



EVOLVE HOUSING ANNUAL REPORT 2024 – 2025



Thriving communities for all people

What we do for our residents



Emma, former Evolve Housing tenant

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



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.



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



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.



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.



A new skill

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



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November, 2025



Language assistance available

Contact Information

Street Address: 9–13 Argyle Street,
Parramatta NSW 2150

Postal Address: PO BOX W124 Parramatta Westfield,
Parramatta NSW 2150

Telephone: 1800 693 865

Website: evolvehousing.com.au

Email: info@evolvehousing.com.au

ABN 16 127 713 731

ACN 127 713 731

Social media:  @evolvehousing

 @evolvehousing

 @evolvehousing



Environment

Evolve Housing cares about the environment. This Annual Report is printed on FSC® certified paper traceable to certified sources.



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.

Contents

01	About Evolve Housing Group	10
02	About EchoRealty	34
03	Responding to housing need	38
04	Delivering exceptional client service	50
05	Improving lives and strengthening communities	58
06	Sustaining organisational excellence	76
07	Our people	82
07	Finance	102

Chairman's message

As the new Chairman of Evolve Housing, it is my privilege to introduce our Annual Report for the 2024–2025 Financial Year. Today, Australia's social and affordable housing sector is at a critical turning point. Rising rents, shrinking supply and increasing complexity of need are affecting not just the most vulnerable, but also key workers and everyday families. For large Tier 1 Community Housing Providers (CHPs) like Evolve Housing, the environment is both challenging and full of possibility.

As we confront one of the most significant housing challenges in Australia's history, where we face a shortfall of up to one million homes, Evolve Housing's unwavering commitment to providing safe, affordable homes remains a vital beacon of hope for many.

Over the past year, I have witnessed the organisation continue to expand its leadership role within the community housing sector. We are dedicated to ensuring that Evolve Housing's growth continues in a way that is both mission-driven and accountable to the communities we serve, our partners and the public.

Securing 11 projects through the Housing Australia Future Fund Facility (HAFFF) is a testament to Evolve Housing's delivery capabilities and the trust placed in us. These projects, including the successful completion of our first HAFFF project, Sunshine North in Victoria, highlight how strategic planning and operational excellence delivers homes that change lives.

While Evolve Housing now manages over 5,400 homes and supports more than 11,800 residents, what resonates most are the voices of our residents who call these homes their own. The recent Tenant Satisfaction Survey affirms that Evolve Housing is not just building houses, but fostering communities grounded in trust, respect and genuine care.

At Evolve Housing, we are not just a landlord — we are a place-maker and partner in social change. We support our residents with place-based services, helping individuals and families thrive while fostering social cohesion and inclusion. Through our Community and Placemaking Framework, we connect people to services and activate communities with programs that deliver measurable social impact. Our vision is of resilient, engaged neighbourhoods where people are empowered to lead better lives and actively contribute to society.

Beyond our organisational achievements, it is important to acknowledge the broader landscape in which we operate. The housing crisis continues to demand urgent and innovative solutions. Evolve Housing is committed to being an active participant in shaping the partnerships and policies needed to drive long-term change. Our 2024–2028 Strategic Plan reflects this commitment, outlining a clear and ambitious



path forward that keeps residents at the centre, embraces collaboration, and strengthens our role as a leader in the community housing sector.

Our purpose is simple but profound: to ensure every person has the opportunity to live in quality homes in thriving and inclusive communities. Together, with a clear vision and the right tools in place, we can continue to build thriving, resilient communities now and into the future.

I would like to extend sincere thanks to my Board colleagues for their wise counsel and support. On the Board's behalf, I also offer our thanks and gratitude to Lyall, the Group Executive Team and the Evolve Housing and EchoRealty teams for their unstinting dedication and excellence.

Chris Eccles AO

CEO's message

At Evolve Housing, we measure success by the impact we have on the lives of our residents and the communities we serve. The 2024–2025 Financial Year has been one of significant progress, meaningful outcomes and shared purpose across every part of our organisation. It is with great pride that I present this Annual Report, which highlights our continued commitment to delivering more homes for those most in need.

This year marked a major milestone in our journey, with Evolve Housing awarded 11 projects under Round 1 of the Housing Australia Future Fund Facility (HAFFF). This is a clear vote of confidence in our expertise and capacity to deliver large-scale housing solutions. These projects will result in the delivery of 1,253 social and affordable homes across New South Wales (NSW) and Victoria over the next four years.

We celebrated the successful completion and handover of our first HAFFF development at Sunshine North in Victoria. This project delivered 85 new homes, comprising 35 social and 50 affordable housing units, providing families with safe, secure and high-quality housing in a growing and connected community.

Over the past year, we have seen a significant increase in both the number of properties we manage and the number of residents we support. We now manage over 5,400 properties and support more than 11,800 residents, as we continue to welcome new individuals and families into our communities each week. These figures reflect our strong operational capability and our ongoing focus on sustainable, long-term growth.

At the heart of our work is our residents' experience, with the results of our Tenant Satisfaction Survey confirming what we have always believed — that trust, respect and service quality matter. We are proud to receive outstanding feedback, with residents recognising Evolve Housing as a responsive, supportive and reliable housing provider. These results reaffirm our position as a leading community housing provider in Australia.

Our growth has also been supported by the continued success of EchoRealty, our profit-for-purpose real estate agency and the largest affordable housing provider in NSW. EchoRealty is now managing over 2,200 affordable housing dwellings. This expansion enables us to support more Australians across the housing spectrum while reinvesting in our mission and our communities.



Australia faces complex housing challenges, but solutions are achievable with effective partnerships, policies, and community support. Our 2024–2028 Strategic Plan outlines a clear path forward, emphasising innovation, collaboration, and accountability for future growth.

To our residents, partners, staff, Board and broader community, thank you for your ongoing trust and support. Your belief in our mission drives us forward. To the Evolve Housing team, thank you for your unwavering dedication. Together, we are building not just homes, but brighter futures. I look forward to continuing this work in the year ahead.

A handwritten signature in blue ink, reading "Lyall Gorman". The signature is fluid and cursive, with a large initial "L".

Lyall Gorman



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.

Thriving communities for all people

About Evolve Housing Group



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 under the National Regulatory System for Community Housing (NRSCH), and a housing provider registered by the Victorian Government.

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 registered Specialist Disability Accommodation (SDA) providers under the National Disability Insurance Scheme (NDIS).



5,400+ properties

managed across NSW, VIC and
the ACT as at 30 June 2025

Evolve Housing Group entities

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 Housing Continuum

To achieve our vision and purpose, we provide housing for very low-to-moderate income households across the entire Housing Continuum — from crisis accommodation for those experiencing homelessness or domestic or family violence to social, affordable and private market housing.

Our combined property portfolio of **5,461** social, affordable, key worker, disability and market rental housing properties provides homes for **11,854** residents living in metropolitan Sydney, the Hunter region, Mid-North and Central Coast, NSW, Victoria and the ACT. We provide homes for people from a wide range of culturally diverse backgrounds including First Nations peoples and newly arrived immigrants from all over the world.



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 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 or family violence to social, affordable and private market housing to ensure all Australians are catered for.
- We help our residents 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 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 2025, Evolve Housing Group managed 5,461 properties across our portfolio, housing 11,854 residents. Our properties cater to a range of needs, which are outlined below.

Social Housing

Social Housing is secure, subsidised housing for people on low to very-low incomes who need accommodation. The two types of social housing include public housing which is managed by state government organisations such as Homes NSW and Homes Victoria and its entities, 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 2025, Evolve Housing managed 3,248 social housing properties, which is approximately 59% of Evolve Housing Group's 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, Victoria and the ACT. EchoRealty is one of the largest providers of affordable housing in Australia. Its portfolio includes affordable housing, essential worker affordable housing, and private market housing.

As at 30 June 2025, Evolve Housing Group managed 2,213 affordable housing properties, which is approximately 40.5% of our portfolio.

Specialist Disability Accommodation

As a registered Specialist Disability Accommodation (SDA) provider under the National Disability Insurance Scheme (NDIS), Evolve Housing offers customised, accessible housing to people living with 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 2025, we managed 107 SDA homes, representing 2% of our portfolio and providing much needed accommodation for over 373 residents living with disability.

Supported Housing

Evolve Housing delivers a range of supported accommodation programs in partnership with specialist homelessness services. These programs provide pathways for people to transition from short-term accommodation into secure, long-term housing, supported by tailored services that help them rebuild their lives.

Our model is built on strong partnerships with specialist support providers, and the clients they serve. We provide and maintain the housing, while our partners deliver wraparound services that address health, wellbeing, safety, and pathways to independence.





Penrith, New South Wales

Housing for people escaping domestic and family violence

Evolve Housing continues to strengthen its partnership with Women's Community Shelters and partnering agencies like Parramatta Women's Shelter and The Haven under the NSW Government's Core and Cluster model. This program delivers safe, affordable accommodation and dedicated support services for women and children experiencing domestic and family violence. The Core and Cluster model combines self-contained dwellings with a central on-site hub offering counselling and other essential services. Accommodation ranges from short-term crisis housing to longer-term options of up to three years, enabling residents to transition from emergency shelter into stable housing. Each household receives a tailored support plan focusing on improved health and wellbeing, financial independence, and access to training and employment.

We successfully delivered Core and Cluster Tranche 1 in the Penrith LGA, and Tranche 2 in the Cumberland LGA. During the year, these safe and welcoming homes supported a total of 320 adults and children, providing stability, care, and tailored assistance as they rebuilt their safety, confidence, and independence.

Housing for homeless

Evolve Housing works with Homes NSW and other partners to provide safe, secure temporary accommodation for people experiencing homelessness.

Following the conclusion of the NSW Government's Together Home program, Evolve Housing successfully transitioned 84 tenants into long-term social housing, ensuring they continued to have access to support services through our in-house Support Pathways team to help sustain their tenancies and build long-term stability.

Aboriginal Housing

Evolve Housing is committed to supporting First Nations Peoples to live in safe, appropriate housing. In alignment with our (Reflect) Reconciliation Action Plan, we are strengthening our engagement with Aboriginal and Torres Strait Islander Peoples communities by fostering deeper understanding and respectful relationships. Around 2% of our residents identify as Aboriginal and/or Torres Strait Islander.

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. 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, as well as 128 properties for Birribee Housing. Birribee Housing is a community housing provider that offers housing services and support to Aboriginal people across NSW.

01

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



02

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



2024–2028 Strategic Plan

Purpose: to enable more people in need to live in quality homes in thriving and inclusive communities



03

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

04

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



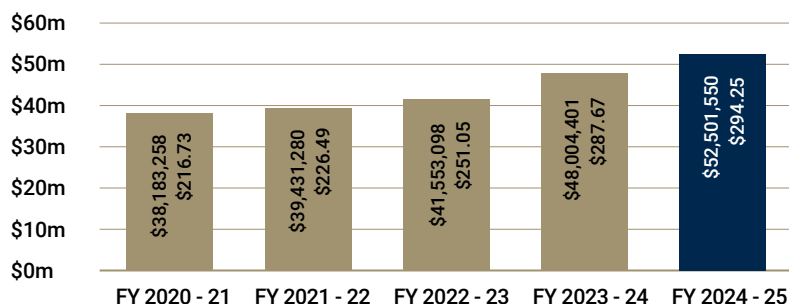
2024–2025 Year in Review

Financial summary



Rental income

Evolve Housing has steadily managed to grow its rental income with continuous investment in owned and managed properties, indicated by rental revenue growth of 37% over the last 5 years.



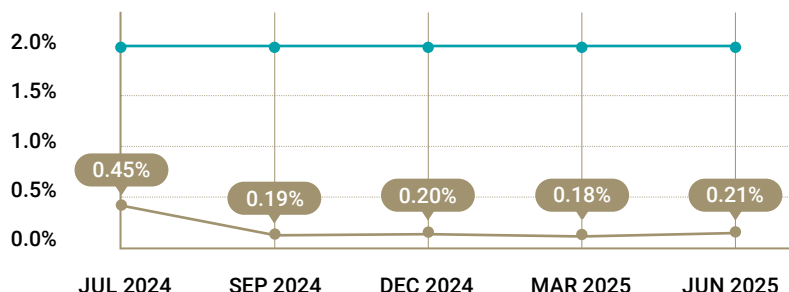
■ Rental Revenue

Figures = Rental Revenue / AV. Weekly Rent Per Dwelling



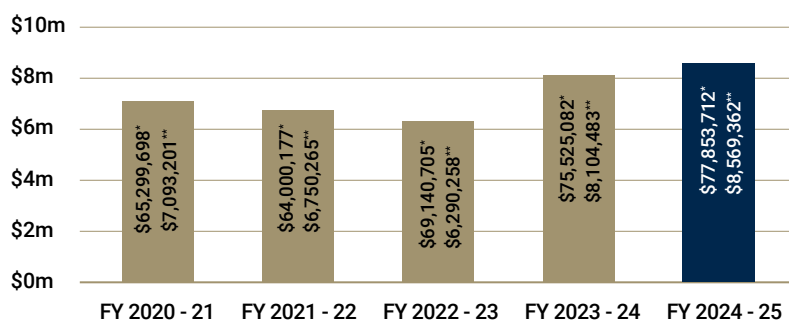
Rental arrears

This graph demonstrates that more of our residents have been able to meet their rental payments and sustain their tenancies. As at June 2025, rent arrears were at 0.21% 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. The increase in Operating EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) in FY 2024 - 25 can be attributed to new project contributions, while continuing to invest in systems upgrades and growth infrastructure including positioning for HAFFF project deliveries.



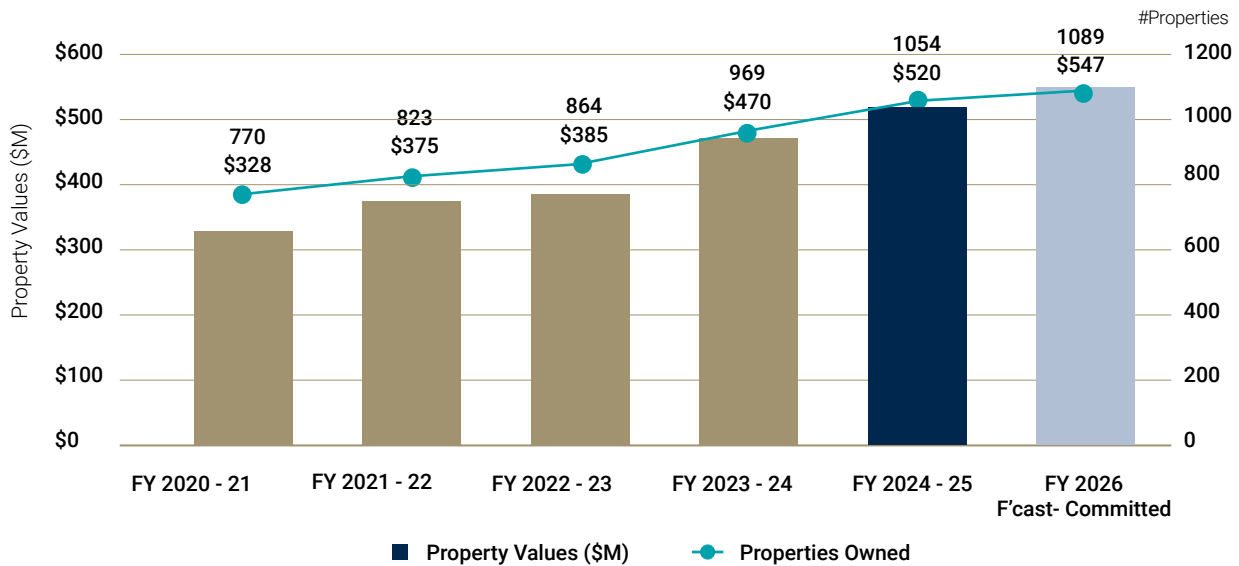
■ Operating EBITDA**

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

**Operating EBITDA excludes amortisation of leases



Owned property values

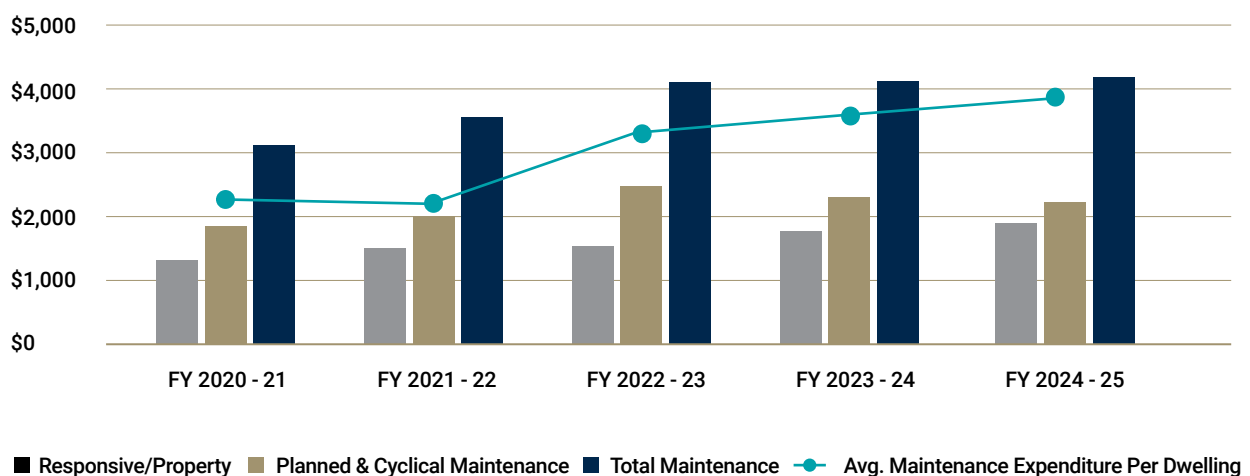


*Evolve Housing has successfully increased the total number of owned properties by more than 36%, demonstrating our ongoing commitment to expansion and investment in the community housing sector.



Maintenance expenditure*

* Average maintenance expenditure per dwelling/annum.



Evolve Housing has a very comprehensive Asset Management and Maintenance Plan, aligned to our Strategic Plan to ensure adequate allowance has been provided to maintain our properties at or above industry standards. Regular internal reviews are conducted against external benchmarks relative to property types and age to ensure the adequacy of resources to continually maintain these high standards. The increase in maintenance costs is reflective of cost-of-living pressures and Evolve Housing's investment in the upkeep of its property portfolio to ensure our properties remain fit-for-purpose. However, we have been able to contain some of the maintenance cost increases relative to the industry due to our competitive maintenance contract arrangements.

2024–2025 Year in Review

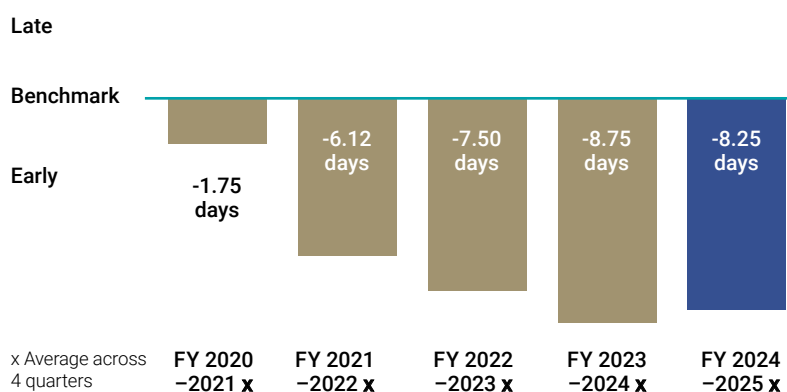
Compliance Performance Summary

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

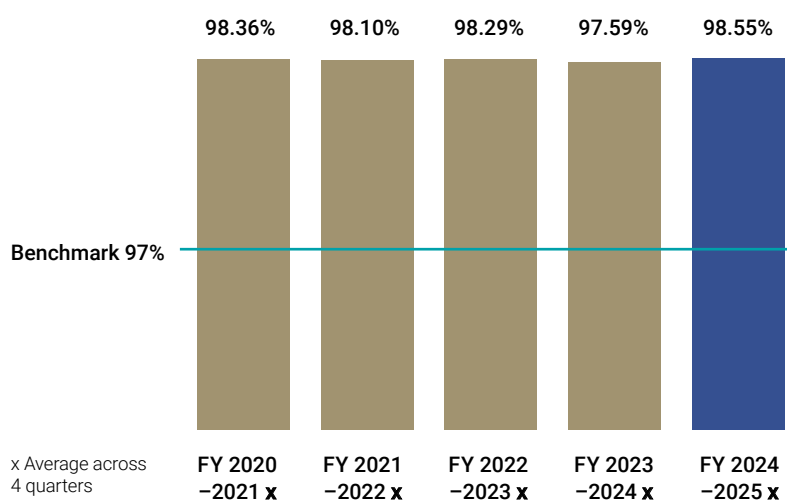
Benchmark for variance between the date reports are due and when they are received—negative number indicates days report were submitted before the due date.



Occupancy

% Properties Tenanted

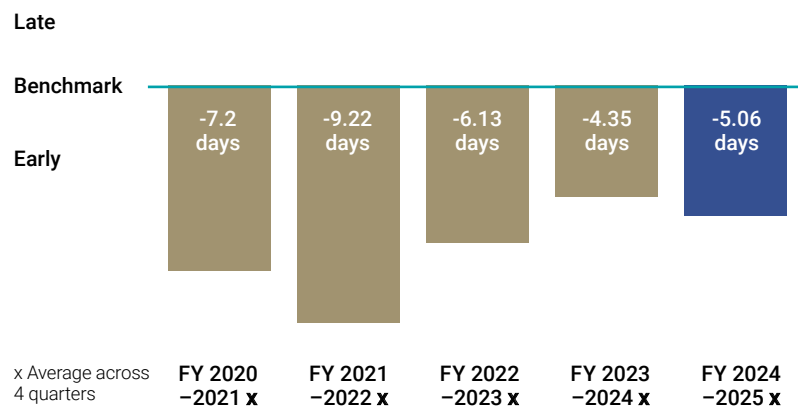
Percentage for properties occupied as a proportion of all properties on last day of quarter—benchmark is 97%





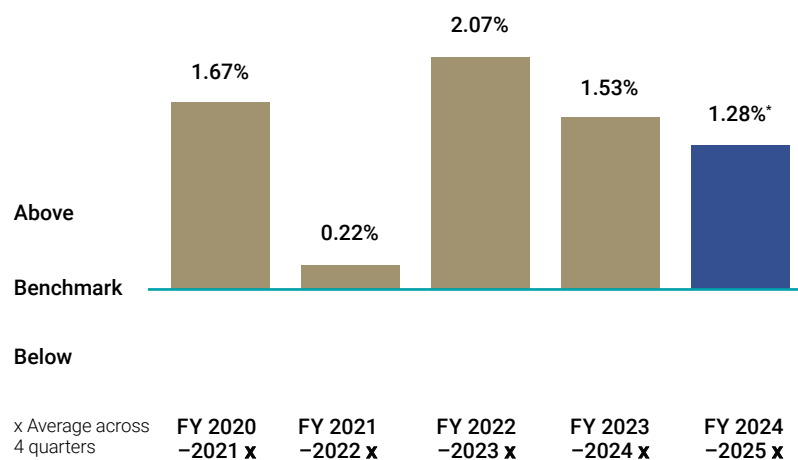
Average vacancy turnaround time

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.



Community Housing Leasing Program (CHLP)

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 (1.28%) leased properties FY25 above the quota of 506 properties.

Tenant voice

2025 Tenant Satisfaction Survey

In March 2025, Evolve Housing Group invited all tenants to share their feedback through our Tenant Satisfaction Survey. Two tailored versions were developed; one for Evolve Housing tenants and one for EchoRealty tenants, to ensure relevance and clarity.

To support accessibility, the survey was offered in English, Arabic and Vietnamese for social housing tenants. An Internal Working Group was formed to lead promotion and marketing efforts, while members of the Resident Advisory Group played an active role in encouraging participation across our communities. The survey was also promoted at resident events to boost engagement.

