relationships to create more opportunities for Aboriginal and Torres Strait Islander people and their communities through our Reflect Reconciliation Action Plan (RAP). 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.

Our Reflect RAP was endorsed by Reconciliation Australia in June 2023 and commits us to an ongoing journey of awareness and reconciliation.

The Reflect RAP framework identifies the actions we will take to achieve this and is divided into four pillars: Relationships, Respect, Opportunities and Governance. Our RAP consists of 12 key deliverables across these

four pillars. We have progressed around 70% of our actions and have achieved positive steps in our efforts towards reconciliation.

RAP IMPLEMENTATION WORKING GROUP

The key to the success of our approach has been our Reflect RAP Implementation Working Group. This group was formed in July 2023 and consists of 10 staff and two clients, including two individuals who identify as Aboriginal and Torres Strait Islander.

With an active Executive Champion, the Implementation Group engages with employees from all business units, bringing a diversity of skills and experiences, as well as enthusiasm and passion, to learn and support the RAP implementation across the organisation.

REFLECT RAP ACTIONS

We approached the implementation of our Reflect RAP with great optimism, confident that it will drive us forward towards reconciliation, empower our staff with knowledge and better understanding about reconciliation issues, and create a more inclusive environment for our residents.

The key highlights of our Reconciliation implementation actions are as follows:

OPPORTUNITIES

- The team investigated and secured membership to Supply Nation. This commitment will support procurement of goods and services from Aboriginal and Torres Strait Islander businesses.



Sorry Day, NAIDOC Week 2024, Parramatta office

RELATIONSHIPS

- We formed many connections with other organisations undertaking RAPs and with local community individuals who identify as Aboriginal and Torres Strait Islanders. This has helped us to form stronger bonds and increase our understanding.
- We launched our intranet RAP page with educational insights including the Closing the Gap 2024 report and stories about our local community showing the history of Aboriginal and Torres Strait Islander cultures.
- We created a 'Connecting with Country' series where employees are invited to explore the Aboriginal Country where they live and share stories pertaining to their local indigenous areas.

RESPECT

- We undertook a RAP Cultural Awareness and Learning Staff Survey to identify levels of awareness within our workplace and inform training needs:
 - Employees actively engaged with the survey with 84% of employees participating
 - 81% agreed that opportunities for knowledge, awareness and understanding would make them feel more confident to support Aboriginal stakeholders
 - 56% agreed that education, awareness and events, engagement and implementing the RAP were the most important actions we could take to advance reconciliation.
- We held a ceremony to hang Boomerang art produced by our employees and residents at our 2023 Sorry Day event. We also mounted our commissioned artwork 'Land, River and Home' by artist Sal Lavelle, a proud Ngarigo Buhlung (Ngarigo woman).
- We created uniform shirts for all employees, featuring artwork created by artist, Todd Dorward, a Kullilli man and Evolve Housing resident.
- We hosted Reconciliation Week 'Now more than ever'

and Sorry Day recognition events, including a moving Welcome to Country from Darug woman, Thelmerie Rudd. These also included a smoking ceremony and spoken word and dance performance by Koomurri performer, Les Daniels and a didgeridoo performance by our wonderful resident, Todd Dorward.

- We implemented reminders and guides within all office meeting rooms to assist teams in conducting an Acknowledgement of Country prior to meetings.
- We displayed the Aboriginal and the Torres Strait Islander flags in our office foyer reception as a sign of respect and commitment to reconciliation.

GOVERNANCE

We ensured effective governance of our approach to completing our actions within the RAP through effective tracking and reporting of our progress, including providing updates in our Resident newsletter, reporting internally to our Board and externally to Reconciliation Australia.

REFLECT RECONCILIATION IN THE YEAR AHEAD

Evolve Housing has established a strong baseline of understanding, participation and new partnerships with Aboriginal and Torres Strait Islander people and organisations. We have shared our experiences with other organisations committed to reconciliation.

Our increased understanding has bolstered our commitment and passion to make a difference for our Aboriginal and Torres Strait Islander residents, staff and stakeholders. Our Reflect RAP framework continues to serve us and keep us on track with some key outcomes still in progress in 2024 including the following:

- Exploring further opportunities for partnership with local Aboriginal and Torres Strait Islander organisations and education providers to help strengthen our



connection and make a direct contribution to the ongoing success and development of youth within various communities.