The final response rates were 46% for Evolve Housing (up from 36% in 2023), 39% for EchoRealty (up from 35% in 2023), and a combined rate of 42.5%. These results exceeded the National Regulatory System for Community Housing (NRSCH) threshold of 25% and the CHIA industry average of 35%, demonstrating strong engagement from our residents.

To ensure independence and impartiality, the survey was managed by the Community Housing Industry Association NSW (CHIA NSW), the sector's peak body.



Tenant Satisfaction Survey – Evolve Housing Group

Benchmark category	2020–2021	2022–2023	2024–2025	NRSCH Benchmark	CHIA Benchmark
Overall satisfaction	83%	80%	82%	75%	81%
Property condition	79%	83%	81%	75%	81%
Repairs and maintenance	76%	70%	73%	75%	76%
Information provision	84%	81%	82%	N/A	83%
Communication	79%	77%	80%	N/A	80%
Resident involvement	76%	75%	72%	N/A	74%



Tenant Satisfaction Survey – EchoRealty

Benchmark category	2020–2021	2022–2023	2024–2025	NRSCH Benchmark	CHIA Benchmark
Overall satisfaction	83%	83%	89%	75%	81%
Property condition	85%	88%	88%	75%	81%
Repairs and maintenance	62%	66%	72%	75%	76%
Communication	78%	79%	86%	N/A	80%

As an added incentive, tenants who completed the survey were entered into a prize draw. Some of our lucky winners are pictured below.



Evolve Housing tenants Ramu and Saumya



Evolve Housing tenants Yvonne and Habibullah



Evolve Housing tenant Murray and his carer

Highlights in 2024–2025

Annual Resident Meeting

More than 80 residents came together for our Annual Residents' Meeting in November 2024. Alongside our the launch of our Annual Report 2023–24, the event was an opportunity for residents to connect with each other and our team while reflecting on the year's achievements.



Gigacomm partnership

Evolve Housing partnered with Gigacomm to deliver affordable, high-speed internet across our communities. The initiative promotes digital inclusion, supporting residents' access to education, employment, healthcare and essential services.



Paul Howlett retires

After 15 years with Evolve Housing, including 12 as Chairperson, Paul Howlett retired at the Annual Residents' Meeting. During his tenure, Evolve Housing expanded from 1,900 to more than 5,000 homes and achieved Tier 1 provider status. Chris Eccles has been appointed as the new Chair.

HAFFF Round 1 success

Evolve Housing was awarded 11 projects in Round 1 of the Housing Australia Future Fund Facility (HAFFF) and National Housing Accord Facility (NHAF). These projects will deliver over 1,200 new social and affordable homes in NSW and Victoria, making Evolve Housing the most successful NSW recipient.



Cadetship success

We're proud to celebrate Abrar Ali's graduation from the CHIA Social Housing Cadetship program and his new full-time role as a Contact Centre Officer at Evolve Housing. His journey reflects dedication, growth and the power of opportunity.

First HAFFF project delivered in Victoria

We were proud to welcome residents to our new Sunshine North community — the first Evolve Housing project under the Housing Australia Future Fund (HAFFF) in Victoria. Delivered with Homes Victoria, Pace Development Group and Housing Australia, it provides 85 new social and affordable homes.



Celebrating our volunteers

During National Volunteer Week 2025, we proudly recognised our Resident Advisory Group, Maintenance Advisory Group, Friendship Aged Network and Communications Panel for the incredible difference they make.



Showcasing Evolve Housing at CHIA

Evolve Housing presented on panels at NSW and Victoria CHIA 2025 conferences. In NSW, CFO Brett Manwaring presented on scaling investment following Evolve Housing's success in securing 11 HAFFF projects, and Greg Locke and Dyana Selim from Resident Services highlighted the Tenancy at Risk Panel model for sustaining tenancies. In Victoria, EchoRealty General Manager Charlie Souma presented on our collaborative partnerships and affordable housing for essential workers.

Awards, Recognition & Sponsorships

Winner

- WSABE 2024 Awards, Outstanding Employer of Choice, Evolve Housing
- Australasian Reporting Awards, General Award Category, Gold, Evolve Housing

Finalist

- WSABE 2024 Awards, Outstanding Business Leader, Charlie Souma
- WSABE 2024 Awards, Excellence in Diversity and Inclusion, Evolve Housing
- PowerHousing Australia Awards 2024, Outstanding Achievement Award, Raj Ganeshwar
- PowerHousing Australia Awards 2024, Rising Star Award, Stacy Haughton
- PowerHousing Australia Awards 2024, Excellence in Customer Service Award, Kristelle Taylor
- PowerHousing Australia Awards 2024, Tenant Engagement & Social Inclusion Award, Resident Engagement Team
- PowerHousing Australia Awards 2024, Team Leadership & Culture Award, P&C
- PowerHousing Australia Awards 2024, Government Program Collaboration Award, Opportunity Pathways

Runner up

- PowerHousing Australia Awards 2024, Business Partner Award, Tenant Portal in partnership with ServiceNow and Thirdera

- Asia Pacific Awards 2024, Chiswick Place Based Neighbourhood Improvement Initiative
- ahi: Brighter Future Awards 2025, Leading Housing Development Project, Lidcombe Rise
- WSABE 2025 Awards, Outstanding Community Organisation, Evolve Housing

Highly Commended

- PowerHousing Australia Awards 2024, Modernisation of a Built Form Development Award, Lidcombe Rise with Billbergia Group
- Boomtown! Awards 2024, Outstanding Housing Project Category, Core and Cluster Tranche 2 in partnership with Women's Community Shelters and Parramatta Women's Shelter

Sponsorships



Business Western Sydney Community Housing Boardroom Lunch

Sponsoring the Business Western Sydney Community Housing Boardroom Lunch gave us the opportunity to support vital conversations on housing's future. With insights from keynote speaker Rebecca Pinkstone, CEO of Homes NSW, sector leaders discussed delivering the \$6.6 billion housing package.



ahi International Women's Day

Sponsoring the Australasian Housing Institute's International Women's Day event allowed us to stand alongside passionate women shaping the housing sector. The theme, Accelerate Action, underscored the urgent need to close the gender gap and strengthen women's leadership across our communities.

Award highlights



WSABE Awards 2024

Our people are at the heart of everything we do. Winning the Outstanding Employer of Choice award at the 2024 Western Sydney Awards for Business Excellence (WSABE) reflects our commitment to valuing staff, fostering inclusion and building a workplace where everyone can thrive.



ARA Gold Award

We were proud to receive the prestigious Gold Award for our Annual Report 2023–24 at the 75th Australasian Reporting Awards (ARA). Our fourth consecutive year of Gold Award recognition for excellence in reporting and transparency.



PowerHousing Australia Awards 2024

Our innovation and partnerships were recognised at the PowerHousing Australia Member Exchange in Canberra. We were proud to be named Runner Up in the Business Partner Award with ServiceNow and Thirdera for our Tenant Portal, and to receive a Highly Commended award with Billbergia Group for Lidcombe Rise.



Western Sydney University Chancellor's Golf Day

Supporting the Chancellor's Golf Day meant helping raise \$60,000 for Coaching Unlimited, which empowers First Nations people through sports coach training and accreditation. By backing initiatives like this, we strengthen opportunities and inclusion within our communities.

Our operating environment

1. The housing crisis and the need for action

Over the past year, cost-of-living pressures, rising incidence of family and domestic violence, and multiple natural disasters have further exacerbated the housing crisis, resulting in greater housing insecurity, financial stress, and despair for vulnerable Australians.

The scale of the issue has captured the attention and action of the State and Federal governments across Australia.

Housing need is defined as the aggregate of households unable to access market provided housing or requiring some form of housing assistance in the private rental market to avoid a position of rental stress¹.

Affordable housing is recognised as pivotal; essential to quality of life and the prosperity and health of our society, and supremely more effective than dealing with the consequences of insufficient supply.

The evidence of housing need is everywhere, and includes:

- A growing social housing waiting list. The NSW social housing waiting list at 30 April 2025 was 65,758 applications, up from 58,218 at 30 April 2024², with 16.97% in greatest need compared to 16.7% in 2024. The Victorian waiting list for social housing in April 2025 was 65,526 applications³, with over half of these in high (or priority) need.
- The current unmet need for social and affordable housing is estimated at being over 641,000 households or 6.6% of Australian households⁴, and 144,700 or 7.6% households in Greater Sydney⁵.
- The average waiting time to access social and affordable housing is over 10 years⁶.
- 70% of renters and 26.2% of mortgage holders are in financial stress across Australia⁷.
- 37,779 people experienced homelessness in NSW during 2024, up from 35,000 in 2023, and 30,309 in 2020.

Governments across Australia are responding to the housing crisis with a range of funding initiatives to escalate the supply of social and affordable housing. The \$10 billion Housing Australia Future Fund Facility (HAFFF) and the expansion of the National Housing Infrastructure Facility⁸ are two examples of 21 government initiatives directly supporting housing supply growth⁹. The HAFFF, which was initiated in 2024 as part of the National Housing Accord agreement between the Federal and State governments, aims to deliver 40,000 new social and affordable home over five years by offering community housing providers with access to lower-cost, longer-term finance to support delivery of social and affordable housing. Most State and Territory governments also announced strategies and funding to drive supply, including various development planning incentives 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 do it alone, these 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.

As the third highest funded recipient in Australia, Evolve Housing is currently working with Housing Australia, Homes NSW, Homes Victoria, Development Victoria and institutional capital providers to secure funding for some 1,200 new dwellings. This reflects Evolve Housing's strategic and values-aligned partnership approach, our commitment to sustainable growth, and the dedication of our staff and Board to delivering housing for people in need.

1 Rowley, S., Leishman, C., Baker, E., Bentley, R. and Lester, L. (2017) Modelling housing need in Australia to 2025, AHURI Final Report 287, Australian Housing and Urban Research Institute, Melbourne, <http://www.ahuri.edu.au/research/final-reports/287>, doi: 10.18408/ahuri-8106901.

2 <https://dcj.nsw.gov.au/about-us/families-and-communities-statistics/social-housing-waiting-list-data.html> accessed 28 May 2025

3 <https://chp.org.au/article/social-housing-waitlist-increases-again-now-topping-65000/> accessed 28 May 2025

4 https://everybodyshome.com.au/wp-content/uploads/2025/05/EH_Housing-Crisis-Snapshot.pdf accessed 28 May 2025

5 https://everybodyshome.com.au/wp-content/uploads/2025/05/EH_Housing-Crisis-Snapshot.pdf accessed 28 May 2025

6 *ibid* accessed 28 May 2025

7 *ibid* accessed 28 May 2025

8 <https://treasury.gov.au/sites/default/files/2024-05/p2024-530586.pdf> pp5

9 <https://treasury.gov.au/sites/default/files/2024-05/p2024-530586.pdf> pp38

Our leadership team and dedicated employees, 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 vision. As always, our residents are the centre of what we do.

2. The housing market

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 commencements¹⁰, has reduced supply levels¹¹.

The decreasing feasibility of housing development in the past few years has meant that housing supply has reduced. Between 2018 and 2023 indicative building costs rose 36%¹² reflecting labour capacity issues in the housing sector due to competition with infrastructure projects.

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. Lower housing supply means lower housing affordability and increased prices, whereby in NSW in 2025 it takes 6.5 years to save a deposit for a home, up from 5.5 years in 2005¹³.

Impacts on social and affordable housing

Historic under-investment in social housing in Australia 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% Organisation for Economic Co-operation and Development average proportion in 2020¹⁴.

Housing demand¹⁵ drivers include increasing population and migration, as well as Australians living longer and households becoming smaller thus requiring more dwellings. Single person households represent a quarter of all households, with this proportion expected to grow.

10 Housing starts are lowest in a decade (there were 115,372 new housing starts across Australia in the 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)

11 CoreLogic March 2024 - <https://udia.com.au/research-insights/whi/>

12 https://www.productivity.nsw.gov.au/sites/default/files/2024-11/20241114_NSW-PEC-report-Review-of-housing-supply-challenges-and-policy-options-for-New-South-Wales.pdf pp10

13 <https://www.realestate.com.au/insights/savings-slog-how-long-it-takes-a-first-home-buyer-to-save-a-deposit/>

14 <https://www.oecd.org/content/dam/oecd/en/data/datasets/affordable-housing-database/ph4-2-social-rental-housing-stock.pdf> pp2

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





Whilst vacancy rates¹⁶, rates of home building¹⁷ and household sizes¹⁸ have declined, house sale prices and market rents¹⁹ continue to rise, with housing values in Sydney increasing 35.8% since March 2020 and increasing nationally 44.5% in the same period. Rental vacancy rates have dropped well below the 10-year average of 2.8% nationally to just 1.6% in February 2025²⁰. The Community Housing Industry Association (CHIA) estimates 942,000²¹ social and affordable homes will need to be built over the next 20 years to meet current and future demand.

3. Why housing and housing affordability matters

Housing affordability remains one of the most pressing challenges facing our communities today. It refers to the relationship between housing costs and household incomes determining whether individuals and families can secure safe, stable and appropriate housing without financial stress.

The availability of affordable housing affects everyone, but it is especially critical for vulnerable and disadvantaged households. Access to good-quality, affordable housing is fundamental to individual wellbeing and to the health of society as a whole. It protects households from poverty, supports access to employment and fosters diverse, inclusive communities.

Affordable housing also plays a vital role in strengthening the economy. It enables workers to live closer to essential services, reduces avoidable public sector costs in health and education, and improves productivity. It enhances community resilience and contributes to better health, education and employment outcomes.

Investing in social and affordable housing is a proven strategy for reducing poverty, promoting social inclusion and creating opportunities for future generations to thrive. It is essential infrastructure for successful, equitable communities.

This is why housing affordability matters — and why it sits at the heart of Evolve Housing's purpose.

16 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

17 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

18 Ibid, p27

19 <https://www.abc.net.au/news/2025-03-14/charts-show-how-the-housing-market-has-changed-since-covid/105052772>

20 <https://www.abc.net.au/news/2025-03-14/charts-show-how-the-housing-market-has-changed-since-covid/105052772>

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

4. Response for a resilient future

Governments across Australia increasingly recognise that addressing the housing crisis requires a long-term, systemic effort involving all levels of government, the private sector, non-government organisations and the broader community. In response, a wide range of initiatives have been launched to support community housing providers and developers to source locally appropriate solutions that expand the capacity of the new-build housing sector.

The unique capability of the community housing sector to deliver what governments alone cannot, has been widely acknowledged. Evolve Housing is working closely with Housing Australia, as well as state government agencies in NSW and Victoria, to grow our housing portfolio and support more individuals and families in need.

Initiatives include:

Federal Housing target - The National Housing Accord²², agreed upon by all states, territories, local governments, institutional investors, and the construction sector, sets an ambitious target to deliver 1.2 million new, well-located homes over five years, starting from 1 July 2024.

As part of this effort, the Federal Government, through Housing Australia, is providing concessional loans and co-investment finance to community housing providers and other partners to deliver 40,000 social and affordable homes nationwide.

The first round of the Affordable Housing Tender under the \$10 billion Housing Australia Future Fund Facility (HAFFF) attracted 673 applications, proposing more than 50,000 homes.

In March 2025, Housing Australia announced that 91 projects had reached contract close, supporting the delivery of some 13,000 social and affordable homes.

Among these 91 projects, Evolve Housing has 11 projects backed by Housing Australia, representing 1,253 new homes — a significant contribution to addressing Australia's housing needs.

The NSW Housing target - The NSW 2024–25 budget announced a \$6.6 billion package, with \$5.1 billion over four years to deliver 8,400 new social housing homes; \$810 million for critical maintenance, and \$202.6 million over four years for specialist homelessness services²³.

The budget also included funding and initiatives to address other matters significant to housing affordability. This included addressing domestic and family violence, with \$245.6 million²⁴ allocated to improving support for victims and providing better protection. In addition, \$5.7 billion²⁵ was invested in supporting disaster relief and recovery efforts. Other initiatives announced in the NSW 2024–25 budget included cost of living relief through energy rebates, road toll caps and continuing the stamp duty exemption for many first home buyers²⁶.

The Victorian 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.

22 <https://treasury.gov.au/policy-topics/housing/accord>

23 <https://www.nsw.gov.au/media-releases/nsw-budget-social-housing-and-homelessness-investment>

24 <https://www.budget.nsw.gov.au/sites/default/files/2024-06/NSW-Budget-2024-25-overview-glossy-accessible.pdf>, pp33

25 <https://www.budget.nsw.gov.au/sites/default/files/2024-06/NSW-Budget-2024-25-overview-glossy-accessible.pdf>, pp33

26 <https://www.budget.nsw.gov.au/sites/default/files/2024-06/NSW-Budget-2024-25-overview-glossy-accessible.pdf>, pp33

27 Victoria Housing Statement Media Release Victoria's Housing Statement | vic.gov.au (www.vic.gov.au), <https://www.vic.gov.au/victorias-housing-statement>

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

“Governments across Australia increasingly recognise that addressing the housing crisis requires a long-term, systemic effort involving all levels of government, the private sector, non-government organisations and the broader community.”

In September 2024, the Victorian Government reported that nearly 10,000 homes were under construction or completed³².

The scale of ambition, incentives and unprecedented funding now available demands a renewed, strategic approach to collaboration. To effectively address Australia's housing crisis and build resilient, inclusive communities, strong partnerships across government, the private sector, institutional investors and the not-for-profit sector are essential.

Only through coordinated, cross-sector efforts can we ensure that today's investments translate into long-term housing security, community wellbeing and a more prosperous future for all.

5. The Community Housing sector

Adrian Harrington, former Chair of the National Housing Finance and Investment Corporation (now Housing Australia), wrote in an article³³ for The Fifth Estate, 19 March 2025:

"With over 400 CHPs nationwide, the sector has become a significant player in addressing housing challenges. Notably, Tier 1 providers — now numbering more than 50 — are managing large-scale property portfolios and engaging in complex development projects, either independently or through strategic partnerships. The most prominent CHPs currently oversee portfolios exceeding 7,000 properties and boast balance sheets with assets surpassing one billion dollars, underscoring their growing influence and financial strength within the housing market."

In FY 2023 - 24, Australia's community housing provider sector generated an aggregate revenue of \$2.49 billion, with \$1.2 billion (48%) coming from rental income. The sector manages assets exceeding \$20 billion, including nearly \$14 billion in land and buildings. As of April 2024, nearly 6,000 dwellings were in development, delivered by 60 CHPs across the country.

As not-for-profit organisations, CHPs reinvest surplus revenue into building new homes, enhancing services and upgrading existing properties. Their core mission is to provide safe, secure housing, support their clients and improve lives.

Evolve Housing actively collaborates with other CHPs and expert service providers to drive innovation and deliver greater value to residents. These partnerships enable us to offer more comprehensive support and respond to emerging needs.

CHPs also deliver broader social benefits. They serve housing segments often overlooked by the private rental market — such as Specialist Disability Accommodation (SDA) — and provide wraparound support services that help residents improve their health, wellbeing, education and employment outcomes.

6. Evolve Housing is making a meaningful difference

With experience, reputation and proven performance combined with strategic growth ambition, operational readiness, and a commercial approach, Evolve Housing is engaged fully in the once-in-a-generation opportunity for federal funding to provide more social and affordable housing.

Evolve Housing is currently finalising funding with Housing Australia and institutional capital providers for projects set to deliver more than 1,200 new social and affordable housing homes in NSW and Victoria. These projects involve development partners and financiers and are expected to be delivered over the next four years.

Evolve Housing's strategy is aligned with external trends

We are committed to continuous reflection, learning and collaboration with partners and stakeholders to strengthen our approach. This culture of innovation is essential to delivering holistic, effective services that improve the lives of our residents and the communities we serve.

We actively seek new opportunities and ideas. Key areas of innovation and emerging trends in our work include:

- Advancing our Environmental, Social & Governance (ESG) framework.
- Embracing equity-driven, place-based and ethically conscious housing design.
- Partnering with government to address gaps in the housing continuum and support new housing products.
- Collaborating with values-aligned financiers and developers to deliver housing independently of government.
- Continued investment in systems and technology to enhance service delivery and ensure protection of sensitive data.

Strategic planning initiatives, such as unlocking planning approval pathways, securing finance from Housing Australia and forming successful partnerships, are enabling us to deliver large-scale projects across NSW and Victoria. As a result, Evolve Housing is increasingly positioned to lead housing developments with reduced reliance on local, state and federal government support.

This evolution reflects the growing maturity, capability and strategic importance of the community housing sector in addressing Australia's housing challenges, and Evolve Housing's leadership in the sector.

³² <https://www.vic.gov.au/sites/default/files/2024-09/Victorias-Housing-Statement-Progress-update.pdf>, p3

³³ <https://thefifthestate.com.au/library/tfe-review/housing-special/community-housing-providers-reshaping-australias-housing-paradigm/#:~:text=With%20over%20400%20CHPs%20nationwide,strength%20within%20the%20housing%20market>

Partnerships are key

Our growing reputation and proven track record are attracting more potential partners who share our commitment to supporting people in need. We collaborate with reputable developers, builders and financiers who bring extensive experience in government partnerships and a strong history of successful project delivery.

These partners are driven to create community-focused developments that foster inclusion and diversity. By working with Evolve Housing, they gain the social licence to amplify their impact and contribute meaningfully to thriving, people-centred communities.

Our strategic response

To meet the rising demand for social and affordable housing, Evolve Housing is taking bold steps to grow our impact. We are strengthening our capability across governance, project delivery and risk management. We are also investing in our people, growing our property development pipeline and enhancing our digital systems to drive greater efficiency and responsiveness.

Partnerships with government, institutional investors and the not-for-profit sector remain central to our strategic direction. We will continue to leverage funding opportunities through mechanisms such as the Housing Australia Future Fund Facility, social impact investment and superannuation, particularly where risks are shared through state guarantees or bond aggregators.

We will also advocate for a more stable, nationally coordinated housing framework, one that matches ambition with long-term funding certainty and policy continuity. The sector must remain agile, but it also needs reliability to thrive.

This is a pivotal moment for housing in Australia. The challenges are significant and complex, but the solutions are within reach. With strong partnerships, sound policy settings and community support, Evolve Housing can scale up, innovate and lead the next phase of housing reform.

As one of the country's largest CHPs, we are ready to meet the moment. Our mission is simple but profound: to ensure every person has the opportunity to live in quality homes in thriving and inclusive communities.



ESG strategy

Strengthening our commitment to responsible practice

This year, Evolve Housing developed its inaugural Environmental, Social and Governance (ESG) Strategy 2025–2028 to provide greater structure in how we manage our environmental and social responsibilities.

Building on the foundations of our existing work, the strategy outlines how we will improve ESG performance and respond to emerging risks and opportunities over the coming years.

Integrated into our broader Strategic Plan, the ESG Strategy translates our values into targeted and practical actions. It formalises established principles, such as environmental responsibility, social inclusion and strong governance, and ensures they are embedded across our operations. In doing so, it supports our ongoing commitment to delivering quality homes and fostering resilient, inclusive communities.

Importantly, the strategy responds to the growing impact of climate change on our residents. It addresses the need for climate-conscious housing solutions while positioning Evolve Housing to grow responsibly, attract impact investment and meet growing ESG transparency and reporting expectations.

The ESG Strategy outlines the key themes, priority focus areas and related initiatives that Evolve Housing will concentrate on between 2025 and 2028. Each area has been selected to help us enhance our environmental, social and governance performance in a clear and structured way. To support accountability and transparency, we plan to produce a Sustainability Report in FY2026. This report will present our ESG outcomes against the Community Housing Industry Association (CHIA) ESG Reporting Standard, as well as our own Social Outcomes Framework.

Together, the strategy and reporting approach provide a solid foundation for measuring progress, guiding continuous improvement and communicating our impact to stakeholders.

The graphic on the next page represents our ESG strategic themes — a visual summary of the key areas of focus over the course of the strategy.



Our ESG strategic themes

Evolve Housing's ESG strategy includes four strategic themes: Environment, Tenant and Community, People, and Governance. As illustrated, these themes are underpinned by the foundations required to manage our ESG performance including how we manage, communicate and drive continuous improvement.



Tenant & Community

Work with and for our tenants to inform service delivery, housing suitability and community cohesion



People

Be the employer of choice and provide a safe and inclusive workplace that supports our team to be their best selves at work and throughout their lives



Governance

Establish, maintain and improve our policies and procedures that govern our organisation



Environment

Grow and maintain a resilient housing portfolio while reducing our environmental impact

Foundations

Establish strong foundations to manage our social and environmental performance, communicate our progress and drive continuous improvement – while continuing to house people in quality homes and support thriving communities.

This work forms part of our broader commitment to delivering high-quality services and building relationships founded on engagement, respect and transparency – helping us improve outcomes for the communities we serve.

EchoRealty

Enabling more people in need to live in quality and affordable housing

EchoRealty manages one of the largest affordable housing property portfolios in Australia. Operating as a separate entity within the Evolve Housing Group, the team works with tenants, property owners, developers, local governments and other organisations to manage more than 2,200 properties across New South Wales, Victoria and the Australian Capital Territory.

On the housing continuum, affordable housing sits between social housing and the private rental market. Subsidies and special planning rules enable rent for affordable housing to be priced 20-25% below the private market rate so that low-to-moderate income earners can afford quality, stable housing without experiencing financial stress. Without the option of affordable housing, people on lower incomes may never have the opportunity to save for their own home or explore training, education or other possibilities to improve their lives.

Recognising the importance of providing affordable housing options at scale, EchoRealty is committed to increasing the supply for affordable housing stock. Profits generated by EchoRealty are reinvested to fund social and affordable housing projects, and the team works with developers, local governments and property investors to deliver affordable housing that meets community need and provides people with a place to call home.

Committed to enabling more people to live in quality and affordable housing, EchoRealty also supports residents to maintain their tenancies by connecting them with wraparound services and supports to help them overcome challenges, reach financial stability and improve their lives. The organisation invests in community programs that support vulnerable people and build thriving, positive communities.

Operational achievements

The 2024–25 Financial Year was the first full year of operations for EchoRealty NSW and ACT Limited (ERNAL) as a registered community housing provider. Meeting the regulatory and contractual reporting obligations of this registration required a concerted effort, with the team adopting new systems and processes to collect and report the necessary data.

Significant governance and legal work were also undertaken throughout the year to support the successful registration of EchoRealty Vic Limited as a community housing provider in Victoria. This registration was achieved in May 2025, in preparation for new opportunities in the coming year.

Acknowledging that high quality customer service directly impacts the wellbeing of tenants and their ability to sustain their tenancies, this year EchoRealty restructured its customer experience team. Growing from two staff members to six including a Team Leader has improved customer service levels, resulting in improved outcomes for tenants and an overall better leasing experience.

With the National Rental Affordability Scheme (NRAS) ending in June 2026, supporting tenants and landlords to transition out of the scheme has been an ongoing priority for EchoRealty. Although the majority of NRAS properties managed by EchoRealty exited the program in FY 2023 - 24, the team was able to support several tenants and property investors to reach an agreement this financial year that was suitable for both parties. In other cases, EchoRealty worked closely with eligible residents to find other suitable affordable housing properties.

Supporting tenants at risk

While affordable housing tenants are assessed at entry as being able to maintain their tenancy, EchoRealty understands that everyone faces challenges throughout their lives. To better support tenants who may experience unexpected challenges or changes to their circumstances that may impact their ability to sustain their tenancy, this financial year EchoRealty introduced a specialist, early intervention support service. Through the Evolve Housing Tenancies at Risk Panel (TARP), EchoRealty tenants who are identified as vulnerable or at risk of losing their housing have access to dedicated support to help them overcome challenges, whether that is paying their rent, maintaining care of their property or managing another unforeseen event.

Although EchoRealty Property Managers previously worked with the Evolve Housing team to support tenants facing challenges, this new model ensures EchoRealty tenants have timely, specialist support from a team member who understands their unique needs as an affordable housing tenant. Before a tenancy agreement is terminated, all tenants are referred to the panel for support.



The new approach has enabled faster response times, more informed case management and improved access to wraparound support and services.

The team has seen positive outcomes and improved housing stability for several tenants who were at risk of losing their affordable housing.

Providing housing options for vulnerable people

This financial year, through two new partnership initiatives, EchoRealty began managing nine affordable housing properties specifically for people escaping family and domestic violence. One initiative is providing housing for women and children, while the other supports individuals of any gender. Both partnerships reflect a shared commitment with EchoRealty to deliver safe, affordable housing to those most at risk in the community.

Notably, these initiatives are being delivered without government funding or financial incentives, highlighting the values-driven approach of the partners involved and the importance of community-led solutions.

Following the success of these initiatives, EchoRealty plans to explore other partnerships that can help meet the demand for safe, affordable housing for vulnerable members of the community.

Portfolio growth

EchoRealty's property portfolio experienced continued growth in FY 2024 - 25, with the team now managing over 2,200 affordable housing properties across New South Wales, Victoria and the Australian Capital Territory, representing an increase of more than 8%.

Through two tender processes, EchoRealty was selected as the successful community housing provider to manage the affordable housing portfolios of Waverley and City of Canada Bay Councils. EchoRealty began managing 50 properties on behalf of these Councils from October 2024. These new contracts expanded EchoRealty's footprint into new areas, enabling the team to offer a wider range of housing options to those seeking affordable accommodation.

The team also continued to work closely with existing local government partners, including Willoughby City Council, Parramatta City Council and Bayside Council. In addition to managing their affordable housing stock and supporting

residents to sustain their tenancies, EchoRealty has also been collaborating with these partners to identify opportunities to expand affordable housing supply and strengthen local strategies to meet demand.

From 1 July 2024, EchoRealty took over the management of 256 affordable housing properties owned by community housing provider, BlueCHP, as part of its strategic partnership with Evolve Housing Group. Over the year, the team has formed positive relationships with existing tenants and successfully leased 43 BlueCHP properties in the Liverpool area.

A key benefit of the broader BlueCHP partnership is the inclusion of a significant number of three and four-bedrooms dwellings to EchoRealty's portfolio. This important addition has allowed EchoRealty to offer larger houses to families who previously would have outgrown its available accommodation.

In collaboration with Evolve Housing's support services team, EchoRealty also assisted several BlueCHP tenants to overcome ongoing challenges and regain stability in their tenancies. This has included connecting tenants with tailored support, such as financial counselling, education and training to help improve long-term outcomes.

Looking ahead

In the coming years, EchoRealty will continue supporting the Evolve Housing Group to achieve its commitments under the Housing Australia Future Fund Facility (HAFFF) and National Housing Accord Facility (NHAF). In February 2025, Evolve Housing was awarded 11 projects submitted under Round 1 of these initiatives. This includes 1,064 affordable housing properties. EchoRealty will also explore new partnerships to ensure more people in need can live in quality and affordable homes in thriving communities.



Claire's story:

From key worker tenant to first-home buyer

When Claire moved from Newcastle, New South Wales to Melbourne, Victoria in 2021, she was driven by her dream to work as a Medical Imaging Technologist at the Royal Children's Hospital. Without family or friends nearby, she initially stayed in an Airbnb property while getting to know the city. Soon, she found a rental apartment in Moonee Ponds through EchoRealty's Essential Worker Program.

EchoRealty is one of the largest affordable housing providers in Australia and offers discounts of up to 25% market rent rate for key workers like Claire.

"I couldn't believe how affordable the rent was, and the location was perfect. It would take me under 10 minutes to drive to work or 15 minutes if I rode my bike," Claire said.

She lived in the apartment for two and a half years, and the reduced rent allowed her to save a deposit to purchase her own home.

"If I had been paying full rent, I would have had little to nothing left each month. The discount helped me save for a deposit."

During her time with EchoRealty, Claire appreciated the support she received from her Housing Manager, Victoria, who helped ease her transition from tenant to first-home buyer by arranging a flexible month-to-month rental agreement.

In late 2023, Claire and her partner bought a townhouse. "It's really good to have a place that's mine. I can hang whatever I want on the walls and plant whatever I like. Having that freedom feels amazing."

Today, Claire continues working as a Medical Imaging Technologist and enjoys the independence her new home provides. The rent discount from EchoRealty allowed her to save for more than just a deposit on her first home. It gave her the opportunity to travel and enjoy life outside of work.

Claire encourages others to take up affordable housing opportunities when they can.

"It gives people the freedom to choose what they want to do with their money. For key workers, being close to work is safer and healthier. It lets you spend less on petrol and maybe ride your bike to work like I did."

Her advice for others is simple: "Take the opportunity if it comes up. I'm glad I did."

"It's really good to have a place that's mine. I can hang whatever I want on the walls and plant whatever I like. Having that freedom feels amazing."

Responding to housing need

Evolve Housing is committed to addressing the critical shortage of secure, affordable homes.

Australia's social and affordable housing sector is at a critical turning point. A growing housing crisis, fuelled by rising rents, shrinking supply, and increasing complexity of need, is colliding with a wave of renewed government attention and investment.

Today, demand for social and affordable housing far outstrips supply. Nationally, we face a shortfall of up to one million homes, with housing stress affecting not just the most vulnerable, but also key workers and everyday families. As the cost of renting soars, so too does the pressure on our services.

In response, governments have taken action. The \$10 billion Housing Australia Future Fund Facility (HAFFF) and National Housing Accord Facility (NHAFF), launched in 2023, aim to deliver 40,000 new homes over five years. State-based initiatives such as the Social Housing Accelerator Fund and planning reforms in NSW and Victoria are also unlocking development potential. These are welcome steps, but they will not close the gap.

Tier 1 CHPs like Evolve Housing are increasingly expected to deliver full development projects, not just manage or acquire stock, to help meet the shortfall. At the same time, the sector faces rising build costs, planning delays, and labour shortages. Community opposition to new developments remains a barrier, and funding certainty is still evolving. Yet, despite these challenges, a more capable and connected sector is emerging, ready to manage risks and deliver genuine outcomes for people and communities.

FY 2024 - 25 was a watershed year for Evolve Housing and our mission to provide more people in need with a place to call home. In September 2024, we learned that 11 of our 13 tenders for project funding under Round 1 of the Federal Government's HAFFF had been approved. In NSW, we were awarded a third of all successful tenders under the scheme.

This extraordinary outcome will see Evolve Housing deliver 1,253 social and affordable homes over the next four years, and more than double the number of properties we own.

These homes, located across NSW and Victoria, will provide safe accommodation for women escaping domestic violence, older women at risk of homelessness, key workers, and other vulnerable members of our community. Each site has been carefully selected for its access to transport, services and amenities, ensuring residents can live well-connected lives.

Delivery will involve partnerships with nine building and construction companies and three government agencies in two states. It shows the deepening connections we are building across the sector and is a strong vote of confidence in our capacity to manage large and complex projects, on time and on budget.

FY 2024 - 25 was a watershed year for Evolve Housing and our mission to provide more people in need with a place to call home.

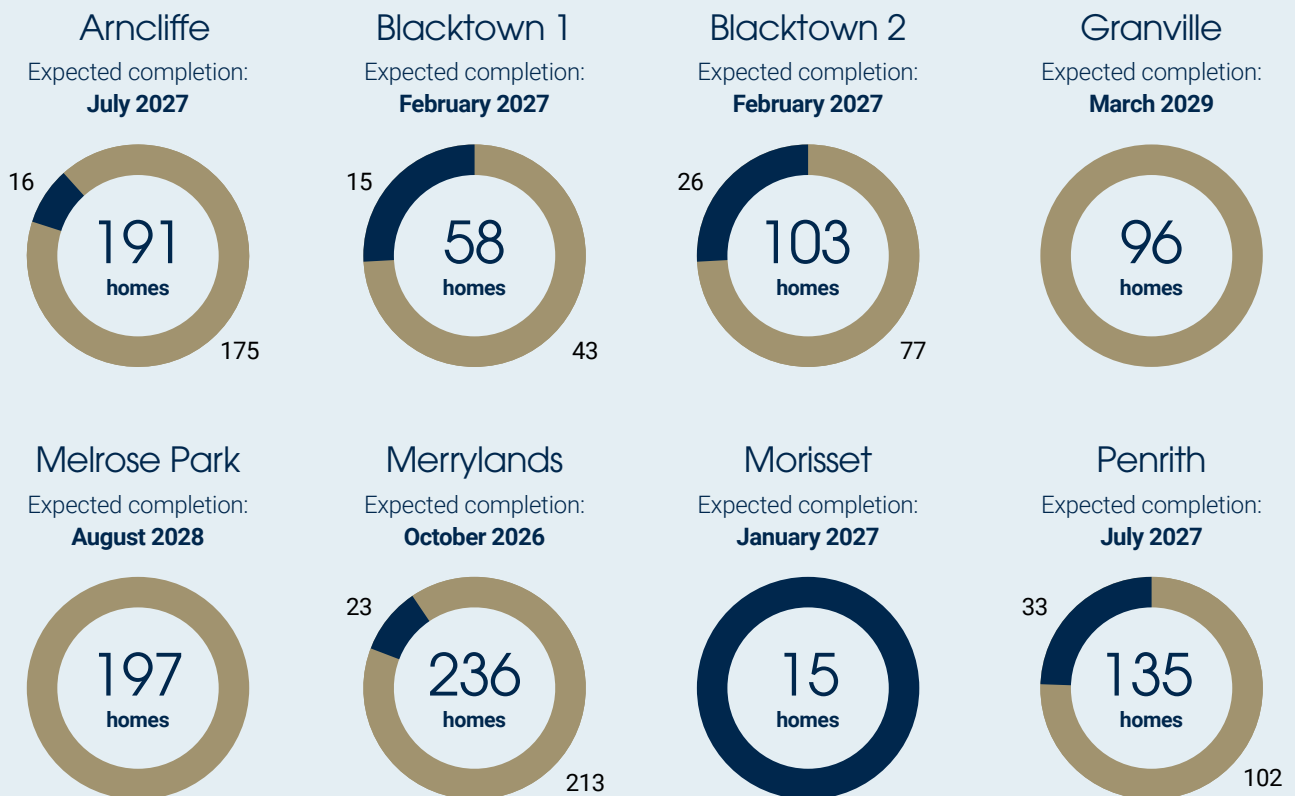
Successful HAFFF projects

HAFFF Round 1 project summary (30 June 2025)

1,253 total homes

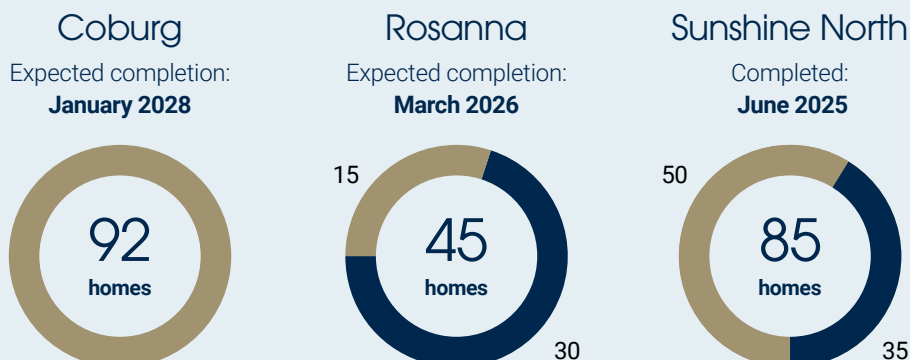
New South Wales

■ Social ■ Affordable



Victoria

■ Social ■ Affordable



Evolve Housing property data



Evolve Housing Group property portfolio

30 June 2025

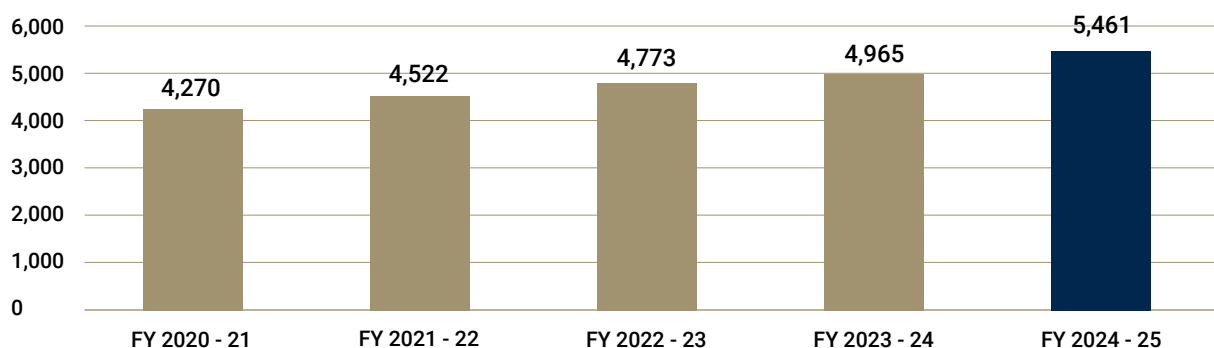
3,248 Social

2,213 Affordable

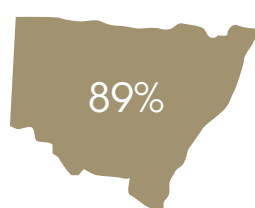
5,461 Total



Portfolio growth



Operating jurisdictions



NSW 4,863



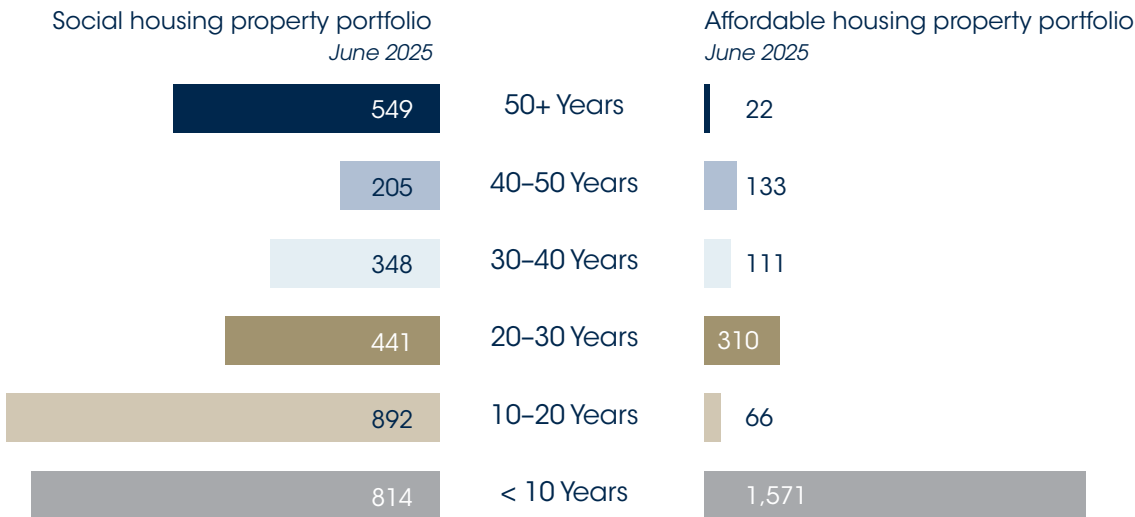
VIC 558



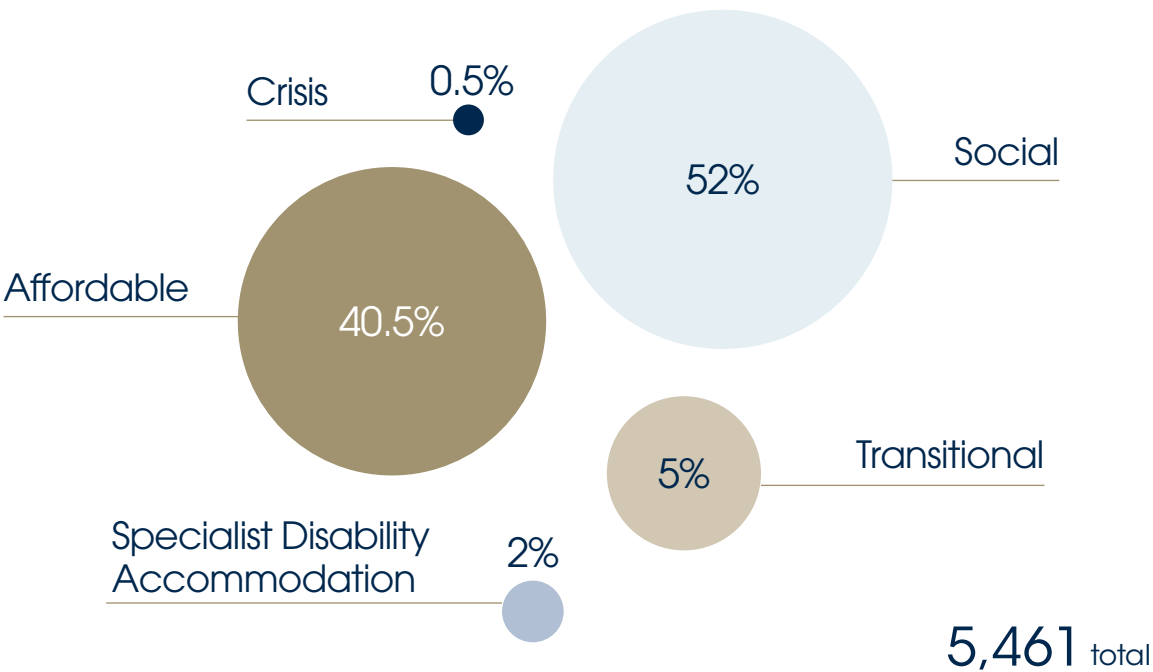
ACT 40



Age of dwellings



Housing types



Primary LGA



2,213 affordable



3,248 social

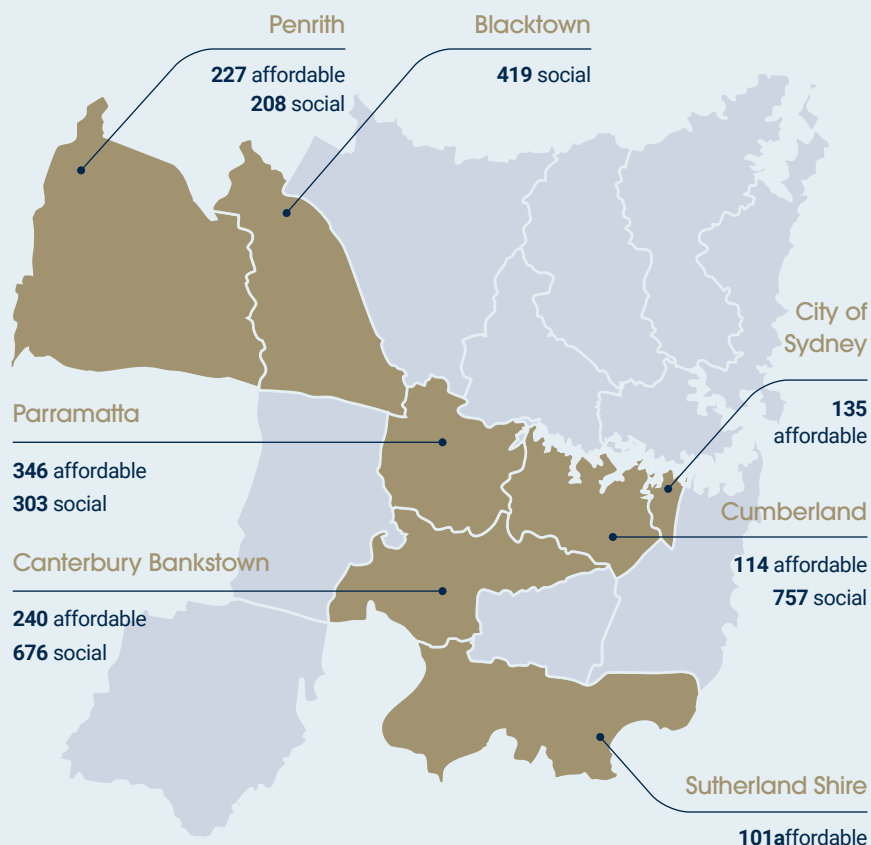
NSW

Affordable

Canterbury Bankstown	240
City of Sydney	135
Cumberland	114
Parramatta	346
Penrith	227
Sutherland Shire	101