- Undertaking a review of Diversity and Inclusion policies to ensure that greater awareness of the needs of the Aboriginal and Torres Strait Islander peoples is considered. This will also lead into a review of recruitment, and employment conditions and arrangements to provide greater flexibility and cultural safety within our organisation.
- Working on the requirements and outcomes

of a Cultural Awareness training program which will support the outcomes of the Cultural Awareness Survey in providing the organisation with a greater understanding and awareness of Aboriginal and Torres Strait Islander culture. The curriculum being explored will be a hybrid theoretical and practical session ensuring that people are well engaged and able to gain a greater appreciation of the culture through experience.

To read the Reflect RAP, scan the QR code above.

JOSH

FROM INTERN TO TEAM LEADER: JOSH'S RISE THROUGH EVOLVE HOUSING.

Josh Kelly is the perfect example of what you can achieve through hard work and dedication, when working at Evolve Housing. While studying for a Double Diploma in Business Management and Leadership, Josh completed two weeks of work experience at Evolve Housing. Working alongside Housing Managers and with EchoRealty, the largest affordable housing provider in NSW, he saw firsthand what goes on in Evolve Housing's Business Support, Contact Centre and Housing Services divisions.

In this short time, Josh knew that the community housing sector was where he wanted to be and applied for a Housing Manager position at Evolve Housing. "I felt fulfilled after my work experience and once I finished my course, I put myself forward for the position and was called in for an interview," Josh explained.

Due to his limited experience, Josh was offered a position in the Contact Centre which he described as a "valuable starting point". However, after two years, Josh wanted to advance his career and once again applied for the position of Housing Manager. "I was appointed as trainee Assistant Housing Manager during the COVID lockdown." Evolve Housing created this traineeship position as an opportunity for diligent employees just like Josh to receive on-the-job training whilst undertaking tertiary qualifications.

"I took this opportunity to start studying my Certificate 4 in Housing Management, with the support of Evolve Housing's Continued Education Policy, where all employees have access to \$5,000 of external training per year."

Josh took on additional responsibilities such as directly managing tenancies which allowed him to put his new learnings to the test. This experience convinced Josh that he was ready for a role as a Housing Manager and reapplied for the position. Evolve Housing wanted to ensure

Josh was set up for success and had ample experience to manage a full portfolio so chose to delay appointing Josh with that level of responsibility. Josh achieved his goal of becoming a Housing Manager in September 2021, taking on management of 300 residents.

"My favourite part of the job is helping our residents and seeing their lives change for the better." During his two-year tenure as Housing Manager, Josh took on further responsibility, supporting tenants transitioning from the Together Home program into longer-term housing. Josh's connection to Evolve Housing's purpose to help clients improve the quality of their lives is what has driven him to build a long and successful career.

When a Team Leader position in Housing Services became available, Josh organised a presentation to showcase his skills and demonstrate why he should be appointed to the role. In September 2023, Josh became the youngest Team Leader at Evolve Housing. "I am evidence that you can start at the bottom and make your way up. At Evolve Housing, there's a lot of opportunities for growth. As Team Leader, I love to help and invest in others. My team don't see my young age as a barrier, but instead allow me to support them to become the greatest version of themselves as possible."

Josh's positive career progression is due to his dedication, resilience and belief in his expertise, coupled with Evolve Housing's investment in developing their employees through career pathways. "I'm grateful to Evolve Housing for taking a chance on me as it has helped me not only grow professionally, but also personally. Evolve Housing is a great place to work. There are always opportunities. I support and encourage my colleagues to take the leap and believe in themselves because Evolve Housing is ready to help you get there."

"YOU CAN START AT THE BOTTOM AND MAKE YOUR WAY UP"



Josh, Evolve Housing Team Leader

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 50 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.



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 currently managing director of UPDM Pty Ltd, Norwest Association Ltd and WentWest Ltd (Western Sydney Primary Health Network). Alan resigned in March 2024.