Social

Blacktown	419
Canterbury Bankstown	676
Cumberland	757
Parramatta	303
Penrith	208



Other Metro

816 affordable

697 social

Other Regional

29 affordable

62 social

VIC

Affordable

Moonee Valley	105
Yarra	100

Social

Moonee Valley	126
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Moonee Valley

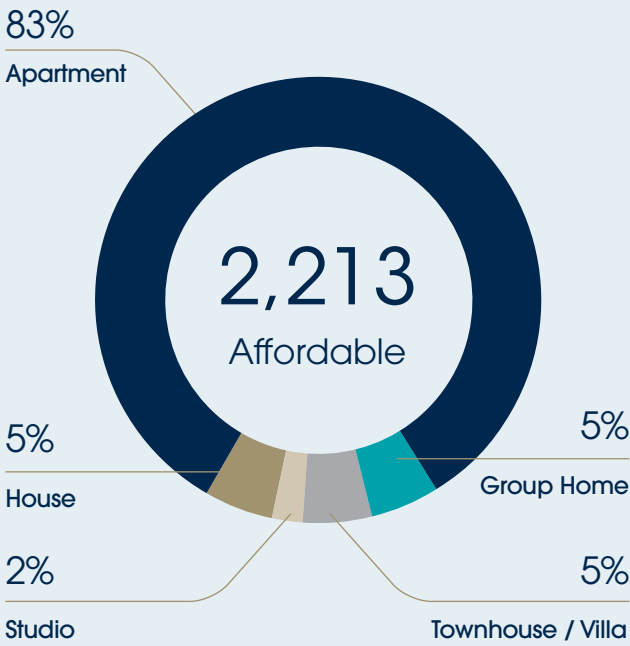
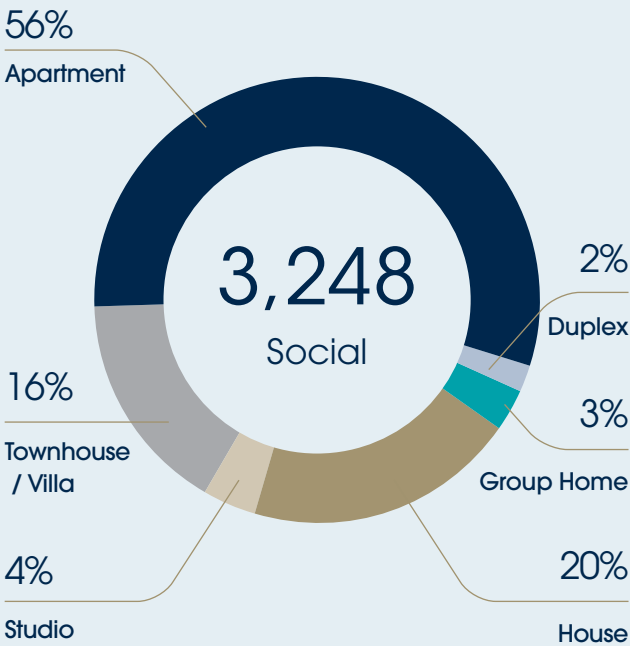
105 affordable
126 social

Yarra

100 affordable

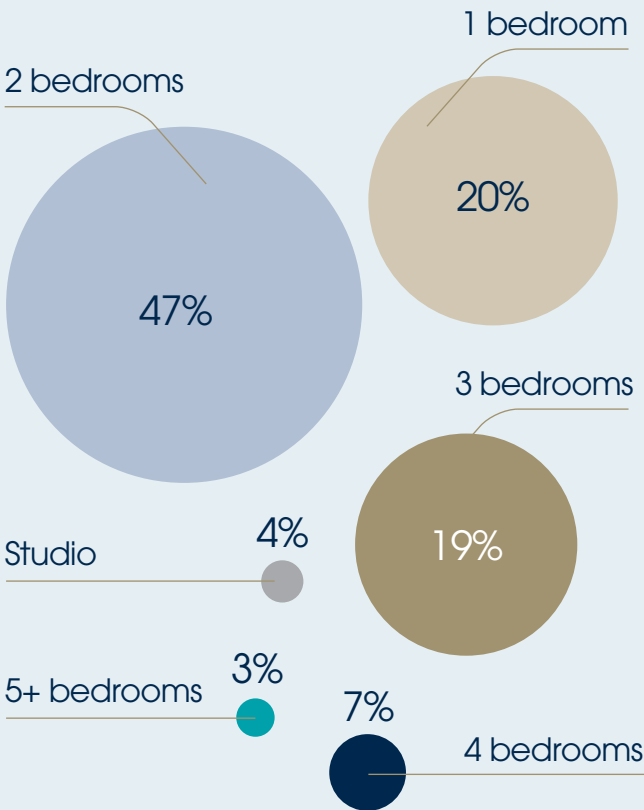


Dwelling types

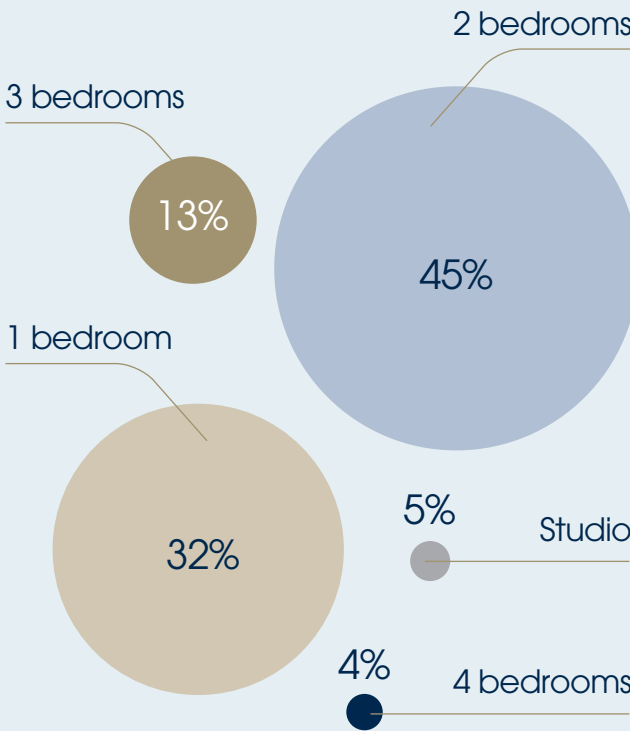


Bedroom configurations

Social



Affordable



GOAL 1

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 delivered strong growth over the past year across our geographical footprint and into new areas. Notable examples include: • Sunshine North (VIC): As at 30 June, we delivered 85 units, comprising 50 affordable housing and 35 social housing dwellings. • Melbourne (VIC): Fee for Service - our reach has expanded into 13 additional suburbs beyond Moonee Valley.
	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	>33% success rate across a minimum of 6 tenders responded to per annum >20% awards success rate >3 advocacy events sponsored or facilitated annually This measure ensures we are actively creating opportunities to bring together experts from social and affordable housing, along with private sector stakeholders, to explore collaborative solutions to the housing crisis. These events promote dialogue, share best practices, and support innovative, cross-sector approaches to improving housing outcomes	Achieved 8 tenders were submitted during the financial year, with 4 successful, 1 unsuccessful and 3 pending outcomes - reflecting a current success rate of 80%. 13% industry recognition awards success rate. In FY 2024 - 25, 16 award entries were submitted. Of these, we achieved two wins, one runner-up placement, two highly commended acknowledgements, and were named finalists in 11 other awards. Advocacy events sponsored or facilitated include: • Chancellor's Golf Day. • Business Western Sydney Community Housing boardroom lunch. • Australasian Housing Institute International Women's Day event. • Boardroom lunch with Scott Langford (Urban Taskforce event).
	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	Achieved A10% overall increase in dwellings was recorded this financial year, with 496 additional homes delivered. This includes an 8% growth in affordable housing and an 11% increase in social housing dwellings, reflecting strong growth across both housing types.



Evolve Housing employee

8 tenders were submitted during the financial year, with 4 successful, 1 unsuccessful and 3 pending outcomes - reflecting a current success rate of 80%.



Sunshine North

Evolve Housing places its residents and clients at the forefront of everything we do to ensure we assist struggling Australians in finding a safe, secure and affordable place to call home. Evolve Housing's experience and commitment to creating vibrant, inclusive communities is fundamental to providing people opportunities for social and economic participation.

Following our expansion into Victoria, we successfully acquired and tendered a large-scale mixed tenure housing development known as "Sunshine North" in Victoria's Sunshine North suburb through the Housing Australia Future Fund Facility (HAFFF) and National Housing Accord Facility (NHAF). This incredible project is an innovative collaboration between Evolve Housing, Homes Victoria and Pace Development Group. It aims to deliver not just homes but a vibrant neighbourhood where people from different walks of life can thrive together.

About the project

Sunshine North was designed around the concept that a home is more than just a physical space – it is a place of security, comfort and wellbeing. This development offers 85 apartments comprising 35 social units and 50 affordable units with a mix of one, two and three-bedroom properties across two buildings. This variety caters to the diverse needs of our community, which includes singles, couples, families, people living with disability and individuals from culturally diverse backgrounds.

Evolve Housing understands the cost of living crisis is affecting many Australians. Through Sunshine North, our tenants have the opportunity to live in a high-quality, accessible and affordable dwelling at a reduced market rent rate. The project sets a new standard of living for social and affordable housing renters, fostering equality and community.

Inclusive design and architecture

Evolve Housing aims to provide secure homes and more inclusive communities to enrich our residents' lives. Our commitment to best practice designs and development of our brand-new social and affordable dwellings is driven by tenant wellbeing, design quality and environmental performance.

This project embodies our vision through the efficient use of simple, established construction methods and cost-effective materials. It represents an injection of high-quality homes into the market, designed on egalitarian principles that promote shared access to light, outlook and communal space. The development offers a place to call home for a new generation of Sunshine North residents.

This project embodies our vision through the efficient use of simple, established construction methods and cost-effective materials.

A strong focus was placed on creating a high level of amenity for all residents. The apartment mix includes a higher number of two-bedroom dwellings, directly responding to the demand for this configuration in the local area. Dwellings are arranged in a rectangular pattern across a two-core building, centred around an open communal area and an enclosed community room. All apartments benefit from good orientation, building depth and layout, enabling excellent access to daylight, ventilation and natural cross-ventilation.

Each apartment has been designed to offer well-proportioned, usable and furnishable rooms, with sufficient storage and appropriate visual and acoustic privacy to support a healthy and comfortable living environment. Private and communal open spaces are safe, well-landscaped and receive ample sunlight, encouraging an indoor-outdoor lifestyle and opportunities for social interaction.

The development includes a substantial shared community garden, barbeque facilities, and communal seating areas. These features not only enhance liveability but also reinforce the project's community-minded outlook. The generous communal room, shared between the two buildings via a central outdoor space, was carefully considered to foster resident interaction and support a strong sense of belonging.

This well-located development also offers access to local employment opportunities, public transport, and essential services. Situated in a growing residential pocket of an established suburb, Sunshine North is within 3km of medical centres, shopping, community and educational facilities. A nearby bus stop within 700 metres connects residents to the central transport hub, providing direct links to Melbourne's CBD within an hour and access to regional V-Line trains.

Sustainable and green living

The development is built on a sloping site overlooking the Maribyrnong River, with views extending to the city skyline. The two buildings are designed to complement the surrounding landscape while offering practical and accessible living options. Of the 85 dwellings, 44 are fully accessible, with features such as wider doorways, hobless showers and in-wall noggins to support future grabrail installation for individuals living with disability, ensuring that every renter's needs are catered to.

Beyond its commitment to housing accessibility, the project is dedicated to sustainable and green living. The development incorporates environmentally-friendly features such as energy-efficient appliances, green spaces and communal gardens to encourage community interaction.

The buildings include solar PV, rainwater harvesting and EV charge points and achieve a 7-star Nationwide House Energy Rating Scheme (NatHERS) rating. Electricity is 100% generated through renewable sources via an embedded network. These elements not only reduce the carbon footprint but also promote a healthy and vibrant communities in which our renters can thrive.

Partnerships and collaborations

The Sunshine North development is the first of 11 Evolve Housing projects announced under the HAFF program to be completed. Together, these projects will deliver more than 1,200 social and affordable homes across New South Wales and Victoria.

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

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

"I'm incredibly grateful to have secured this home for myself and my daughter. From the moment we moved in, we felt a sense of comfort and safety. The unit is beautifully designed inside and out. My daughter and I absolutely love it. Thank you to Evolve Housing for making this possible and for giving us a place we're proud to call home," Evolve Housing renter.

Sunshine North stands as a symbol of progress, compassion and innovation. It redefines what social and affordable housing can look like in Australia, offering a new model for inclusive and sustainable urban living.

Evolve Housing is proud to have taken this important step in expanding our presence in Victoria and in contributing to the vital supply of social and affordable housing across the country. We are excited to support the new community at Sunshine North as it grows and thrives.



Sunshine North, Victoria

“I’m incredibly grateful to have secured this home for myself and my daughter. From the moment we moved in, we felt a sense of comfort and safety. The unit is beautifully designed inside and out. My daughter and I absolutely love it. Thank you to Evolve Housing for making this possible and for giving us a place we’re proud to call home.”

- Evolve Housing renter

Delivering exceptional client service

At Evolve Housing we are committed to providing quality homes and services that empower our residents to feel safe and supported in connected communities where everyone thrives.

Providing exceptional client service means placing people at the centre of everything we do. Beyond delivering safe and secure housing, Evolve Housing supports people to live in stable, long-term housing by offering tenancy support and property services that are responsive to the needs of those who are most vulnerable in our communities.

Whether resolving a maintenance issue, connecting a resident to wellbeing supports, or seeking input about a proposed social outing for residents, we strive to create positive experiences for all our residents and clients. Central to this approach is a commitment to listening, so that the people we support have meaningful opportunities to share feedback and shape the services that impact their lives.

Our actions to drive excellence in client service are guided by our Client Service Strategy which outlines the standards, principles and service delivery residents and clients can expect from Evolve Housing. The framework has 17 key performance indicators which are reported on monthly.

Resident Advisory Group

Our NSW Resident Advisory Group (RAG) is a formal group of residents who volunteer their time to represent and promote the interest of residents. Consultation with RAG members is a key form of resident engagement. Evolve Housing seeks input from the RAG on issues, policies, programs and other operational activities that directly affect residents.

In FY 2024 - 25, the RAG met 10 times. The group was asked to provide feedback on projects and initiatives including the Resident Christmas party, Evolve Housing's new website and improvements to the resident newsletter. In a project initiated by the RAG members, the group also produced two informative resources sharing services and support they have used themselves to ease cost of living pressure. One flyer shared ways to save money on food, while the other provided information on financial services and support available for tenants with financial concerns or challenges.

Evolve Housing was also delighted to support eight RAG members to attend the Community Housing Industry Association (CHIA) Conference in Sydney in June 2025.

Maintenance Advisory Group

The Maintenance Advisory Group (MAG) meets bi-monthly and was set up to specifically focus on maintenance-related matters of importance to residents, such as property repairs and maintenance, general maintenance and lawns and gardens. This year, residents in the MAG met seven times and provided feedback on areas including contact centre processes and the online tenant portal. Several business unit leaders from Evolve Housing presented at MAG meetings to provide information and answer questions from the resident members.

Communications Panel

The Communications Panel is open to all residents who wish to share feedback on how we communicate with them. Throughout the year, residents are invited to review a range of communication materials such as letters, SMS messages and fact sheets to ensure they are relevant, easy to understand and accessible.

In FY 2024 - 25, four tenant documents were reviewed. Suggestions from residents led to improvements such as clearer grammar and simplified language, as well as additional content such as phone numbers being added, where appropriate.

ServiceNow

The integrated customer service and workflow management platform ServiceNow is now fully embedded within Evolve Housing. This system, which brings together a Customer Service Management System, Field Service Management System, Tenant Portal and Contractor Portal has transformed the way our Contact Centre, tenants and contractors interact. With everything from repairs and maintenance requests, job quotes, contractor invoices and other tenant issues all recorded in the system, ServiceNow has delivered organisational efficiencies, enhanced tenant experiences and strengthened residents' trust in our services. Rollout of the system has enabled our Contact Centre to continue to deliver a high standard of customer service, even with our increasing tenant numbers. In our most recent tenant survey, residents reported a high level of satisfaction with the team.

With the ability to now be able to log and monitor repair and maintenance requests through the self-service Tenant Portal, tenants have greater transparency over requests and are able to more easily provide feedback to us. ServiceNow has also improved Evolve Housing's communication and engagement with contractors, who are benefiting from the Contractor Portal, which allows them to directly assign and progress work orders, as well as track payments.

While there has been significant work completed across the platform to address staff and tenant feedback and upgrade features and functionality, our Resident Engagement Team has primarily been focused on supporting tenants to start using the Tenant Portal. To encourage greater uptake from tenants, a team of staff champions worked with members of the RAG to produce 'how-to' videos explaining the purpose of the Tenant Portal and how to sign-up and use the system. As at August 2025, more than 600 tenants have set up an account in the Tenant Portal.

We are continuing to upgrade ServiceNow to give tenants more control and transparency over their requests, provide greater functionality to contractors, and ensure our team has clear visibility over the information logged and stored in the system.

This successful partnership between Evolve Housing, ServiceNow and Thirdera was runner-up in the Business Partner Award category of the 2024 Powerhousing Australia Awards. Our nomination highlighted how the Tenant Portal has underpinned Evolve Housing's digital transformation and enhanced tenant experience.

Our assets

There were no significant changes to our maintenance contracts in FY 2024 - 25. The new arrangements put in place in the previous year have continued to work well. Our team has been supporting contractors to understand the requirements of our sites and to start using the Contractor Portal to efficiently manage work orders.

Regular upkeep of lawns, gardens, common areas and property grounds is crucial for the safety and wellbeing of tenants. Our focus for repairs and maintenance work this financial year has been on audits and site inspections to ensure we are monitoring the quality and condition of properties and investing in ongoing improvements. We have been able to involve members of the MAG in these projects.

To assist with inspections, we gave our field team tablet devices to complete property assessment surveys. The tablets are automatically synced with ServiceNow, allowing staff members to more efficiently request work, and importantly, be more available for tenants who may need support while they are onsite.



Evolve Housing Business Support team

Gigacomm NBN partnership

Through a partnership with internet provider, Gigacomm, NBN infrastructure was installed at four Evolve Housing social housing complexes in a pilot program. Tenants in the complexes were offered an NBN internet connection in their home at a discounted rate. Recognising that providing an affordable internet connection is essential for social housing tenants, Evolve Housing has been supporting tenants to get connected either through Gigacomm or another NBN provider of their choosing.

The program will be rolled out to more Evolve Housing social housing properties in the coming year.

Specialist Disability Accommodation

Specialist Disability Accommodation (SDA) is a growing area of impact for Evolve Housing. We collaborate with Supported Independent Living (SIL) providers to provide quality housing and support services for NDIS participants. Our dedicated SDA team offers specialist tenancy management and coordinates housing and support for residents.

In FY 2024 - 25, we secured NSW Government funding to complete upgrades to 38 of our SDA properties in NSW. By rolling out a planned schedule of work with our partners, we were able to complete these upgrades within timeframes and budgets. Work included new pergolas, air conditioning upgrades, new bathrooms or renovations, kitchen re-designs, roof replacements, structural upgrades, garden/tree works, fire egress upgrades and septic system upgrades.

Common area audit and works program

From our annual tenant surveys, we know residents take pride in their homes, lawns, gardens and communal areas. To ensure the common areas of our properties are kept clean and maintained, we conduct a safety audit annually across our portfolio. This identifies issues and ensures repairs are completed in a timely manner.

Heat resilience program

In FY 2024 - 25, Evolve Housing received government funding to expand our program to make its properties in Western Sydney more resilient to the impacts of extreme heat. In the coming months, more of our properties in and around Penrith will be upgraded with energy-efficient equipment, such as ceiling fans and solar panels to help residents stay cool. We have also continued to educate residents on cost-effective and energy-efficient ways to manage extreme heat.

Improving resident safety

The safety and security of our tenants is paramount for Evolve Housing. Social housing tenants are some of the most vulnerable people in the community. In addition to often struggling to maintain their tenancy, many of our tenants are also dealing with complex medical conditions that may impact their mobility. Ensuring that our high-rise or multi-storey complexes have a working lift is essential for the safety of tenants. This financial year, we undertook an analysis of all our unit blocks with lift access with the aim to improve the way we respond at each site when a lift is down.

To reduce the incidence of anti-social behaviour and other safety concerns, this year we made a significant investment in installing remote access. CCTV surveillance systems at 25 of our unit blocks. This allows the police to respond and investigate more quickly, if and when issues occur. It also allows us to identify potential safety concerns and implement prevention strategies before they occur.

We have also been working more closely with local police through events like Safety Action Meetings to explore how we can improve safety for residents and sustain more tenancies.

Maximising how we help residents

Evolve Housing is focused on achieving the best outcomes for the greatest number of people and making the most efficient use of our housing portfolio. To support this goal we launched a program in FY 2024 - 25 that helps residents relocate or downsize into houses that better suit their needs. This ensures that our larger three and four bedroom properties are available for families who require more space aligned with key objectives of Homes NSW.

Growing our team in Victoria

We have continued to invest in our Victorian growth through resourcing the team to provide specialist services to our renters. The team now includes two Housing Managers, a dedicated Technical Officer, Housing Assistant and Administration Officer.

Team Building Day

Evolve Housing Resident Services held its annual Team Building Day in early 2025. This provides a great opportunity to bring employees from across the business together to connect and engage more deeply in what we do.

The day helps set the tone at the start of the year and provides a wider lens on the direction we are heading. It gives us the chance to communicate our vision and goals with the team and align our business and projects with the strategic plan. Participants also have the opportunity to hear from external guest speakers from the industry to learn more about the sector and operating environment.

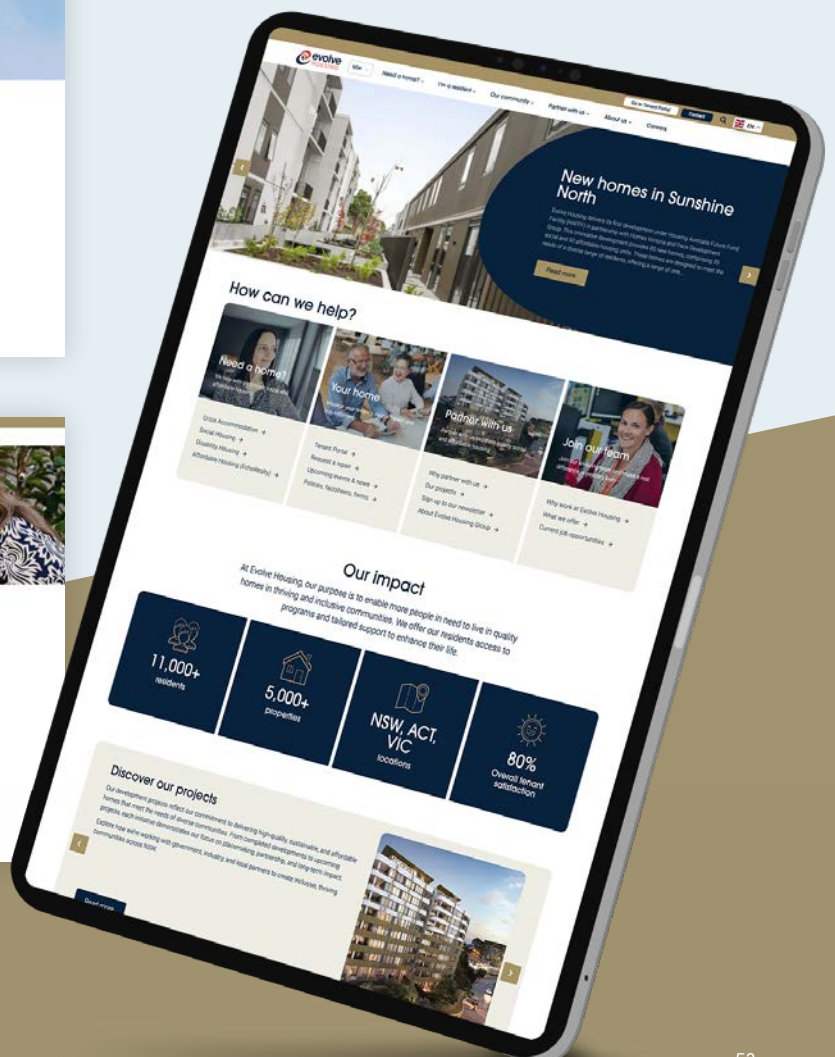
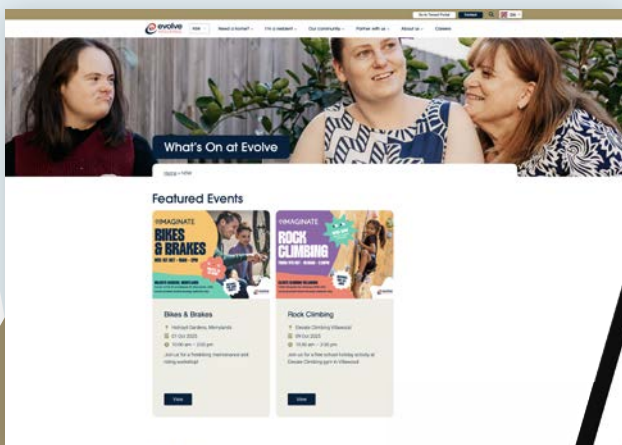
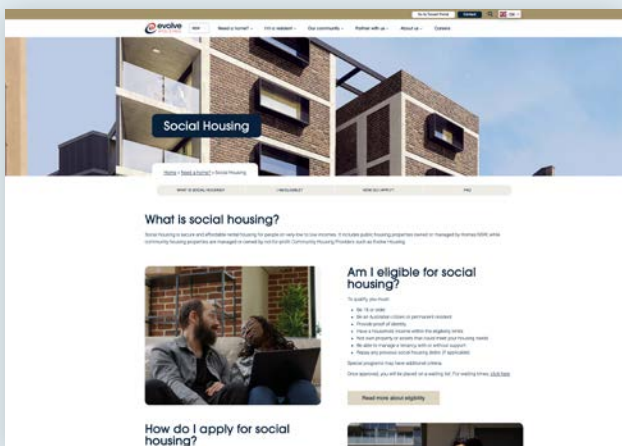
New website

This year, Evolve Housing launched a refreshed website that significantly improves how we connect with residents, partners and stakeholders. The new platform represents an important step in strengthening our digital capabilities and advancing our mission to create thriving, inclusive communities.

Designed with accessibility and usability at its core, our new website reflects Evolve Housing's commitment to delivering services and information in ways that are clear, engaging and responsive. The updated 'Our Community' section offers residents streamlined access to tenancy support, service updates and local activities. These improvements were shaped by valuable feedback from our Resident Advisory Group (RAG), ensuring the experience is user-friendly and aligned with what matters most to those we serve.

A new 'Partner with Us' section highlights how we collaborate with developers, government and investors to deliver innovative and scalable housing solutions. This addition supports our broader strategy to grow partnerships that extend our impact and respond to housing needs across New South Wales and Victoria.

Developed with a long-term vision, the site is built to evolve with user insights and changing needs. Guided by a clear strategy to improve user experience and better reflect our purpose, it strengthens how we communicate, fosters connection, and supports the communities and partners at the centre of our work.



GOAL 2

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 tailor 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 residents who sought assistance were connected with the Support Pathways team. Depending on availability, they either became active clients immediately or received interim support while on the waitlist, coordinated by our Referral and Assessment Case Coordinator. Importantly, waitlisted tenants continued to receive proactive engagement from intake staff, who maintain regular contact, assess individual needs, and initiate referrals to appropriate support services. Support was tailored to each client and may have included: • Development of essential living skills • Referrals to wraparound and specialist services • Assistance with hoarding and squalor • Support for domestic and family violence (DFV) • Mental health and wellbeing support • Property care and tenancy sustainment The overarching goal was to prevent eviction and foster stable tenancies. By addressing the diverse and complex needs of clients, the program has promoted long-term housing security and enhanced overall quality of life.
	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	In progress The implementation of our RAP is progressing well, with numerous significant milestones already achieved.
We deliver client centred, quality properties and tenancy	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 An 81% satisfaction rate was reported by Evolve Housing residents and an 88% satisfaction rate by EchoRealty residents, with both results exceeding the National Regulatory System for Community Housing (NRSCH) threshold of 75%.
	We deliver best practice tenancy management	Understand, implement and exceed regulatory and industry service delivery standards	>75% tenant satisfaction overall with services provided	Achieved An 82% satisfaction rate was reported by Evolve Housing residents and an 89% satisfaction rate by EchoRealty residents, with both results exceeding the NRSCH threshold of 75%.



Evolve Housing employees

82% satisfaction rate was reported by Evolve Housing residents

89% satisfaction rate by EchoRealty residents

Both results exceed the NRSCH threshold of 75%.



Nabaa – Evolve Housing tenant

Nabaa's story:

Building a future with the support of Evolve Housing

For Nabaa, finding a safe and stable home gave her the foundation to build something more. Since 2019, Evolve Housing has provided Nabaa and her three children with secure accommodation close to public transport and local amenities, allowing her to pursue her career goals.

"It's three bedrooms, it's clean, and my kids love it. There's no stress. Evolve Housing always helps," Nabaa said.

With her housing needs met, Nabaa was able to focus on what came next — education and personal growth. Through Evolve Housing's KEY Grants program, which offers direct support to help with the costs of education, Nabaa enrolled in a nails and makeup course, followed by a laser hair removal course.

"Evolve Housing helped with everything. The makeup kit alone was around \$500. I finally had the chance to study and do something for myself."

As her confidence grew, Nabaa shared her skills at Evolve Housing's Women's Coffee Club, where she pampered fellow members with nail treatments and conversation.

"When I did their nails and added the cuticle oil, they were so happy. I felt proud to share what I had learned and to connect with other women. It gave me confidence."

Today, Nabaa continues to build her skills and is working toward a future in the beauty industry.

"I feel stronger and more confident. I want to keep gaining experience and eventually start working. I'm proud of how far I've come."

Her three children have also thrived with the support of Evolve Housing. Her eldest son especially looks forward to Evolve Housing's free school holiday programs known as Imagine.

However, the journey hasn't always been easy for Nabaa and her family. Years ago, Nabaa left an unsafe relationship while caring for her newborn son and navigating life without permanent residency or access to support services.

"It was one of the hardest times of my life. But Evolve Housing gave me stability and the support to rebuild."

She believes access to safe housing and education can be life-changing.

"It gives you freedom and security. Instead of just surviving, you can focus on your future."

Nabaa hopes her story inspires others to ask for help. "Help is out there, and Evolve Housing truly cares. I'm grateful for everything they've done."

"It was one of the hardest times of my life. But Evolve Housing gave me stability and the support to rebuild."

Improving lives and strengthening communities

Evolve Housing exists to enable more people to live in quality homes in thriving and inclusive communities. Providing affordable, safe and well-maintained housing is just the first step in achieving this.

At Evolve Housing, we recognise the interconnectedness of housing with social, economic and personal wellbeing, and aim to support residents to overcome challenges and build positive and productive lives for themselves and their families.

Whether it is providing intensive support to help a tenant sustain their tenancy, offering opportunities for children in our properties to build friendships through school holiday activities or supporting residents to build their own communal veggie patch, Evolve Housing offers a range of services and opportunities to empower individuals and help create strong, inclusive communities.

Tenancies at Risk Panel (TARP)

This highly successful initiative continues to sustain tenancies, reduce the number of evictions and foster positive relationships between Evolve Housing staff and tenants.

TARP offers a holistic, person-centred approach to providing early intervention and support to residents whose tenancies are at risk. An in-house panel comprising representatives from across the business identifies residents in need of intensive support and connects them with individually tailored assistance in a range of areas from property care to managing rent arrears.

The TARP has assisted in more than 200 tenancies since its implementation in August 2023, resulting in fewer than five evictions.

Evolve Housing was invited to present on the success of our TARP at the 2025 NSW CHIA Conference, with a number of other Community Housing Providers showing interest in this approach.

We recognise the interconnectedness of housing with social, economic and personal wellbeing, and aim to support residents to overcome challenges and build positive and productive lives for themselves and their families.

Support Pathways Program

At Evolve Housing we want to see our residents thriving. To give our most vulnerable clients and residents the best chance at improving their circumstances, we provide tailored, intensive support to help them overcome challenges impacting their tenancy and other aspects of their lives.

At-risk residents are referred to our Support Pathways Program and assigned to an Evolve Housing case manager who works with them to develop a support plan specific to their needs. Using an intensive case management approach, case managers are out in the field supporting tenants to overcome whatever changes they may be facing, whether that is property care, rent payments, getting to appointments or any other areas where they may need help getting back on their feet. The team offers support across several key areas including property care and management of hoarding behaviour, assistance to applications for My Aged Care and National Insurance Disability Scheme (NDIS) funding, mental health and wellbeing services, financial hardship matters, family breakdowns and referral to the No Interest Loan Scheme.

This financial year, we expanded this program with an additional case manager to provide specialist support for affordable housing tenants referred by the EchoRealty team.

FY 2024 - 25 outcomes



306

referrals received
(273 social housing and
33 affordable housing residents)



70

residents supported at any one time,
with 274 people supported over the year



231

residents accessed this program
for the first time (206 social housing
and 25 affordable housing)



106

residents exited the program
with positive outcomes

Tenant amnesty

This year, Evolve Housing provided tenants with the opportunity to declare additional assets and any additional people living in their properties. This is an important process that we undertake every three to five years to assess whether people are paying the correct amount of rent, whether the correct subsidies are being applied, and whether people are still eligible for social housing. No penalties are applied, and no rent is backdated to those who report changes during the amnesty period. This year, 45 tenants took advantage of the amnesty, with 75% of cases self-reported.

Rental arrears

This year, Evolve Housing implemented additional strategies to help prevent our tenants from falling into financial hardship and rental arrears. We continue to have a robust, early-intervention process that involves our Support Pathways team working closely with and providing targeted support to tenants at risk of falling into arrears. Our goal is to support tenants to pay a week or two in advance and to follow up quickly with those who fall into arrears to get them back on track before they accrue serious debt.

These strategies have been a great success, with fewer than 1.4% of tenants currently in arrears. This helps to improve the overall wellbeing of our tenants and fosters positive relationships between Evolve Housing employees and tenants.

Our residents

Tenant Profile 30 June 2025

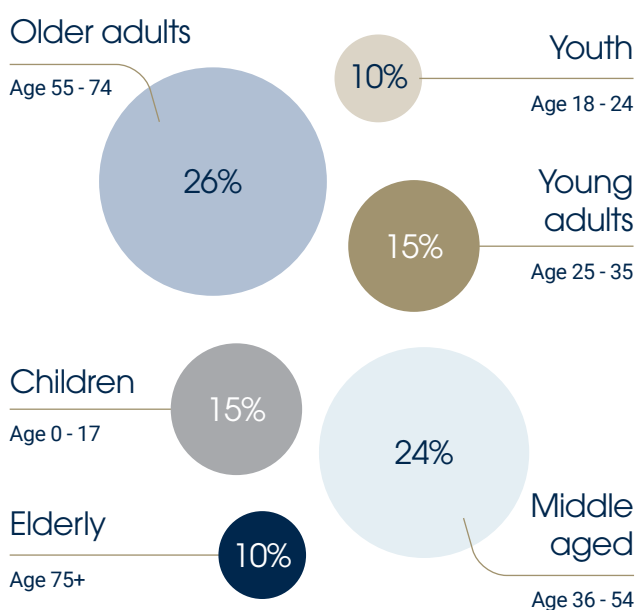


11,854 residents

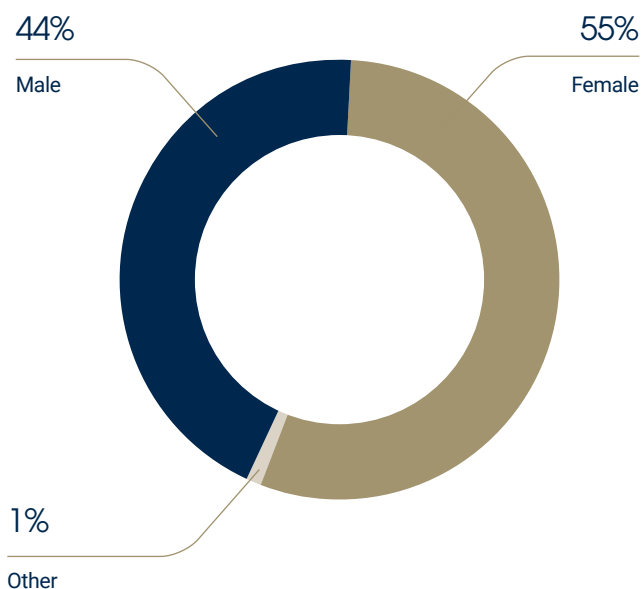


5,461 properties

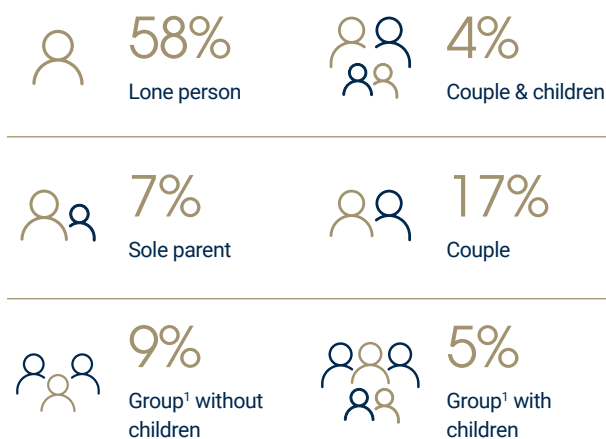
Age group



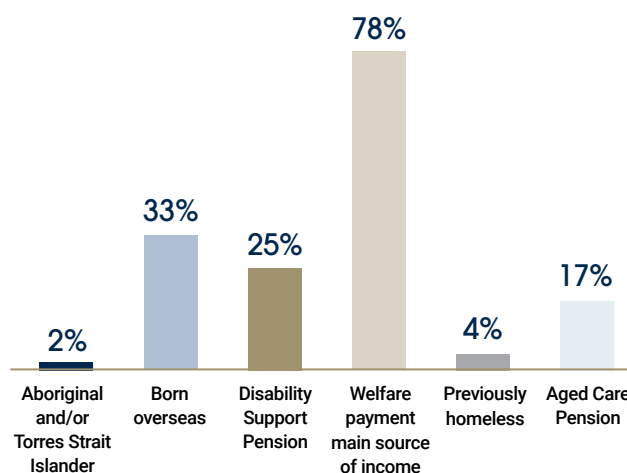
Gender



Household type



Diversity & Demographics²



¹ Group refers to a household of two or more people who are not in a couple or a parent-child relationship. It may also include blood relationships such as siblings or extended family members.

² Social Housing data

Together Home

For almost five years, Evolve Housing was proud to deliver housing and wraparound support to people experiencing homelessness under the NSW Government's Together Home program. Funding for this initiative concluded in June 2024, with the last clients supported by Evolve Housing transitioning out of the program in February 2025.

Introduced in response to the COVID-19 pandemic, Together Home supported people sleeping rough to move into secure, long-term housing and be connected to support services for two years to help them maintain their tenancy and re-gain control of their lives.

Evolve Housing elected to provide both housing and in-house support services, setting up a team of skilled case managers to work directly with referred clients. In addition to a history of homelessness, many Together Home clients were also dealing with a range of other complex challenges such as drug and alcohol issues, domestic and family violence, incarceration and mental and/or physical health conditions.

By identifying goals and developing tailored support plans, our case managers helped individuals to find suitable accommodation, move into their new homes and connect with support services to help them be ready to maintain a tenancy after leaving the program. Assistance included purchasing furniture, making referrals and coordinating specialist wraparound services, taking clients to appointments and helping with property care and living skills.

Evolve Housing is committed to providing more people in need with a place to call home. Together Home provided a great opportunity for Evolve Housing to do this, supported by the NSW Government. The program has also allowed Evolve Housing to review its in-house support model and develop improvements to ensure we can better support more vulnerable people in the future.

Program outcomes



127 packages

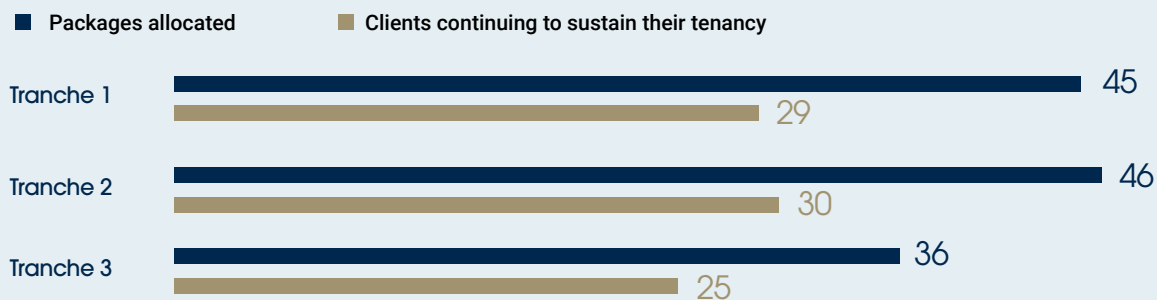
were awarded to Evolve Housing across the Together Home program's three tranches. This included 25 in Sydney's South West and 102 in Western Sydney and Nepean Blue Mountains areas.



175 interactions

with referred clients by the team. When individuals exited the program, replacement clients were referred to fill packages.

Tranches



Community engagement

Resident Engagement Strategy

With the goal of building stronger bonds with residents to enhance their experiences and outcomes, the Evolve Housing 2024–2028 Resident Engagement Strategy is our framework for improving engagement between staff and residents. It outlines practical strategies across three priority areas:

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

Through the strategy, we aim to improve employee understanding of resident engagement, provide more opportunities for residents to participate in events, and empower them to have a stronger voice in improving the way we support them.

As part of the strategy, every employee and Board member is expected to participate in at least one resident engagement activity each year. Each key business unit is also required to demonstrate how they have consulted with residents on at least one project or topic that matters to residents.

FY 2024 - 25 results against the strategy

- 94% of staff (129 out of 136) volunteered their time to at least one resident engagement activity, exceeding our KPI of 90%. This included activities such as money-minded workshops, the Imagine school holiday programs and social outings with residents.
- All five business units consulted with residents about at least one project or topic and used that feedback to drive positive change. For example, suggestions from the Resident Advisory Group (RAG) led to the Marketing team implementing improvements to the resident newsletter, including enhanced colour contrast for readability, re-positioning the key contact details and adding information about the CHIA tenant network.

Community engagement programs and events

Evolve Housing provides a wide range of grants, workshops, activities and events to support residents to be part of their community, improve their circumstances and work towards achieving their goals.

In FY 2024 - 25, we were pleased to provide the following financial support and opportunities to our NSW residents.

School Student Broadband Initiative

Through the Australian Government's School Student Broadband Initiative, Evolve Housing supported 103 families with school-aged children, primarily social housing tenants, to get connected and access three years of free broadband internet. Working with NBN Co, Evolve Housing employed a digital linker from March to May to drive the project, connect with eligible families and guide them through the connection process. Where required, the digital linker also assisted families to learn computer skills and use the internet to access services and support.

The Community Engagement team and digital linker reached families through a variety of activities including door knocking, telephone calls and information stalls at events such as our school holiday activities. As part of the program, families receive a free Wi-Fi router/modem and free NBN home internet until 30 June 2028.

Financial Assistance Grants

Financial hardship can impact an individual's educational and life outcomes. To help residents get the most from school, sporting opportunities, further training and tertiary studies, we provide a range of financial grants.

This financial year, we also completed a review of the program to ensure it remains relevant to residents and properly meets their needs. Members of our RAG were consulted with on our planned new approach, which will roll out in the first half of FY 2026.

Keep Educating Yourself (KEY) Grants

These grants assist with the cost of pursuing training for a trade or tertiary qualification at university, a private college or TAFE. This financial year, several grant recipients completed their masters' degrees.

Primary School Help

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

High School Help

Residents with children in high school are eligible for financial support to help with professional tutoring and school fees for up to three years.

Go! Grants

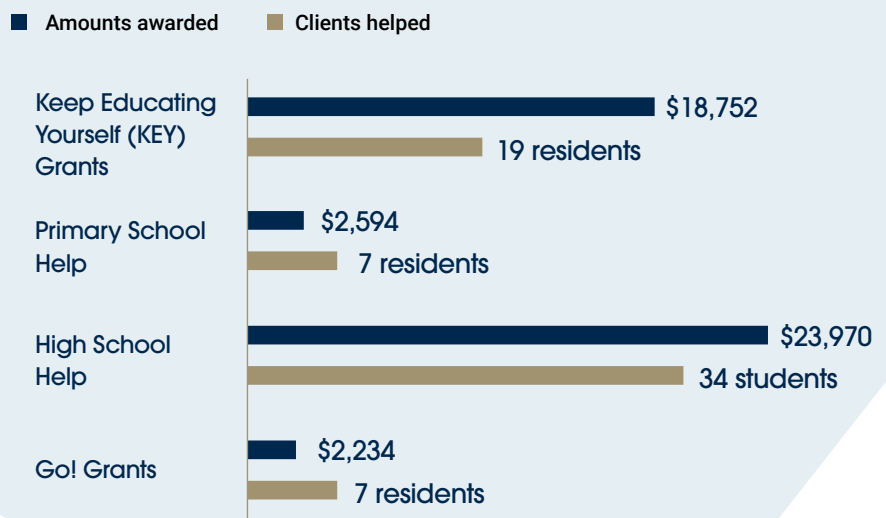
This support aims to help tenant's children participate in sports and physical activity. This year, Evolve Housing was delighted for several young grant recipients who were selected for the Penrith Panthers Rugby League Development squad.

\$47,550 in grants awarded

in FY 2024 - 25 for 67 residents from our NSW properties.



Maddison, grant recipient



Community events

IMAGINATE

Resident Engagement Strategy

During school holiday periods, we host free activities and outings for school-aged children and their parents and carers to spend time together having fun. Many of these activities are out of reach for our residents due to the cost or location. This financial year, the most popular outings were ice skating, a trip to Sea Life Aquarium in Sydney's CBD and our annual Imagine Aquatopia day of water fun. A new film-making course was also well received.

In response to resident feedback, we ran an all-day soccer skills workshop for teenagers, a cohort of residents who don't usually engage in the Imagine program. Several Evolve Housing staff members stepped up to coach the sessions, developing the drills and format for the day. This was a great example of the meaningful engagement we encourage staff to participate in as part of the performance requirements in the Resident Engagement Strategy.

The Imagine events were also an opportunity to engage with residents about other opportunities available to them through Evolve Housing, including the School Student Broadband Initiative and financial grants such as Go! Grants.



Evolve Housing families enjoying our school holiday Imagine programs

252

children and adults attended seven activities

Friendship Aged Network

Social connection is a vital part of health and wellbeing. When people feel connected to others, they are more likely to thrive. To combat social isolation, our Friendship Aged Network connects vulnerable residents aged over 50 years with a fellow resident who provides companionship through weekly phone calls.