DAVID BORGER

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

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



KAY VEITCH

FAICD

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

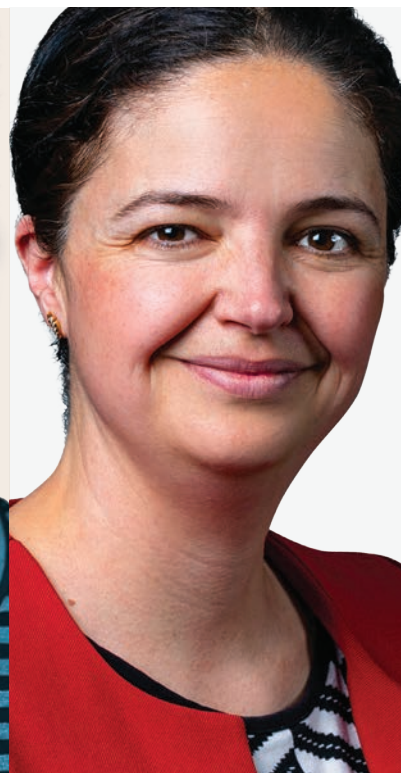
KAY has extensive experience in executive leadership at Qantas Airways, Virgin Australia Airlines and GWA Group Limited. She is a former Director of CARE Australia, Local Land Services and former Chair of Keep Australia Beautiful NSW. Her current appointments include Director of ASPECT Studios Pty Ltd 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. Nareen resigned in October 2023.



DAVINA ROONEY

DIRECTOR, EVOLVE HOUSING LIMITED,
ECHOREALTY NSW & ACT LIMITED,
EVOLVE HOUSING VIC LIMITED,
ECHOREALTY VIC 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.

BOARD OF DIRECTORS



GEORGINA LYNCH

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

GEORGINA has more than 30 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 Waypoint REIT 2023 and Cbus Property, which is one of Australia's leading integrated property developers. In addition, Georgina currently serves on the Board of Vicinity Centres RE Ltd.



DR ROBERT LANG

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

ROBERT brings deep knowledge and passion for Western Sydney. He is 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. Robert 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.



TIM REGAN

DIRECTOR, EVOLVE HOUSING LIMITED,
ECHOREALTY NSW & ACT LIMITED,
EVOLVE HOUSING VIC LIMITED,
ECHOREALTY VIC 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 executive roles at Mirvac Group, TJS Services, Sydney Organising Committee for the Olympic Games, and PricewaterhouseCoopers and Board positions at commercial and not-for-profit companies which currently include the Australia China Business Council NSW and the National Australia India Business Council.



TIM SPENCER

DIRECTOR, EVOLVE HOUSING LIMITED,
ECHOREALTY NSW & ACT LIMITED,
EVOLVE HOUSING VIC LIMITED,
ECHOREALTY VIC 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 and development delivery, extending into visionary urban planning. Tim has worked for both private and public enterprises delivering the full spectrum of property from residential, commercial, industrial, retail, infrastructure and retirement.



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 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 holds a real estate license in New South Wales, Victoria and the Australian Capital Territory. Charlie resigned from the Board in April 2024.



CHRIS ECCLES

AO

DEPUTY CHAIRPERSON, EVOLVE
HOUSING VIC LIMITED, ECHOREALTY
NSW & ACT LIMITED, EVOLVE HOUSING
VIC LIMITED, ECHOREALTY 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'.

BOARD COMMITTEE MEETINGS

Evolve Housing Limited (EHL), EchoRealty NSW & ACT Limited (ERNAL), Evolve Housing Vic Limited (EHVL) and EchoRealty VIC Limited (ERVL) (collectively referred to as the "Evolve Housing Group") have mirror skills-based Boards, with each Board comprising of nine 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 and committed to 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 FY2024 (excluding Board subcommittee meetings), there were:

- Six EHL Board meetings;
- Four ERNAL Board meetings;
- Four EHVL Board meetings; and
- Two ERVL Board meetings.

The Board has established various committees comprising Director 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.

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, 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 (to March 2024), Tim Regan (Chair), Paul Howlett, Robert Lang, Georgina Lynch, Tim Spencer and Chris Eccles. There were six FRAC meetings in FY2024.

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 acquisitions) are assessed and managed in an appropriate manner. The TRC's members are: Davina Rooney (Chair), Paul Howlett, Alan Zammit (to March 2024), Chris Eccles and Robert Lang. There was one TRC meeting in FY2024.

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's

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 and Chris Eccles. There were three GNPC meetings in FY2024.