In FY 2024 - 25, one volunteer resident regularly connected with 19 members of the network.



Evolve Housing RAG at Seniors Week outing

71

residents participated in three outings

Social outings

Three social outings were organised for residents including a visit to the Auburn Botanic Gardens for the Cherry Blossom Festival in Spring 2024, a trip to the Seniors Week Expo in Fairfield in March 2025 and an outing to the VIVID Lights Festival on Sydney Harbour in May 2025. These activities enabled residents to form friendships that have lasted beyond the outings. The outing to the Seniors Week Expo was particularly useful for connecting residents to local services such as council libraries and other support.



Resident Christmas party

In December 2024, we held two Christmas events for our residents at Panthers Penrith Leagues Club. For families and children, we transformed the outdoor lawn area into a carnival-themed party, with classic sideshow alley games like basketball hoops and hit-the-clown, and roving performers such as fire dancers and hula hoopers. Santa was also on hand delivering gifts and posing for photos. The other event for older residents included line dancing and bingo, with prizes.



184

residents attended
across both events

Community roadshows

Our Community Engagement team hosted six roadshows at Evolve Housing communities in Guildford, Narraweena, Parramatta, Mount Druitt, Wentworthville and Seven Hills. These provided residents with an opportunity to connect with each other and Evolve Housing employees informally. In some cases, we offered fun activities such as terrarium building or bingo.

Community garden

In partnership with Community Greening, we supported tenants at a complex in Penrith to plant a community vegetable garden. Eight residents are actively involved in maintaining the garden.



6

coffee meet-ups held
with an average of 15–17
residents attending

Women's Coffee Club

To promote social connection and supportive friendships, we host a Women's Coffee Club for residents in South West Sydney. This is a closed group with 39 members who attend the bi-monthly meet-ups when it is convenient for them. While the primary reason is to support the women to build connections and share experiences, Evolve Housing also arranges activities and guest speakers as requested by the women. This year, topics including Centrelink and My Aged Care were covered by guests from Service NSW and the Western Sydney Local Health District. We also pampered the women with massages, skincare treatments, manicures and craft activities.



Evolve Housing tenants at the Women's Coffee Club

Opportunity Pathways – Social Impact Investment Program

This joint government-funded voluntary program delivering tailored employment and education support to social housing tenants concluded on 30 June 2025, after six years of excellent training and employment outcomes for participants supported by Evolve Housing. This program initially launched in 2019 as a three-year state-wide pilot funded by the NSW Government, with Evolve Housing providing support to people in the Nepean Blue Mountains and South West Sydney districts. Three years ago, Evolve Housing was one of four service providers chosen to continue delivering the initiative under an outcomes-based model funded jointly by the Federal and NSW Governments.

Evolve Housing Case Coordinators worked with participants from South West Sydney who were either waiting for or already living in social housing, supporting them to explore education and training opportunities and job prospects to help them maintain stable employment and sustain their tenancy. The support included help with resume writing and interview skills, driving participants to job interviews, connecting with employers to advocate for participants and supporting people once they had successfully commenced in employment.

Over the past three years, Evolve Housing has consistently led the way as the top-performing provider, achieving strong outcomes against all performance targets. In recognition of these results, our base targets were increased, and our team continued to exceed expectations, achieving 101.4% of the 26-week employment cap target.

Three-year results under outcomes-based model

Outcome	Base target	Cap target	Y1	Y2	Y3	Total achieved	% Base	% Cap
Maintained employment for 13 weeks	171	191	57	64	44	165	96.4%	86.3%
Maintained employment for 26 weeks	110	139	45	59	37	141	128.1%	101.4%
Education – completion of Cert 3 or above	26	41	12	4	10	26	100%	63.4%

Six-year results and outcomes

Over the past six years, Evolve Housing received 2,395 referrals from key stakeholders including the NSW Department of Communities and Justice, community housing and service providers, employment agencies and self-referrals. Our Case Coordinators actively supported 1,109 people over this time, achieving the following outcomes:



530 individuals were placed into employment



410 participants reached a 13-week employment milestone



335 participants achieved a 26-week employment milestone

Placemaking project

This year, Evolve Housing successfully delivered a Placemaking initiative at our Granville property, Chiswick, in response to a range of persistent issues including squatting, illegal dumping and ongoing safety concerns. The initiative aimed to create a safer, more connected, and more empowered community outcomes that align closely with our Social Outcomes Framework.

To build trust and strengthen community ties, we facilitated 10 community events, established quarterly Chiswick community catch-ups (BBQs) and introduced monthly Support Outreach Pop-ups. These regular touchpoints encouraged participation and inclusion and have contributed to stronger resident relationships and greater engagement with support services.

As a result of the project, there has been a significant reduction in anti-social and criminal behaviour. Levels of illegal dumping have also decreased, and the overall environment has become safer and more welcoming. Improvements to shared spaces and ongoing maintenance have helped lift the standard of the property and restore a sense of community.

Vacancies at Chiswick were filled within nine months, and tenancy has remained stable, with very few vacancies and minimal turnover. Four successful tenant exits, and two transfers were supported during this time. With fewer residents now requiring intensive support, the initiative has also positively impacted health and wellbeing outcomes across the property.

The Chiswick initiative clearly demonstrates how a place-based approach can drive meaningful improvements across all areas of the Social Outcomes Framework. Evolve Housing is now identifying other properties where this successful model can be applied to further enhance tenant wellbeing, safety and community connection.

Core and Cluster program

Evolve Housing was the first Community Housing Provider (CHP) in the sector to deliver this important program to respond to the increasing number of women and children escaping domestic and family violence in NSW. This model of crisis and transitional accommodation is funded by the NSW Government and targets women and children facing domestic and family violence situations. Our two refuges, which received funding in the first two rounds of the program, have been in high demand this financial year.

Evolve Housing is proud to be partnering with Women's Community Shelters to deliver both these much-needed refuges. The Core and Cluster model provides women and their children with individual fully self-contained accommodation housing within a shared complex, with onsite access to support services such as counselling, legal assistance, education and employment support. This wraparound support is available on-site 24 hours a day, 7 days a week. During the year, we upgraded both refuges by adding playground equipment to the communal areas. Across the two services, 320 women and children accessed accommodation and support in FY 2024 - 25.

Across the two services,
320 women and children
accessed accommodation
and support in FY 2024 - 25.



Evolve Housing Victoria

At Evolve Housing, we are not just a landlord, we are a place-maker and partner in social change. As demand grows for social, affordable, and mixed-tenure housing, place-based support is critical. It helps individuals and families transition, settle, and thrive in their communities, while fostering social cohesion and inclusion.

Through our Community Connections and Placemaking Framework we connect people to services and activate communities with programs that deliver measurable social impact. Our vision is of resilient, engaged neighbourhoods where people are empowered to lead better lives and actively contribute to society.

Through FY 2024 - 25, Evolve Housing provided homes and opportunities to connect to a growing number of people in Victoria. Community programs at our Ascot Vale complex continued to be popular with renters, and we began the process of getting to know residents at our new Sunshine North community, so we can tailor programs to meet their needs. We were delighted to welcome two new members to our Victorian team to support our growing operations in the state.

Street Library

Our new Street Library is officially up and running at the Ascot Vale property. Installed to promote community sharing and a love for reading, the library has already been warmly embraced by residents. A number of community members joined us for the launch, where we stocked the shelves with a range of books for all ages. We look forward to seeing the library grow as residents take a book, leave a book, and enjoy this shared community resource.

Mums and Bubs group

Our Mums and Bubs group has continued to grow into a warm and supportive space for young mums to connect, share experiences and enjoy quality time with their little ones. Throughout FY 2024 - 25, six young mums have been regularly attending, with others joining in from time to time.

Highlights included a special trip to the Niddrie Library for Story Time and our monthly coffee catch-ups and picnics, which provide a great chance for casual conversation and building positive rapport. We are excited about new activities, including an outing to the Museum of Play and Art, an interactive and playful experience designed especially for children.

Communal Garden Workshop

Our ongoing Communal Garden Workshops in the Happy Life Garden have been a great success, bringing residents together to learn, grow and connect through gardening. Facilitated in partnership with Cultivating Community, these workshops are held once a month and attract an average of 10 renters.

The group has been dedicated to maintaining the communal garden space and share responsibility for composting and caring for the plants. It has been a rewarding experience watching the garden flourish.

Women's group

Our Women's Coffee Catch-Up group has been a lovely way for local women to connect, unwind and share stories over a warm drink. Meeting once every second month, the group has seen an average of five women attending regularly, creating a comfortable and welcoming space for conversation and support.

For variety, this group sometimes meets for other activities, such as our cooking workshops, offering a fun, hands-on way to continue building connections and learning new skills together.



Evolve Housing tenants painting the Mural Wall

Community garden mural wall

We celebrated the completion of our new mural wall in the communal garden at Dunlop Avenue, made possible through a grant from Moonee Valley City Council. The project was brought to life in a collaboration between Urban Art Australia and Evolve Housing renters. More than 20 residents participated in the creation of the mural, enjoying the opportunity to connect, get creative, and celebrate the vibrant new artwork that now brightens up the space.



20

residents
participated



Renter Advisory Group

Our newly established Victoria Renter Advisory Group (RAG) continues to be a valuable platform for renters to have a voice in their community. Comprising six members from each housing block at Ascot Vale, the group meets regularly to discuss issues that matter most to renters and work together on practical, community-focused solutions.

Through open dialogue and collaboration, the group plays an important role in shaping initiatives, addressing concerns and strengthening the connection between renters and housing support teams.

Community Safety Day with Flemington Police

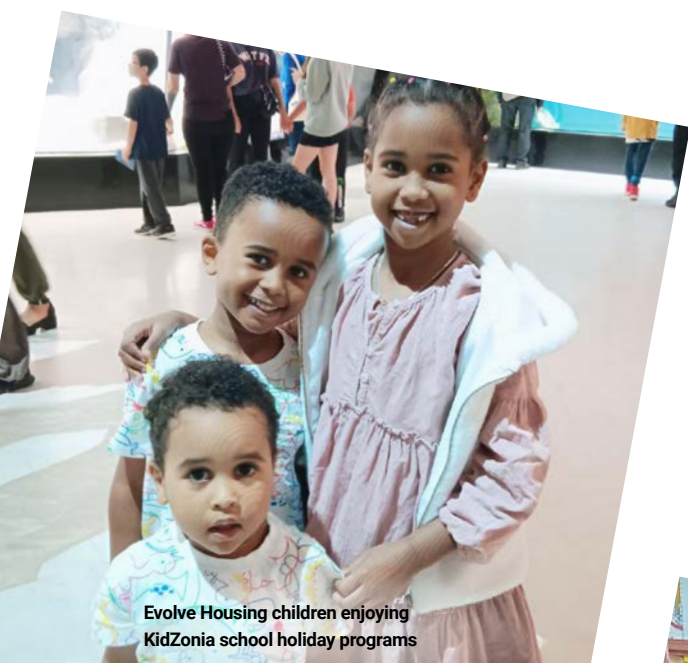
We held a Community Safety Day in collaboration with Flemington Police, with eight renters in attendance. The session focused on important topics around community safety, including how to stay safe in and around the neighbourhood. Attendees also learned how to report incidents or crimes and had the opportunity to ask questions and connect directly with local police officers. It was a valuable and informative session that helped build stronger connections between renters and local services.

R U OK? Day morning tea

On R U OK? Day, we held morning tea to promote mental health awareness and encourage open conversations within the community. A total of 11 renters attended the event.

The morning provided a relaxed and welcoming space for residents to connect over light refreshments and engage in meaningful discussions around the importance of checking in with one another. The event was held onsite and highlighted the role we all play in supporting mental wellbeing.

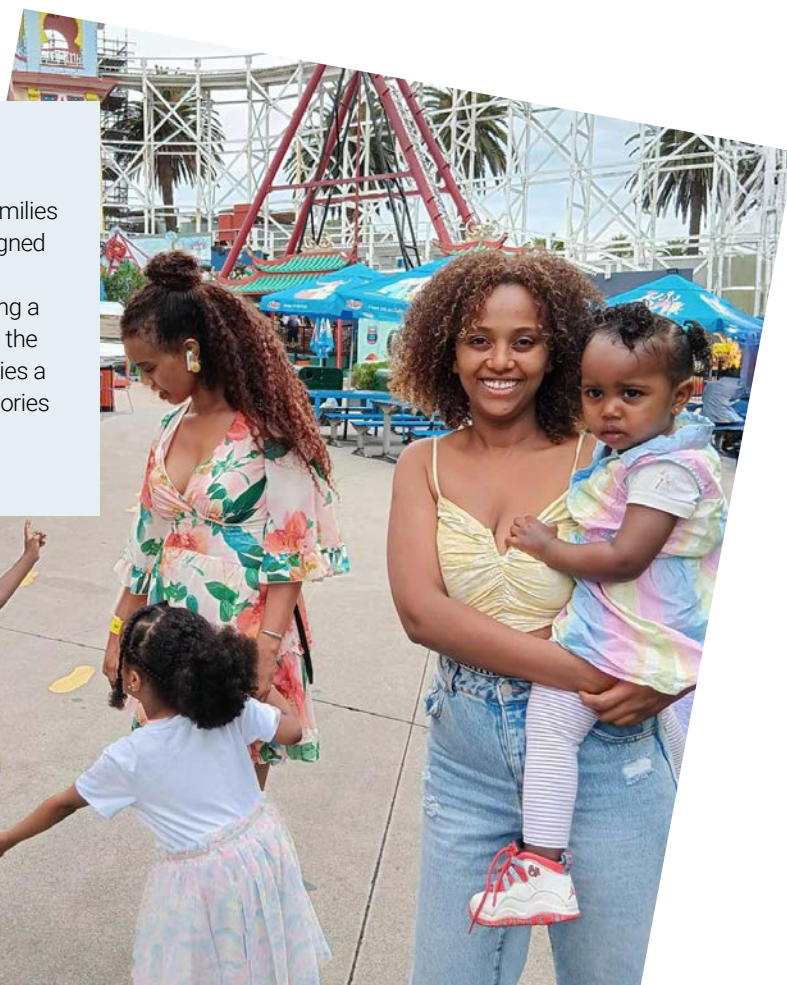
Overall, the morning tea was well received and contributed positively to fostering a supportive and connected community.



Evolve Housing children enjoying KidZonia school holiday programs

KidZonia

Earlier in 2025, the KidZonia program brought families together through fun and engaging outings designed to spark joy and connection. Around 10 families participated in the events, with highlights including a day out at Luna Park and a creative adventure at the children's exhibition. These outings offered families a chance to bond, explore and create lasting memories in a supportive community setting.



10

families
participated



Evolve Housing tenants celebrating at the end of year lunch

End of Year lunch

To mark the end of the year, a small group of residents joined Evolve Housing employees for a celebratory lunch at Anglers Tavern. In attendance were two female renters and one young family, creating an intimate and friendly gathering.

The lunch provided a relaxed setting for residents to reflect on the year, share stories, and enjoy a meal together in a scenic riverside location. It was a great opportunity to acknowledge the year's efforts and show appreciation for the residents' ongoing engagement.

AFL Grand Final BBQ

We held an AFL Grand Final BBQ on-site to bring residents together for an afternoon of footy, food and community connection. The event saw a strong turnout with 17 renters in attendance.

Renters enjoyed a relaxed and social atmosphere while talking about the game and discussing their team's performance throughout the season, with a free BBQ lunch provided. The event created a great opportunity for residents to connect, celebrate the AFL Grand Final, and enjoy the communal space in a positive and inclusive setting.

The feedback was positive, with many renters expressing appreciation for the opportunity to come together and participate in a fun, shared experience.

External services providers

We continue to work closely with a range of external service providers to support the wellbeing and stability of our renters. These partnerships allow us to offer tailored referrals and access to additional support services, helping renters navigate challenges and strengthen their independence.

Key partners include:

- Wingate Community Centre
- Sacred Heart Mission
- Wombat Housing Support Services
- MOVE Moonee Valley
- GenWest
- Flemington Police
- St Vincent's Care
- Salvation Army – Greenlight Program
- The Orange Door
- My Connect
- Waste Wise
- Money Minded
- Energy On
- Connecting Minds

Through collaboration with these providers, we are able to connect renters with supports ranging from housing assistance and mental health services to family violence support, financial literacy, community safety, and utility set-up. These relationships are vital in building stronger, more resilient communities.

GOAL 3

Improving lives and strengthening communities

Objective	What does success look like?	Key actions	Success measure	Status
Our clients receive the support they need	Extend our support services outside of existing locations and target groups	Review and extend support services, including locations and target groups, as appropriate.	Support Services reviewed and extended (locations and target groups) as appropriate	Achieved Successfully transitioned the new Support Pathways program to business as usual, fully embedding it within operations. Additionally, the Support Unit team was expanded by adding an extra FTE to enable support for EchoRealty tenants. Further extending the reach and impact of support services, the Tenancies at Risk Panel (TARP), launched in August 2023, has engaged with over 200 tenancies, resulting in fewer than five evictions. TARP adopts a holistic approach to tenancy breaches, including arrears, anti-social behaviour, property damage, and hoarding. It works by activating support teams to uncover underlying issues and connect tenants with appropriate external services, ensuring interventions are both targeted and compassionate.
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	>36% of resident response rate in annual tenant satisfaction survey	Achieved Evolve Housing achieved a 46% response rate, while EchoRealty recorded 39%. The combined response rate reached 42.5%, exceeding both the NRSCH threshold of 25% and the CHIA industry average of 35%.
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 place-making initiatives	>81% tenant satisfaction with neighbourhood as a place to live	Achieved 83% of tenants reported feeling satisfied with their neighbourhood as a place to live. This result reflects a strong sense of community and overall contentment among residents with their local environment.

83% of tenants reported feeling satisfied with their neighbourhood as a place to live.





Sophea - Evolve Housing tenant

Sophea's story:

A new beginning: Sophea's journey from hardship to hope

After separating from his ex-wife, Sophea experienced a challenging period marked by unstable housing and mental health struggles. Living in temporary domestic violence accommodation, he found it difficult to manage daily life.

In June 2023, Sophea reached out to Evolve Housing's Support team who helped him find a safe, stable home where he could begin to rebuild his life.

"From the moment I connected with the Support team, I felt respected and truly heard. Their compassion and professionalism gave me hope and helped me find stability during one of the hardest moments in my life," Sophea said.

"My experience has been both supportive and empowering. Having a place to call home gave me hope and confidence to move forward."

With secure housing, Sophea enrolled in a Certificate IV in Business and applied for assistance through Evolve Housing's Grants Program. The support alleviated the financial burden of studying and allowed him to fully focus on his education.

"Studying has given me a new sense of purpose. I'm excited about what the future holds."

Sophea also joined workshops and community programs through Evolve Housing, where he connected with others and developed valuable skills. His goal is to build a meaningful career in business and eventually run his own small business or work in social initiatives. He credits Evolve Housing for playing an important role in helping him pursue that dream.

"Evolve Housing has given me more than just a home. It has given me the support and encouragement to regain my independence and hope for the future."

To others who may be struggling, Sophea offers this advice: "Don't be afraid to ask for help, and don't underestimate your own strength. Support is not a sign of weakness; it is a bridge to a better future. Take advantage of the programs and resources available and know that you are not alone. Believe in your growth, be kind to yourself, and never stop learning."

"Support is not a sign of weakness;
it is a bridge to a better future."

Sustaining organisational excellence

The long-term success of Evolve Housing relies on robust systems, sound governance, and secure, adaptable technology. As we grow, these core enablers will ensure Evolve Housing can respond effectively to change, manage increased risk and support our people to work efficiently, sustainably and creatively. This chapter highlights the key developments across our corporate functions of Information Communication Technology (ICT), Project Management Office and Growth, Governance and Legal that are contributing to building a strong foundation to sustain and strengthen Evolve Housing's organisational excellence.

ICT

Digital transformation

Building on the successful implementation of the ServiceNow workflow management system in FY2024, this year has focused on stabilising and enhancing the platform to improve its capability, efficiency and reliability.

Guided by feedback from both employees and tenants, more than 170 system improvements have been delivered. These included issues remediation as well as the rollout of new features aimed at further streamlining workflows, enhancing user experience and increasing productivity across the organisation.

We invested significantly in improving the integration of the Contractor Portal, particularly with our primary maintenance partner, to strengthen communication, operational efficiency and user uptake. We also improved the security and user experience of the Tenant Portal, by revising the multi-factor authentication functionality to make it easier for tenants to sign in to the portal.

These enhancements have not only improved platform performance but also driven increased user engagement. As at August 2025, 614 tenants were actively using the Tenant Portal and 125 contractors, including our two largest contractors, were accessing the Contractor Portal to manage their property services work with Evolve Housing.

ServiceNow is the core element of Evolve Housing's digital transformation project. It offers a more efficient and transparent way to log, action and track requests, as well as enhanced analytics and reporting capabilities for our staff. The system delivers more timely completion of maintenance requests for our residents, through improved communication between our Contact Centre, residents and third-party contractors.

Operations

As part of our commitment to enhancing operational efficiency, we strengthened Evolve Housing's internal IT capability by expanding our team and transitioning the majority of IT support services in-house. The addition of two specialist staff members has reduced our reliance on external providers and led to faster response times for helpdesk requests.

The in-house IT support team now manages key functions including onboarding and offboarding employees, responding to helpdesk requests and managing infrastructure support. This shift has not only accelerated the setup process for new employees but also improved issue resolution times and enhanced our overall cybersecurity posture. With greater visibility over internal systems, the team can proactively identify and address issues with our back-end infrastructure before they escalate, reducing disruptions to service delivery.

Given the success of this model, looking ahead we will focus on further strengthening our internal capabilities to drive more efficiencies and improve service outcomes across the organisation.

Cybersecurity

Evolve Housing is committed to protecting the personal information of tenants, the integrity of our systems and our corporate data. With cyber threats becoming increasingly sophisticated and frequent, the security of our digital environment has never been more important.

Throughout FY 2024 - 25, we continued to invest in Evolve Housing's cybersecurity capability to ensure we are proactively managing risks and improving our resilience. Our cybersecurity efforts are aligned with the Australian Cyber Security Centre's Essential Eight strategy, with the goal of reaching Maturity Level One by the end of the 2025 calendar year. We are also working towards being in a position to achieve ISO 27001 certification in the future.

Cybersecurity strategy

Following a comprehensive risk assessment of our technology platforms and associated data, we developed Evolve Housing's first three-year Cybersecurity Strategy and roadmap. The assessment identified platform-specific threats, user vulnerabilities and the nature of our data stored to inform our approach. To support delivery of the strategy, we established both a Cybersecurity Steering Committee and Working Group to provide governance oversight and monitor performance and budget. The strategy outlines organisation-wide cybersecurity objectives that will be continuously measured and monitored. Our external Security Operations Centre partner, 3Columns, also provided guidance and recommendations to help shape the framework and ensure it reflects best-practice.

Cybersecurity analyst

To support the implementation of the strategy and drive security improvements across the organisation, we appointed a dedicated internal Cybersecurity Analyst. This role, endorsed by the Board, strengthens our internal capability to identify vulnerabilities, respond to emerging threats, and implement preventative measures in a timely and efficient manner. With day-to-day responsibility for executing our Cybersecurity Strategy, the Cybersecurity Analyst also plays a central role in refining policies, conducting audits and supporting staff with training and awareness initiatives.

New policies

As part of uplifting our cybersecurity rigour, we reviewed, updated and developed several cybersecurity-related policies to provide staff with clearer guidelines and enhanced governance. This included an Acceptable Use of ICT Policy and associated training, which all employees must now complete at induction and annually thereafter. Many of the new policies cover back-end security protocols to ensure consistent organisation-wide adherence to cybersecurity standards.

Upskilling employees

Recognising that people are a critical line of defence against cyberattacks, we continued to invest in building the cybersecurity awareness and skills of employees through targeted campaigns and training. As an example, to measure employee understanding and awareness of phishing, we ran internal campaigns and developed a staff education and awareness program. Formal training addressing areas of concern highlighted by the campaigns will be delivered by an external partner in the coming financial year to build the capacity of staff to detect and respond appropriately to suspicious emails.

Data governance

A strong cybersecurity foundation requires robust data governance. This financial year, with the support of an external partner, we reviewed our data environment and developed a three-year strategy to guide our approach to managing, protecting and storing data. As part of this strategy, we improved data leak protection measures and implemented new controls to minimise unauthorised access and reduce data exposure risk.

Additional protection measures

Multi-factor authentication was rolled out across all core systems and platforms to add an essential layer of protection against unauthorised access. As standard practice across the organisation, all users are now required to verify their identity with multiple credentials.

Additionally, we established and implemented cryptographic management policies and procedures to further safeguard sensitive data and align with industry best practice. Both these initiatives have strengthened our protection against data breaches and enhanced compliance with security requirements.

Device management

All organisation-owned mobile phones are now part of a centrally management environment which allows our ICT Department to remotely monitor, secure and update devices as well as apply consistent policy controls. This has improved our ability to safeguard corporate and tenant data accessed and stored on mobile devices.

Hardware and infrastructure

To improve system performance and enhance employee experience, we completed a refresh of our hardware during FY 2024 - 25. Working with a newly appointed procurement partner, we developed a standardised product catalogue to streamline the purchasing process and ensure consistency across the organisation. We now have a clear set of hardware requirements and have adopted a single laptop brand. These improvements have simplified the IT procurement process for new employees significantly, resulting in faster turnaround times and deployment of equipment, so new starters have a smoother transition to Evolve Housing.

Looking ahead

Work has already begun on upgrading our standard operating environment to improve overall system security, performance and stability. We will also continue to focus on our cybersecurity journey and uplifting our maturity level. Guided by the Cybersecurity Strategy and roadmap, we will look at ways to further safeguard the personal information of tenants and our sensitive corporate data, while also growing employee awareness of risks and protection measures. With the adoption of Artificial Intelligence (AI) now growing faster than any other technology, we will also explore how we can use AI to draw more insights from our data to achieve greater operational efficiencies and better support our residents to maintain their tenancies and build positive lives.



Evolve Housing employees

Project Management Office

Evolve Housing's Project Management Office (PMO) plays a critical role in enabling the delivery of our strategic objectives. This small, specialist team provides guidance and leadership in project management by providing consistent tools, frameworks and governance to ensure projects are delivered on time, within budget and with measurable impact.

The PMO is involved in both large, multi-year projects and smaller business process improvement initiatives, embedding structured approaches to planning, delivery and review across the organisation. The team also facilitates a quarterly business review with senior managers to assess the progress of projects, resource planning and alignment with strategic goals.

In FY 2024 - 25, in addition to providing oversight to property development projects, the PMO supported 10 major organisational projects. Five of these were completed during the year, with the remainder progressing as planned over longer timeframes. These projects spanned a range of organisational priorities from our digital transformation and cybersecurity uplift to environmental, social and governance reporting and operational efficiencies. The PMO also supported the delivery of 35 smaller business process improvements, with 87.5% of these initiatives completed and the remainder due for completion early in FY2026.

While FY 2024 - 25 was focused on supporting a consistent approach to project management across the organisation, the PMO's focus in the coming year will be on developing Evolve Housing's internal capability around change management and internal communications to support successful project outcomes.

Growth, Governance and Legal

FY 2024 - 25 was a busy time for Evolve Housing's Growth, Governance and Legal team, who oversaw preparations for the biggest growth period in our organisation's history. As well as setting up the business to deliver on 11 new Housing Australia Future Fund Facility (HAFFF) projects, the team also took ownership of the organisation's growth and strategy divisions.

This year, new roles were created within the team to meet the growing and broadening scope of work in this area of the business. This included the appointment of a new Senior Manager, Governance, Risk, Internal Audit and Compliance, reflecting the growing importance of these disciplines to our business.

Housing Australia Future Fund Facility (HAFFF) projects

In 2024, Evolve Housing successfully secured funding approval for 11 projects (1,253 dwellings) under HAFFF Round One. Preparing the business to deliver on these commitments, which will more than double the size of the property portfolio owned by Evolve Housing, has been a mammoth task.

A key priority was putting in place structures to isolate the risk of each of the new projects. To achieve this, separate companies (also called Special Purpose Vehicles) were registered for all 11 projects, with a separate board appointed for each project. All these entities then needed to be registered as a Community Housing Provider (CHP), apply for charity status with the Australian Charities and Not For Profit Commission (ACNC) and apply for exemptions and concessions with the Australian Taxation Office (ATO).

The successful HAFFF tenders also created the need for a suite of new policies, procedures, business plans and reporting timelines, as well as new funding arrangements with Housing Australia, Homes Victoria, Development Victoria and other subordinated debt providers.

Policy review

This year, the Growth, Governance and Legal team commenced a three-yearly review to update Evolve Housing's policies in line with business growth and key legislative changes. A key outcome of this review was to streamline Evolve Housing's processes by transitioning its policy documents to one, shared interactive digital platform. As well as making processes more efficient and documents more accessible, this will help protect document integrity and improve document control.

As part of this review, the team also refreshed and strengthened the maturity of the risk framework and policy suite, including developing an Enterprise Risk Register and renewing Board-approved risk appetite statements. The roll-out of risk management training also commenced across the organisation. This is in line with the team's ambition to change the perception of risk, internal audit and governance within Evolve Housing, from an external function to something that is central to all aspects of the organisation.

To assist with the process of embedding Governance, Risk and Compliance (GRC) industry standards into the organisation, implementation of a new Enterprise Risk Management and Internal Audit tool also commenced. This tool brings all key data together in one easy-to-access place, and feeds into continuous improvement of policies, processes and procedures.

The Growth, Governance and Legal team also updated our governance manual and board induction documentation.

Energy Performance Program

In June 2025, Evolve Housing was awarded a Social Housing Energy Performance Initiative (SHEPI) grant to upgrade 255 of its properties with ceiling fans and solar panels to help tenants reduce their energy use and power bills. Funded by the NSW and Commonwealth Governments, this grant has enabled Evolve Housing to commit \$1 million to environmental upgrades, in line with its Environmental, Social and Governance (ESG) framework and goals.

Partnership with BlueCHP in Victoria

This year, we expanded our partnership with BlueCHP, taking on the management of Victorian properties, including a number of Specialist Disability Accommodation properties. The Growth, Governance and Legal team was instrumental in preparing Property Management Agreements and variation documents as new properties came on board.

Contractor management

In preparation for delivery of our HAFFF projects, Evolve Housing's Contractor Work Health and Safety Compliance Framework was reviewed and updated for an August 2025 re-launch. This included steps to improve our contract management procedures.

Volunteer communal caretaker arrangements

Evolve Housing also took steps to formalise its volunteer communal caretaker program, designed to empower residents to assist with keeping their properties clean and liveable. The program has many benefits, including promoting a stronger sense of community, increasing tenant satisfaction and reducing complaints. The Growth, Governance and Legal team assisted in the formalisation of caretaker guidelines and associated documents, which will be rolled out in FY2026.

Investigation and Appeals team

To help reduce anti-social behaviour, violence, crime and fear in the communities we work, we expanded our Investigation and Appeals team, and moved it into the Growth, Governance and Legal team. This was to ensure it can operate across the entire organisation and have oversight from the Legal team.

Throughout the year, 227 investigations were carried out, resulting in only three evictions of the 204 resolved cases. This early intervention ensured residents were provided with adequate supports to sustain their tenancy. It also meant evictions were prevented and the potential risk of harm to other residents or property was minimised.



Evolve Housing employees

GOAL 4**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	Build capability across the business to nurture wellbeing and safety and foster an inclusive and supportive workplace	>75% of workforce rate organisational culture as inclusive* * An annual employee satisfaction survey is conducted across all Evolve Housing Group, capturing insights into organisational satisfaction and workplace conditions. The results are used to inform ongoing improvements through a continuous quality enhancement approach.	Achieved 84% of Evolve Housing Group employees rated the organisational culture as inclusive in the annual Employee Satisfaction survey reflecting a workplace environment where employees feel respected, valued and supported.
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	List of active programs to reduce carbon footprint	Achieved This financial year, Evolve Housing secured funding through the NSW and Commonwealth Governments' Social Housing Energy Performance Initiative (SHEPI), enabling energy upgrades for 255 properties. The program also included tenant education to support long-term impact. Key benefits: • Energy efficiency: Installation of ceiling fans and solar panels to reduce energy use and lower electricity bills. • Sustainability: Solar panels help cut carbon emissions and support the transition to renewable energy.
		Assess and implement an Environmental Social, Governance (ESG) reporting framework	ESG reporting implemented	Achieved Evolve Housing developed its inaugural ESG Strategy 2025–2028, providing a structured framework to manage environmental, social, and governance responsibilities. Reporting aligned to the CHIA NSW ESG Reporting Standard is scheduled to commence in FY2026, building on existing foundations and supporting our commitment to delivering quality homes and resilient, inclusive communities. To read more about our new ESG Strategy, please refer to page 32.

Our people

At Evolve Housing, our passionate and dedicated employees are the driving force behind achieving our mission to provide more people in need with quality homes in thriving communities.

We recognise that providing a great place to work underpins everything we do. We are committed to fostering a workplace culture where each individual feels supported and empowered to perform at their best for the people and communities they support.

We aim to create a collaborative and inclusive work environment where employees have access to the tools, systems and opportunities they need to do their jobs well and grow in their careers. We also strive to ensure employees feel valued, respected and encouraged to speak up about what matters to them.

In October 2024, Evolve Housing was proud to receive the Wenty Leagues Outstanding Employer of Choice Award in the 2024 Western Sydney Awards for Business Excellence. This award reflects our ongoing commitment to being a people-first, collaborative and values-driven place to work. Many of the achievements and initiatives reported in this chapter were central to earning this recognition.

Organisational restructure and workforce growth

In FY 2024 - 25, with Evolve Housing about to enter a period of significant growth and change, we have been focused on building out our senior leadership team, developing the technical capabilities and core competencies of our employees, and forming key partnerships to support success in this next stage.

To prepare for Evolve Housing's future growth associated predominantly with the Housing Australia Future Fund Facility (HAFFF), in 2025 we implemented a restructure to strengthen organisational capacity and align leadership roles with strategic priorities. Several of the Group General Manager roles were expanded or re-aligned to allow more focused attention on the delivery of new developments and project management related to HAFFF opportunities and the anticipated growth.

Throughout FY 2024 - 25, 42 roles were filled, with a large number being new positions aimed at uplifting our capability in key areas of focus. This included a new team responsible for our growing Fee For Service work, new roles in the Development team to support upcoming growth in new properties, and several senior manager positions in corporate services functions such as ICT, Project Management and Risk, Internal Audit and Compliance. With a cohort of more than 20 experienced senior managers, we are building a strong base of leadership and technical competency ready for the busy years ahead.

To ensure we have the expertise to support our growing tenant communities in Victoria, we increased our employee headcount in this state by three. New roles included a dedicated Property Services Maintenance Officer and an additional Housing Manager.

Succession planning and staff promotions

Evolve Housing strongly believes in supporting employees to grow their capabilities and develop their careers within the organisation. Recognising the value of long-term corporate knowledge and experience, our Talent and Succession Framework is a unique initiative where managers work with team members to discuss and plan potential career opportunities to support an individual's journey with Evolve Housing. Internal promotions and opportunities to "act-up" in more senior positions are some of the career development initiatives made available to employees.

This financial year, 7% of employees achieved promotions and an additional 19% were provided with acting-up opportunities. This equated to around a fifth of our workforce taking on increased responsibilities to enhance their career prospects.

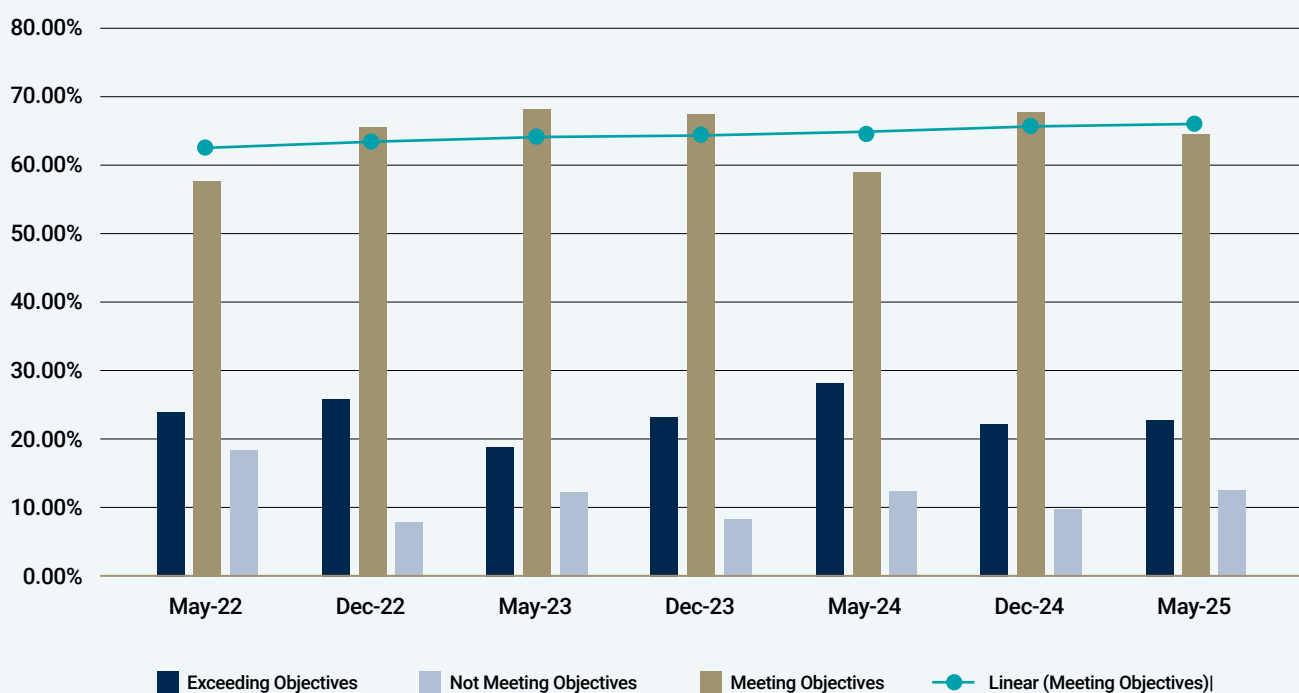
In addition to ensuring ongoing sustainability for our services, providing succession pathways also translates to improved retention of employees. In FY 2024 - 25, Evolve Housing's average voluntary turnover rate was 16%, which is lower than the industry comparative rate.

Performance

As part of our Performance Framework, all Evolve Housing employees are expected to participate in an Annual Performance Review. This process evaluates each individual's performance against their own Role Objectives, three Organisational Objectives and seven Standard Competencies. Leaders are also evaluated against an additional two Leadership Competencies.

This financial year, all employees completed their performance review and Talent and Succession evaluation in May 2025, with 87.28% of the workforce meeting or exceeding their performance expectations.

Organisation-wide performance



Training and development

We are committed to providing employees with opportunities to develop new skills and grow their leadership capabilities. In FY 2024 - 25, just over a third of employees (54 individuals) participated in our Leadership Program. This cohort included eight emerging leaders identified as showing potential as future leaders within Evolve Housing.

The Leadership Program, which runs annually, is updated each year to align with priorities and key strategic focus areas for the year ahead. Our FY 2024 - 25 program focused on leading through change, problem solving, personal leadership style and having courageous and difficult conversations.

Evolve Housing also provides organisation-wide training and development opportunities to ensure employees are up-to-date with their technical competencies and mandatory training, as well as important topics related to safety and wellbeing, diversity, inclusion and culture and client-facing skills. We aim to offer a broad range of training courses to ensure employees have the skills and confidence to support vulnerable clients and tenants, many of whom are dealing with complex issues such as mental health, trauma, family and domestic violence and financial hardship.

In the FY 2024 - 25, we provided skills training to our teams on specific technical areas to ensure they are equipped to provide exceptional support to our tenants and clients. The topics of training included:

Communications skills

- Telephone De-escalation
- Communicating with Influence
- Reading People & Adapting your Communication
- Understanding Professional Boundaries
- Performance Conversations for Managers

Business process and systems skills

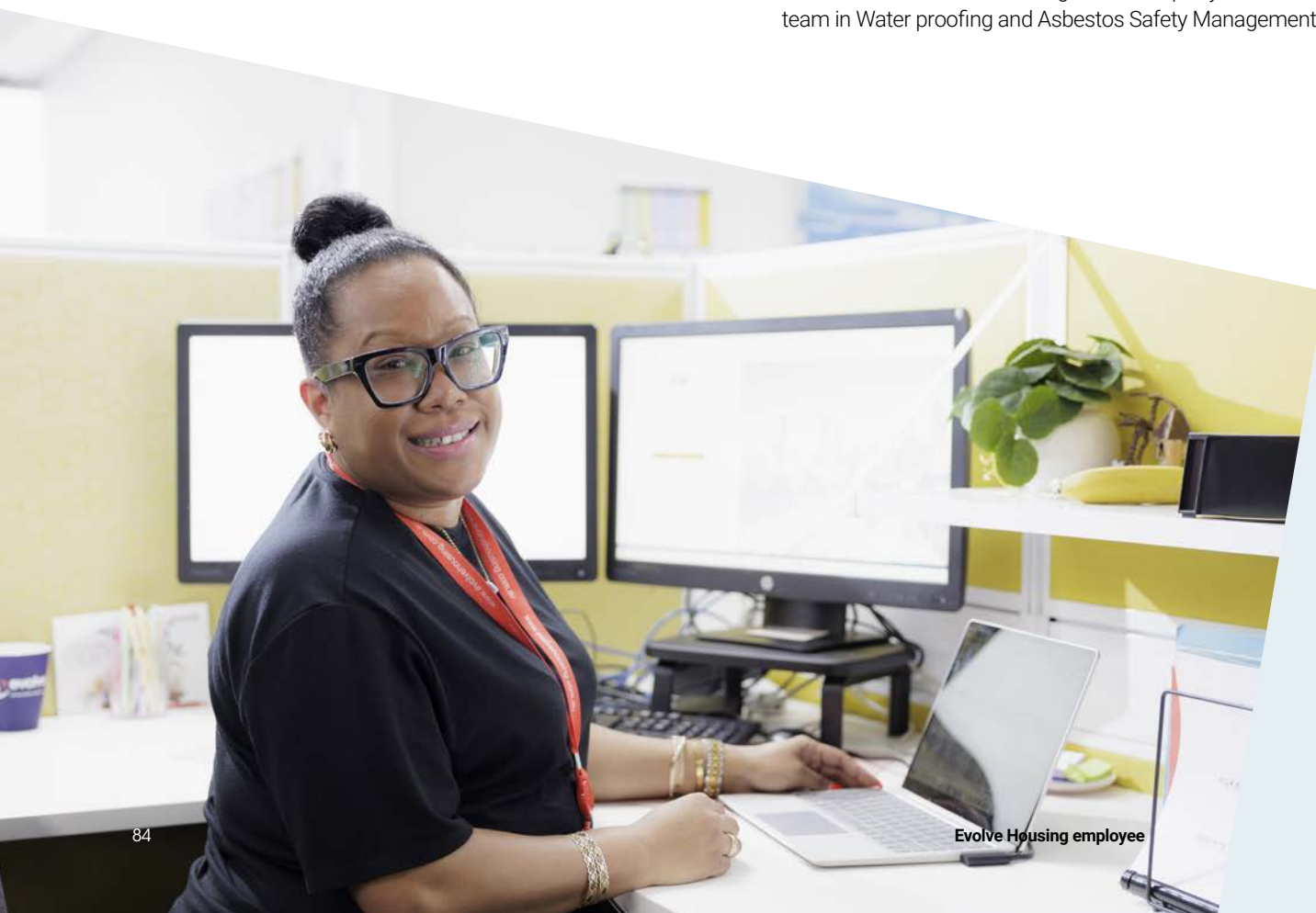
- Digital systems training including Excel, PowerPoint, Power BI
- Time Management & Personal Organisation
- Complaints Management
- Case Notes and Record Keeping

Specialist skills to support customers

- Trauma Informed Tenancy Practices
- Positive Customer Service
- Specialist Disability Accommodation - An Overview

Housing and Tenancy Management Knowledge

- Introduction to the Residential Tenancies Act in NSW
- Rent Setting and Rent Reviews in Community Housing
- Social & Affordable Housing Industry Induction
- Routine Inspections in Community Housing
- Introduction to Managing a Tenancy in Specialist Disability Accommodation
- Technical Maintenance training for our Property Services team in Water proofing and Asbestos Safety Management



Organisation-wide training and development plan for FY 2024 - 25

Compliance

- Work Health and Safety
- Fraud and Conflict of interest
- Whistleblowing
- Privacy Awareness
- Sexual Harassment Prevention
- Workplace Bullying
- Zero Tolerance to Violence
- Discrimination and EEO
- Modern Slavery
- Client Service Strategy
- Cybersecurity management

Client - facing roles

- Certificate IV in Housing
- Complaints Management
- Influencing for Outcomes
- Client Communication (phone based)
- Cultural ethnicity awareness
- Case Notes / record keeping
- De-escalation
- Hoarding & squalor
- Debt Recovery
- Family & Domestic Violence

Priority training and development needs across the enterprise

Diversity, inclusion & culture

- Neurodiversity & thinking styles
- Aboriginal and Torres Strait Islander cultural awareness
- Handling mental health for managers
- Performance discussions for managers
- High performing teams

Safety and wellbeing

- Work Health and Safety
- Emergency Response for Wardens
- Mental Health Essentials
- Resilience
- First Aid
- Group Supervision (psychosocial hazards)
- Menopause education

Technical skills

- | | | |
|---------------------------|--|--|
| | | |
| | ICT | CPD |
| • Public speaking | • MS Office: Outlook/ OneDrive/ Excel/ | • Real estate license holders / assistant agents |
| • Time management | • Powerpoint/ Power BI | • Accounting / CA |
| • Business writing skills | • Service Now /Property Tree | • Legal |
| • Project Management | | • Fair Work legislation |

Employee experience

At Evolve Housing, we strive to provide a work environment where employees feel supported, valued and inspired. To ensure we stay on track in delivering a workplace that meets the needs of its staff, each year we seek feedback from employees about their experiences with Evolve Housing.

Our 2024 Employee Experience Survey was completed by 90% of the workforce in August 2024, up from 83% in 2023. Representatives from every business unit took the time to share their views, with 80.5% of responses to the 42 questions being positive.

In the survey, 96% of employees told us they have a clear understanding of Evolve Housing's goals and vision, and recognise how their role contributes to the organisation's purpose. 96% of employees were also positive about the clarity of their individual role and what is expected of them.

It was pleasing to see that 89% of employees feel very strongly that their work "provides them with a sense of meaning and purpose" and that 91% would recommend Evolve Housing as a great place to work.

Through the survey, we identified several areas for improvement over the coming years. Those most notable included managing change effectively and improving communication and transparency around internal promotions. Using this feedback, we have developed an action plan to drive further enhancements across the organisation and make Evolve Housing an even better place to work.

Diversity and Inclusion

We are proud to foster a workplace that is diverse, inclusive, respectful and supportive. Our workforce spans four generations with employees ranging in age from 20 years old to over 60. We aim to hire individuals who mirror the rich and diverse cultural backgrounds of our tenants and clients. Our employees have many different faiths, religions and backgrounds and almost half speak another language other than English, with 31 different languages spoken amongst our workforce. Because we offer flexible working arrangements, we are appealing to individuals who have family caring responsibilities, with 48% of our employees being carers of either their children, elderly family members, family with a disability or a combination. We are passionate about equal opportunity and provide an environment where individuals with disability can flourish. 11% of our employees have a reported significant or potential impairment or disability.