REGISTER OF MEETINGS ATTENDED BY BOARD MEMBERS

DIRECTOR	EHL BOARD MEETINGS		EHVL BOARD		ERNAL BOARD		ERVL BOARD	
	E	A	E	A	E	A	E	A
Paul Howlett	6	6	4	4	4	4	2	2
Alan Zammit	4	4	NA	NA	2	1	NA	NA
David Borger	6	5	2	1	2	1	2	1
Kaylee Veitch	6	6	2	2	4	4	2	2
Robert Lang	6	3	4	1	2	0	2	0
Georgia Lynch	6	6	4	4	2	2	2	2
Davina Rooney	6	6	2	2	2	2	2	2
Tim Regan	6	5	2	2	2	2	2	2
Nareen Young	2	1	NA	NA	NA	NA	NA	NA
Chris Eccles	3	2	4	3	2	2	2	2
Tim Spencer	2	2	2	2	2	2	2	2
Lyll Gorman (Alternative)	6	6	4	4	2	2	2	2
Charlie Souma	NA	NA	NA	NA	4	2	NA	NA

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	6	6	3	3	1	1
Rhonda Hawkins	NA	NA	NA	NA	NA	NA
Alan Zammit	3	3	NA	NA	1	0
David Borger	NA	NA	3	3	NA	NA
Kaylee Veitch	NA	NA	3	3	NA	NA
Robert Lang	6	6	NA	NA	1	1
Georgia Lynch	6	6	NA	NA	NA	NA
Davina Rooney	NA	NA	NA	NA	1	1
Tim Regan	6	6	NA	NA	NA	NA
Nareen Young	NA	NA	3	2	NA	NA
Lyll Gorman (Alternative)	6	6	3	3	1	1
Chris Eccles	3	3	1	1	1	0
Tim Spencer	3	3	NA	NA	NA	NA

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

NOTE: The CEO, Lyll Gorman, attends all Board and Board Committee meetings by invitation. The CEO is also appointed as an Alternate Director for Paul Howlett (Appointing Director) across the Evolve Housing Group.

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, Vice President of the Australian Chamber of Commerce and Industry (ACCI) and holds a Master's Degree in Administration from UNSW.



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.



JITENDER BALANI

GROUP GENERAL MANAGER, STRATEGIC ASSET MANAGEMENT AND BUSINESS GROWTH

JITENDER is a dynamic leader of social and affordable housing with over 35 years' experience in both an operational and strategic context with a proven track record in influencing and negotiating outcomes, building partnerships and effectively inspiring direction and purpose with diverse groups of internal and external stakeholders. Passionate about social and affordable housing, Jitender is committed to advancing innovative housing solutions for those in need. He holds an Executive Master of Public Administration and a Bachelor of Building and qualifications in civil engineering.



JO LANG

GROUP GENERAL MANAGER,
RESIDENT SERVICES

JO has over 30 years of social housing knowledge and experience as an executive 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 a proven track record of inspiring high-performing teams to deliver strategic priorities. Jo has worked with Evolve Housing for over six years focusing on operational excellence and innovation to achieve positive social outcomes. She has tertiary qualifications in Social Sciences, Housing Management, Public Administration and Mental Health Studies.



BRETT MANWARING

GROUP CFO AND GROUP GENERAL
MANAGER, CORPORATE SERVICES

BRETT brings 30 years' experience as a senior executive and board director. He is skilled in cash-flow and risk management, innovative capital funding structures and assisting businesses develop and implement strategic plans. Brett is the Joint Trustee of the Illawarra First Fund and Brand Ambassador for Spoke to a Bloke. Brett was previously the Vice President of Business NSW, Chair of their Audit and Risk Committee, Chair of Recruitment Solutions Group Australia Pty Ltd and Chair of Australian Business Solutions Group as well as previously holding executive positions at GE Capital, PPB Advisory, Manly Warringah Sea Eagles and the Bruck Group of companies.



JO HENDERSON-BROOKS

GROUP GENERAL MANAGER, PEOPLE
AND CULTURE

JO is an energetic executive leader with over 25 years' 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.

FINANCIAL COMMENTARY ANNUAL REPORT 2023–2024.

We are thrilled to present to you the financial commentary for the Annual Report 2023–2024, a year that stands as a testament to our organisations' resilience and strategic foresight. Despite facing inflationary pressures and significant borrowing costs, we have not only weathered these challenges but have emerged stronger, setting the stage for our next phase of growth.

In the 2023–2024 financial year, Evolve Housing has achieved an operating surplus of over \$33 million underpinned by strong operational capability and performance, robust governance and sound business practices in relation to how we maintain and continually invest in our property assets.

One of the significant milestones of this year was the completion of our project at Lidcombe in New South Wales. This project has added approximately \$50 million worth of brand-new affordable housing, equating to 93 units, to our portfolio, as well as 63 social housing units which we are managing for Homes NSW on a long-term basis. This addition not only enhances our asset base but also underscores our commitment to our purpose of enabling more people in need to live in quality homes in thriving and inclusive communities.

In a market where both rental costs and cost of living are skyrocketing and many of our community members are grappling with financial stress, the availability of additional affordable dwellings has become a beacon of hope. These affordable homes offer much-needed relief to 93 households, providing them with a sense of stability and security. It is heartwarming to know that over 250 residents now have a safe and secure place to call home. This initiative not only assists in alleviating

the financial burden on these families but also ensures they can sleep peacefully at night, knowing they have a quality, safe and secure roof over their heads.

Our expansion into Victoria has also gained substantial momentum. Through our strong partnerships with like-minded organisations, we have taken over the management of additional properties, now overseeing more than 350 dwellings in Victoria. This strategic move not only strengthens our presence in the region but also aligns with our broader growth objectives.

As we look ahead, we are filled with excitement and optimism for the next phase of our journey. While we formally await further details following the approval of the Housing Australia Future Fund (HAFF), we are already gearing up for a period of innovative partnerships. Collaborations with capital providers, developers, and regulatory agencies will be pivotal in addressing the acute housing shortage, ensuring that our efforts are timely and impactful.

Together, we are not just navigating challenges but are also paving the way for a brighter, more prosperous future.

Please note a complete set of financial statements is available upon request.

TESTAMENT TO THE RESILIENCE OF OUR BUSINESS CAPABILITIES



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AUDITOR'S LETTER



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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 2024, 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-profits 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.

A handwritten signature in cursive script, appearing to read 'E Rothwell', written in dark ink.

Elysia Rothwell
Director

BDO Audit Pty Ltd

Sydney

25 October 2024

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AUDITOR'S REPORT

PAGE 1 OF 2



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 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), which comprises the statement of financial position as at 30 June 2024, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, 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 registered entity's financial position as at 30 June 2024 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 Regulations 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 registered entity 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 (including Independence Standards)* (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

The responsible entities of the registered entity 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.

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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 registered entity'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 registered entity or to cease operations, or has no realistic alternative but to do so.

The responsible entities of the registered entity 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.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

BDO

E Rothwell

Elysia Rothwell
Director

Sydney 25 October 2024

FINANCIAL

SUMMARY REPORT

	2024	2023	2022	2021	2020
Resident Satisfaction					
Overall satisfaction with the organisation (%)	80	80	83	83	86
Service Development					
Total housing properties	4,965	4,773	4,522	4,270	4,054
Finance Management					
Staff costs as % of total revenue (%)	22%	21%	22%	21%	20%
Property costs as % of total revenue (%)	58%	60%	58%	60%	54%
Property costs inclusive amortised leased costs					
Administration costs as % of total revenue (%)	9%	9%	9%	7%	7%
Profitability Ratio [§] — EBITDA / Operating Revenue (%)	11%	9%	11%	11%	11%
Property costs inclusive amortised leased costs					
Liquidity Ratio — Current Assets/Current Liabilities	1.1	1.3	1.3	1.3	1.2 [§]
Current liabilities including lease liabilities					
Cash at end of year (\$m)	27.3	33.1	37.1	27.2	24.8
Net profit (\$m)*	33.6	16.1	31.7	13.5	4.1
Operating Net profit (\$m)	3.3	2.6	4.1	4.2	1.4
Excludes Valuations gains/(loss) and one-off grants					
Retained profit (\$m)	357.6	323.9	307.9	278.8	264.0
Total Equity (\$m)	363.3	329.6	313.5	281.8	266.9
Housing Management					
Rent outstanding / arrears (BM 2.5%)	0.45	0.25	0.38	0.4	0.4
Rent forgone due to tenatable vacancies as a percentage of total potential rental income (BM 5%)	0.3	0.3	0.4	0.6	0.2
Average no. of days to house a tenant after an untenatable unit becomes vacant (BM 28 days)	34	28	31	19	17.8
Average no. of days to house a tenant after a tenatable unit becomes vacant (BM 14 days)	13	14	14	11	10.4
Number of tenants exiting the service because of a Possession Order enforcement	5	4	12	2	1
Human Resources					
Ratio of all staff to lettable properties	1:36	1:35	1:38	1:36	1:37
Number of full-time equivalent staff*	138	135	117	120	114

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

* BM, Benchmark

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2024

	2024	2023
Assets		
Cash and cash equivalents	27,309,143	33,114,470
Accounts receivable and other debtors	5,156,514	12,299,127
Other current assets	2,340,200	2,027,830
Total current assets	34,805,857	47,441,427
Non-current assets		
Property, plant and equipment	9,129,112	9,343,209
Right of use assets	44,590	89,648
Other non-current assets	2,023,446	2,253,619
Investment property	547,042,240	547,039,501
Total non-current assets	558,239,388	558,725,977
Total assets	593,045,245	606,167,404
Liabilities		
Accounts payable and other payables	17,969,066	19,250,435
Provisions	—	—
Employee benefits	1,968,175	2,151,111
Borrowings	—	—
Lease liability	12,004,547	15,386,255
Total current liabilities	31,941,788	36,787,801
Non-current liabilities		
Borrowings	122,520,600	161,879,824
Lease liability	74,860,269	77,864,420
Employee Benefits	467,798	29,883
Total non-current liabilities	197,848,667	239,774,127
Total liabilities	229,790,455	276,561,928
Net assets	363,254,790	329,605,476
Equity		
Reserves	5,546,810	5,546,810
Accumulated surplus	148,741,722	115,092,408
Accumulated surplus — restricted	208,966,258	208,966,258
Total equity	363,254,790	329,605,476

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 2024

	Reserves	Retained Surplus	Retained surplus restricted	Total accumulated funds
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
Balance at 1 July 2023	5,546,810	115,092,408	208,966,258	329,605,476
Surplus after income tax expenses for the year	—	33,649,314	—	33,649,314
Other comprehensive income for the year, net of tax	—	—	—	—
Total comprehensive income for the year	—	33,649,314	—	33,649,314
Balance 30 June 2024	5,546,810	148,741,722	208,966,258	363,254,790

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 OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
Revenue	76,017,598	82,538,778
Other income	1,333,165	1,701,927
Employee benefits expense	(16,592,512)	(14,825,591)
Expected credit losses	(288,556)	(370,463)
Property expenses	(28,612,080)	(25,194,121)
Finance costs	(7,125,176)	(6,263,751)
Other expenses	(7,395,395)	(6,491,563)
Surplus from operating activities	17,337,044	31,095,216
Change in fair value gain/(loss) on investment property	28,538,230	(1,617,275)
Change in fair value gain/(loss) on right of use asset classified as investment property	12,225,960	(13,325,762)
Surplus for the year attributable to members	33,649,314	16,152,179
Income tax expense		—
Surplus after income tax expenses for the year attributable to members	33,649,314	16,152,179
Other comprehensive income		
Revaluation of property, plant and equipment		—
Total comprehensive income for the year		—
Total comprehensive income for the year attributable to members of Evolve Housing Limited	33,649,314	16,152,179

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 CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
Cash flows from operating activities		
Receipts from customers and grants received from government (including GST)	85,404,943	75,764,768
Payments to suppliers and employees (including GST)	(56,584,411)	(40,376,275)
Interest received	848,272	1,180,586
Interest paid on lease liability	(3,055,431)	(2,999,739)
Interest paid on borrowings	(4,069,745)	(3,264,012)
Net cash from/(used) in operating activities	22,543,628	30,305,328
Cash flows from investing activities		
Payment from property, plant and equipment	(242,436)	(374,648)
Payment for investment properties	(1,264,107)	(53,525,447)
Net cash used in investing activities	(1,506,543)	(53,900,095)
Cash flows from financing activities		
Proceeds from borrowings	3,854,212	35,530,646
Repayment of borrowings	(15,587,356)	0
Repayment of lease liabilities	(15,109,268)	(15,915,546)
Net cash from financing activities	(26,842,412)	19,615,100
Net decrease in cash and cash equivalents	(5,805,327)	(3,979,667)
Cash and cash equivalents at beginning of year	33,114,470	37,094,137
Cash and cash equivalents at end of year	27,309,143	33,114,470

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 Homes NSW sites 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. The 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) through Homes NSW 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 (DCJ) through Homes NSW and 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.

Housing Australia: Housing Australia is the independent national housing agency. They work with the private sector, community housing providers and all levels of Government to facilitate and deliver programs that help more Australians to access social and affordable housing or to buy a home.

Housing Australia Future Fund Facility (HAFFF):
The Housing Australia Future Fund Facility (HAFFF) is a Federal Government funding initiative administered by Housing Australia to support the delivery of 20,000 new social homes and 10,000 new affordable homes across Australia over a 5-year period, including housing to support acute housing 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.

Homes NSW: Homes NSW brings together the housing and homelessness services of the NSW Department of Communities and Justice (DCJ) with NSW Land and Housing Corporation (LAHC), the NSW Aboriginal Housing Office (AHO) and key worker housing all under one roof—making the system more efficient and accessible.

Homes Victoria: Homes Victoria manages the state's social housing portfolio, which includes public and community housing, crisis and transitional accommodation, and affordable housing. They also deliver vital support

services to ensure households can access and maintain the housing they need while collaborating with the not-for-profit sector, industry, and the community to build a sustainable housing system for future generations.

Housing stress: A household is experiencing housing stress when it has an income level in the bottom 40% of Australia's 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 Accord Facility (NHAF): The National Housing Accord Facility (NHAF) is administered by Housing Australia to give effect to the Federal Government's commitment under the National Housing Accord to support the delivery of 10,000 new affordable homes over the same 5-year period. The National Housing Accord is an agreement between all levels of government, institutional investors and residential development, building and construction industry representatives to unlock quality, affordable housing supply over the medium term.

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 (RAG): A forum that offers residents the opportunity to provide their feedback to Evolve Housing on important matters including our policies, procedures, events and programs. We have two resident advisory groups, one in NSW and one in Victoria, 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 through Homes NSW 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.



Residents' annual Christmas Party, Western Sydney Zoo

PARTNERS

3Columns	Flemington Works	PAYCE
Ability Options	Foster Care Angels	Penrith City Council – Heat Resilience Project
AFEA Care Services	Good Thanks Media	PKF Corporate Finance Services
ALAND Group	Gran Central	PowerHousing Australia
Allens	Hawkesbury Council (Heat Resilience Program)	Property & Housing Solutions
Aruma	High St Youth Health Centre	Rapid Relief
Australasian Housing Institute (AHI)	Homes NSW	Royal Rehabilitation
Aware Real Estate	Homes Victoria	Ryde Area Supported Accommodation for Intellectually Disabled (RASAID)
Barings	Housing Australia	ServiceNow
Barnardos	Hunter and Central Coast Development Corporation (HCCDC)	Seton Villa
Bayside Council	Hunter Ethical Disability Support Services (HEDSS)	Shelter NSW
BDO Australia	HWL Ebsworth Lawyers	SleepSafe
Billbergia Group	iCare	SR Constructions
Birribee Housing	Interaction Disability Services	Sydney Olympic Park Authority
BlueCHP	Jasara Constructions	The Haven – Nepean Women's Shelter
Bonnies Support Service	JSM Holdings	Thirdera
Cassab & Associates	Kingston Building – Property Owner/Builder SDA	Thirdi
Catholic Care	Lake Advisory	Uniting
Cerebral Palsy Alliance	Landcom	Urban Development Institute of Australia NSW (UDIA)
Coffs Harbour Support Services	Launch Housing	Urban Property Group
Community Greening Program – Royal Botanical Gardens	LikeMinds	VITG
Community Housing Industry Australia (CHIA) NSW, VIC and National	Linking Hearts	Vivo Care
ConnectAbility	Marist180	Walker Corporation
Conzept Landscape Architects	Maximus International	WellDone
Convergint	Medimobile	Western Sydney University
Coronation	Melbourne Health	Willoughby City Council
Corrs Chambers Westgarth	Mercy Health	Willowdene Constructions
Cultivating Community	Mission Australia	Wingate Community Centre
Department of Communities and Justice	MOVE Moonee Valley	Wombat Housing & Support Services
Department of Planning, Industry and Environment	Multitask – SDA	Women's Community Shelters
Development Victoria	My Connect	Workplace Mental Health Institute
Disability Services Australia (Scope)	New Horizons	Yilabara Solutions
DV NSW Service Management	Northcott	Zulu8
DV West Ltd	NSW Aboriginal Housing Office	
Evolut	NSW Aboriginal Land Council Housing Limited	
Evolution Support Services (ESS Care)	NSW Health (Sydney LHD)	
Fighting Chance	NSW Land and Housing Corporation (LAHC)	
Finding Yellow	Parramatta City Council	
	Parramatta Women's Shelter	

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