To ensure we recognise, support and celebrate this diverse workforce, we have a Diversity and Inclusion Strategy that guides our initiatives and actions. A key part of this strategy is hosting events and activities to encourage connection between employees, promote respectful relationships and raise awareness about the diversity in our workforce and the communities we support.

In FY 2024 - 25, the following awareness days and initiatives were celebrated:

- Global United Nations Diversity Awareness where we celebrated multiculturalism in October
- International Men's Day in November
- International Day of People with Disability in December

A highlight activity was our International Women's Day event in March 2025 with gender equality advocate, Unis Goh. In a special presentation to staff, Unis shared her experiences of fighting to close the gender gap that women face in the workforce. Her take-home message for employees was to continue fighting for change, because "we are all capable of learning and making a difference".

To track our progress in supporting a diverse workplace culture, our annual Employee Experience Survey asks for feedback on how supported and included employees feel. In the most recent survey, 92% of employees said they felt their managers are supportive of initiatives to promote inclusion and diversity.

Workplace gender equality

As an organisation with more than 100 employees, Evolve Housing is now required to publicly report its employer-level gender pay gap data under the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023. The 2024 financial year was our first full year of reporting and analysing this information.

Although women make up 71% of Evolve Housing's workforce, we still have some way to go to achieve gender pay equality for our female employees. Evolve Housing's total remuneration by gender in FY 2023 - 24 showed that females earn nearly one quarter less than males.

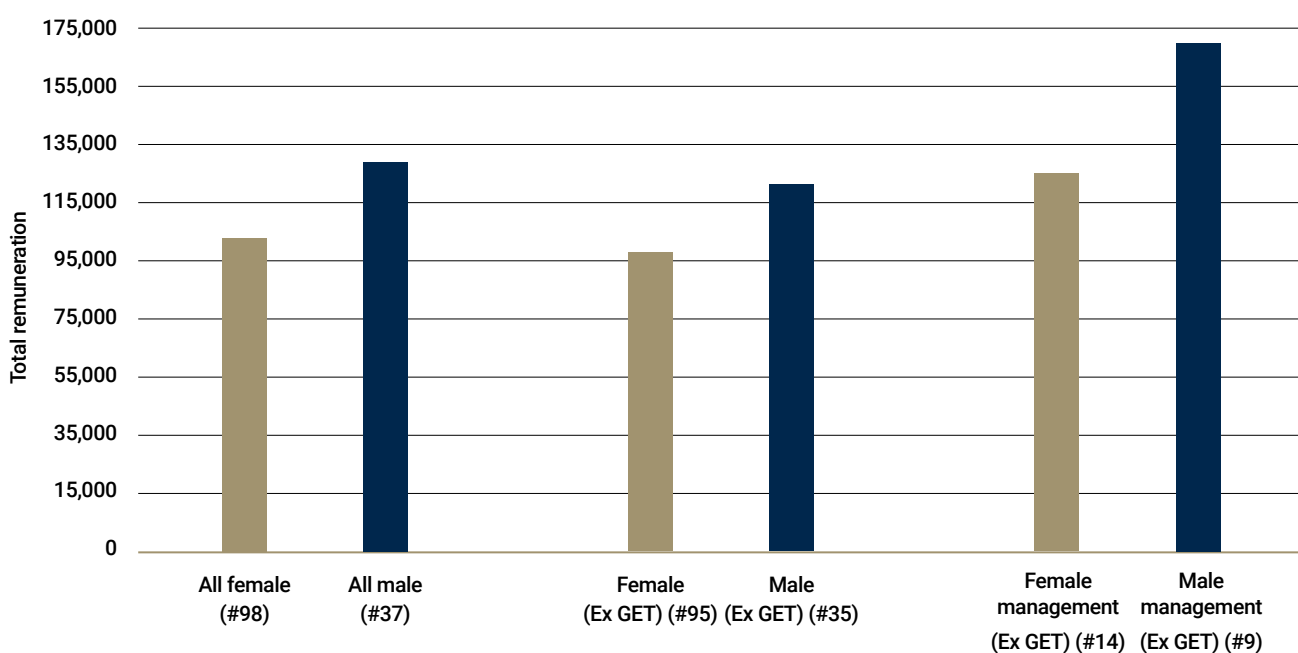
To help reduce this gender pay gap, Evolve Housing has implemented several initiatives and developed an action plan to drive improvements in the coming years.

Initiatives include running tailored recruitment campaigns to attract female candidates into management and senior roles and identifying females suitable for career progression through our Talent and Succession Framework. We also continued to review salaries in accordance with market rates. Additionally, as part of our recruitment activities, we seek desired salaries from candidates, rather than prior salary history. Our goal is to pay to the market rate of roles as opposed to the candidate's most recent salary. For employees accessing 'unpaid' parental leave, Evolve Housing's policy is to continue paying superannuation during this leave period, an initiative that has increased our female annual total remuneration.

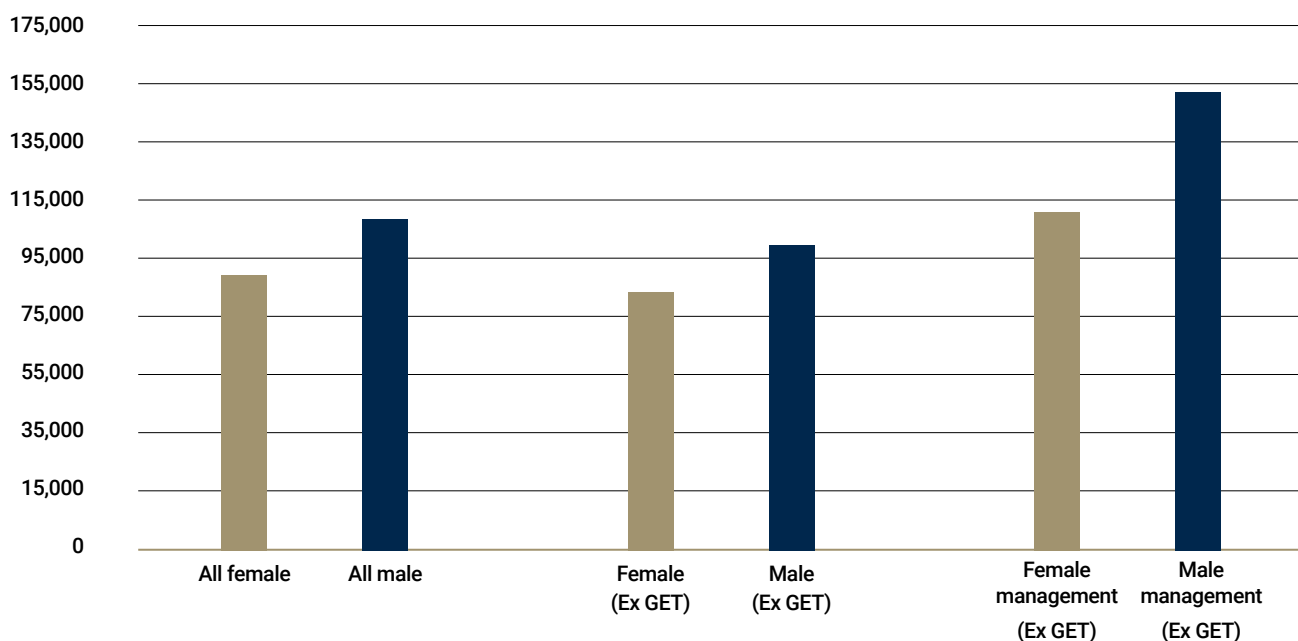
Going forward, we plan to review our parental leave policy, which currently stands at 8 weeks of paid parental leave for both mothers and fathers. We will also continue to roll out our Carer's policy as part of our Family Friendly™ Workplace accreditation and maintain our Flexible Working Policy.

Both these policies drive female participation in the workforce and enable employees with carer responsibilities to better manage these commitments. Our Flexible Working Policy is also an attractive employee benefit for many candidates seeking a role in the Community Services sector.

Average total remuneration by gender FY 2024 - 25



Average base salary by gender FY 2024 - 25



Work Health & Safety

Working in the community housing sector is challenging. Many roles at Evolve Housing involve employees providing emotional support to our tenants and clients. The People and Culture team, along with managers, make it their priority to look after the wellbeing, health and safety of our employees.

Working collaboratively with the Work Health & Safety (WH&S) Committee, the People and Culture team drives initiatives to support positive health and wellbeing for all our employees, our contractors employees and visitors to our offices.

This financial year, following a review of the WH&S Committee, six new employees joined the group, making a total of 11 committee members for 2025. A key undertaking for the Committee was to evaluate our annual Employee Wellbeing Survey results and plan relevant education and awareness activities to address areas in need of improvement. One key area of focus was creating awareness and sharing education with employees on how to manage stress responses and maintain resilience.

In the annual Employee Wellbeing Survey, completed by 92% of our workforce, 81% of respondents rated their wellbeing as "Exceptional" or "Good".

Our employees are always striving to maintain positive wellbeing. Despite the positive survey results, 93% of respondents indicated they would like to continue to improve their wellbeing. 61% stated they would like to improve their physical wellbeing and 58% reported they would like to improve their mental health. 27% said they would like to focus on uplifting their financial wellbeing, while 16% indicated they would like to improve their social wellbeing.

To help employees manage the psychosocial impacts of their work, we continued to run the Group Reflective Supervision program with qualified counsellors. These sessions give employees a safe space to debrief and share experiences with their peers, helping to reduce potential vicarious trauma as a result of their exposure to challenging situations in their work. In FY 2024 - 25, 92 employees took part in these sessions which are conducted at minimum every 4 to 8 weeks.

Reconciliation Action Plan

Evolve Housing is committed to working collaboratively and respectfully with First Nations people. Our Reflect Reconciliation Action Plan (RAP) was endorsed by Reconciliation Australia in June 2023. This strategy outlines the actions we will take in achieving reconciliation, with a focus on four core pillars: Relationships, Respect, Opportunities and Governance.

Our RAP Working Group consists of 10 staff and 2 clients. 17% of the Working Group identify as Aboriginal or Torres Strait Islander. Early in 2025, nominations were called for new members of the group. Three new members were appointed and the group met in April to identify key priorities and actions for the year ahead.

In 2025, Evolve Housing, led by the RAP Working Group, completed 30 primary actions, being 83% of the total commitments within the plan. Of these 15 of the actions involve ongoing activities. The final committed actions are expected to be completed during FY2026 and include the development of an Aboriginal Employment Strategy as a primary focus.

One of the highlights of our RAP work in FY 2024 - 25 was finalising a sponsorship agreement with Western Sydney University (WSU) for the 2025 NAIDOC Week Gala and Awards Dinner, which recognises the achievements of Indigenous students. Through this sponsorship, Evolve Housing is contributing funds to the WSU Indigenous Centre of Excellence, due to open on the University's Parramatta South campus in 2026. This partnership reflects our commitment to expanding relationships with Indigenous communities in our local region and supporting opportunities for Aboriginal and Torres Strait Islander people.

Our RAP Working Group was also proud to host a National Reconciliation Week event for employees and residents featuring the Walangari Karntawarra and Diramu Aboriginal Dance Group. Through dance performances and the sounds of the Didgeridoo, attendees learnt about Aboriginal culture and tradition. We were pleased to invite our valued partners from the Division of Indigenous Leadership at Western Sydney University to this event, further strengthening our partnership.

To increase employee awareness and understanding of significant Aboriginal and Torres Strait Islander traditions, employees participated in Cultural Awareness training from April to June 2025. The training, which was completed by 89% of the workforce, was facilitated by our partner, DeadlyEd and included an on-country immersion connecting participants to the fauna of the local country.



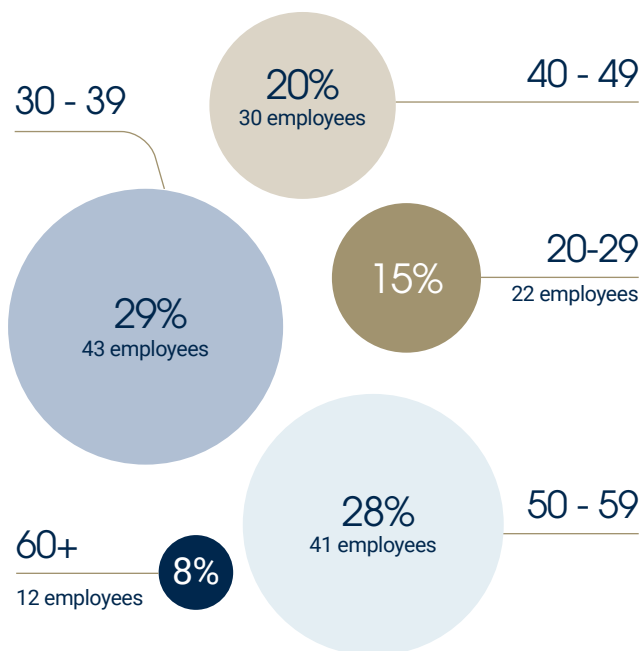
Many roles at Evolve Housing involve employees providing emotional support to our tenants and clients.



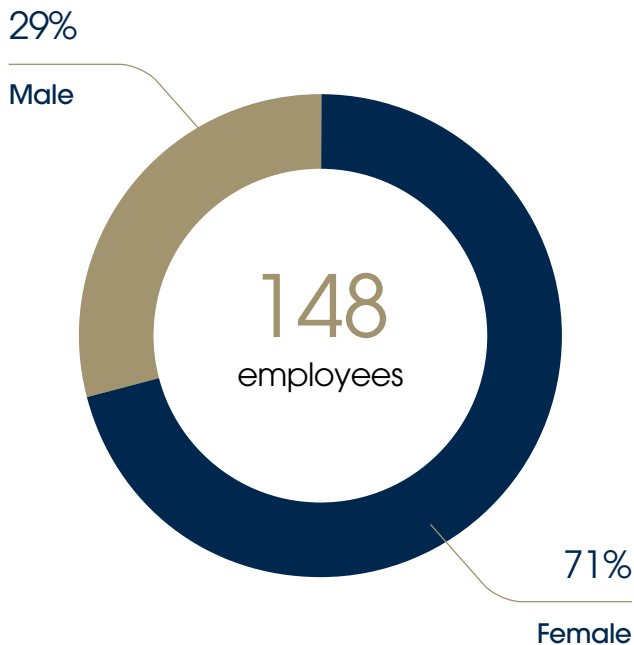
National Reconciliation Week 2025 at Evolve Housing



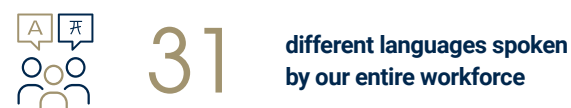
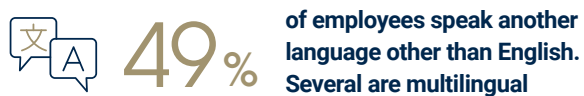
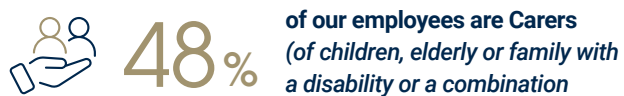
Staff age groups



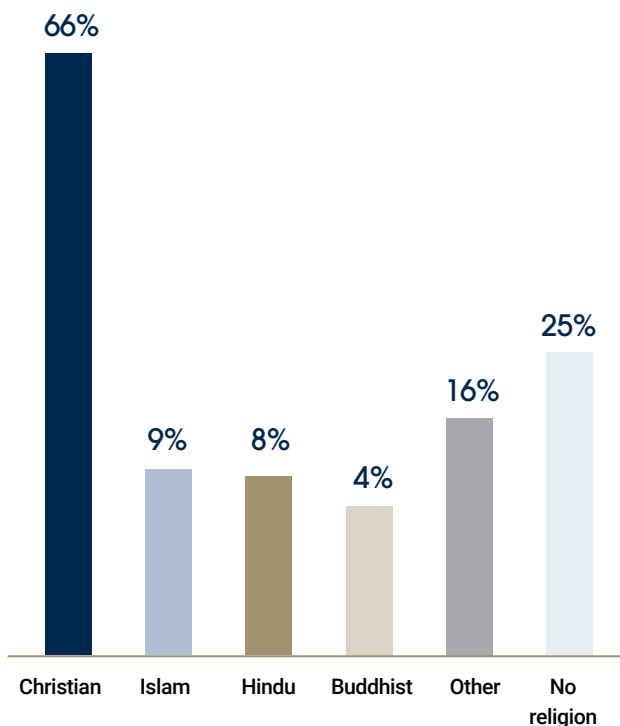
Gender



Other demographics



Our employees are of many faiths and religions







Kereane - Evolve Housing employee

"I come from a long line of women who fought for change. I carry that with me every day."

Kereane's journey

Breaking cycles and building cultural connections at Evolve Housing

For Kereane Kalekale, a proud Bundjalung woman from the Cubawee and Cabbage Tree Island tribes, joining Evolve Housing was more than a career move. It was an opportunity to create lasting change for Aboriginal tenants, families and communities.

As Housing Manager – Aboriginal Engagement Advisor, Kereane manages a portfolio of transitional and short-term tenancies, where many residents face complex challenges. With Aboriginal residents representing around 2% of Evolve Housing's tenancies, her focus is on building a culturally responsive approach that supports tenants and strengthens the organisation's reconciliation journey.

Kereane's approach is people-first, hands-on and solutions-focused, always working to prevent tenancy loss and support people into long-term housing. She partners with support services, ensures tenants understand their rights and responsibilities, and explores every possible option before considering an exit.

"I believe everyone deserves the chance to turn things around. My job is to walk beside people until they can see a way forward," she said.

Kereane's skills have been shaped by more than a decade in the community housing sector. At Community Housing Limited in Coffs Harbour, she progressed from trainee to property manager, playing a key role in implementing a Reconciliation Plan recognised by the Local Aboriginal Land Council. This work resulted in the transfer of up to 40 properties in a remote Aboriginal community to formal management, bringing long-overdue repairs, maintenance and tenancy support to residents who had previously lived in unsafe, unmanaged housing – some without running water.

"It took months of building trust – going back week after week, having the hard conversations and showing people we were there to work alongside them, not over them. That experience taught me the value of patience, cultural respect and focusing on long-term change. It's how I approach my work today."

Since joining Evolve Housing, Kereane has led the introduction of cultural awareness, competency and standards across the organisation. Her aim is to help Housing Managers "hold cultural space". This includes supporting others to build the knowledge and confidence to work respectfully with Aboriginal tenants, break down barriers and find shared understanding.

"I don't want to work for an Aboriginal organisation. They already know how to do this work. I want to bring that knowledge into mainstream organisations like Evolve Housing because that's where change really happens."

Kereane's vision is ambitious. Over the next year, she aims to deepen connections with tenants and communities and be a trusted cultural resource for colleagues. Longer term, she hopes to see more Aboriginal leadership within the community housing sector, from team leaders and executives to board members. She also wants to help create pathways for Aboriginal people to enter the sector and progress into senior roles.

Kereane's passion stems from having experienced homelessness with her partner and newborn. After overcoming significant hardship, Kereane made it her mission to help others who may find themselves in a similar position. Her resilience is rooted in family, home and land. She is motivated by the example set by her mother, who has worked in community housing for 25 years, and her grandparents, who were strong advocates for their community.

"I come from a long line of women who fought for change. I carry that with me every day."

In everything she does, Kereane embodies the values that drive Evolve Housing: inspiration, empathy, accountability and respect, honesty and integrity. Her courage, candour and cultural insight are already making a difference, paving the way for a more inclusive, connected future.



David's journey

From Case Manager to Team Leader at Evolve Housing

David O'Halloran journey at Evolve Housing began in September 2022, after moving to Australia earlier that year from Ireland.

With a background in social work and a deep commitment to helping others, he was drawn to Evolve Housing when the program he had been working for at Neami National lost its funding. A recruiter recommended Evolve Housing and spoke highly of the organisation, which left a lasting impression on David. Once he started as a Case Manager, he quickly saw the impact the Support Pathways team had in helping vulnerable individuals overcome complex barriers and maintain stable tenancies.

"I have always been passionate about supporting people to overcome challenges, and the work we do in the Support Pathways team plays a vital role in helping residents not only sustain their tenancies but feel supported on their journey," David said.

David settled into his role, and his motivation to take on more responsibilities grew when he was offered the opportunity to act as Team Leader for the Support Pathways team. This gave him space to build confidence and understand the demands of the role in a supportive environment.

"I was excited by the chance to lead such an impactful team and contribute in a bigger way. Having that opportunity to act in the role made a huge difference. It helped me understand what was expected and prepared me for the challenges ahead."

This experience further strengthened David's desire to expand his skills. To explore his leadership style, he enrolled in the Emerging Leaders course, offered to him by Evolve Housing. With the course and experience behind him, David officially became Team Leader and focused on creating a collaborative and supportive environment for his team.

"I have worked hard to build trust and be approachable and consistent. It is important to me that everyone on the team feels heard, supported and valued," David said.

One of the most meaningful parts of David's role has been working with the Tenancies at Risk Panel (TARP), which was created to provide early intervention support for cases relating to breaches of tenancy. Leading the Support Pathways team gave David a bird's eye view on how to better support tenants before any breaches occur, helping to prevent potential homelessness.

"It is incredibly motivating to see tenants who were once facing serious challenges reach a point of stability. When someone is removed from the TARP because they no longer need that level of intervention, it is a proud moment. It shows the real impact our team is having," David said.

Reflecting on his experience, David believes Evolve Housing is a place where staff are genuinely supported to grow.

"Evolve Housing truly invests in its people through regular training opportunities and a focus on internal development. If you put yourself forward and show commitment, there are many pathways for progression.

"What drives me is seeing the difference we make. Supporting my team to do their best work and seeing our tenants move forward in their lives make this job incredibly rewarding."

"It is important to me that everyone on the team feels heard, supported and valued."

Board of Directors



Chris Eccles AO

Chair, Non-Executive Director

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'.



Paul Howlett

Chair, Non-Executive Director (retired November 2024)

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 the Convenor of the Chairs' Roundtable and NEDs Network for Australian Community Housing. Paul retired as Chair of the Evolve Housing Board in November 2024.



Dr Robert Lang

Non-Executive Director

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 Defence Housing Australia.



Kay Veitch

Non-Executive Director

Kay brings 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 a 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.



Tim Regan

Non-Executive Director

Tim Regan is an experienced executive and non-executive director with expertise in the health, property and services industries. Tim is currently the Interim Chief Executive Officer at Melanoma Institute Australia and has previously worked in executive roles at The George Institute for Global Health, Mirvac Group, TJS Services, Sydney Organising Committee for the Olympic Games and PwC. Tim has held numerous Board positions at commercial and not-for-profit companies which have included Australia China Business Council NSW and the Australia India Business Council.



Davina Rooney

Non-Executive Director

A property professional with a passion for sustainability. A qualified engineer, Davina has worked on large-scale construction projects in Sydney and London and helped build an award-winning school in the Himalayas. Davina has received multiple industry awards, and her work at Stockland culminated in its recognition as the world's most sustainable property company. Davina 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.



Tim Spencer

Non-Executive Director

Tim is an experienced executive, supporting and leading the Legacy Property team to deliver some of NSW's leading property development projects. 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 including residential, commercial, industrial, retail, infrastructure and retirement. Tim is currently on the Board of Urban Development Institute of Australia NSW.



Professor Andy Marks

Non-Executive Director

With a PhD and first-class honours in political science and literature, Graduate of the Australian Institute of Company Directors, Professor Andy Marks is experienced in leading major strategic initiatives with government, industry and the community. He previously held roles as Vice-President at Western Sydney University, Chair of Western Sydney Community Forum and appointee to the Prime Minister's Western Sydney Transport Infrastructure Advisory Panel. Andy is currently on the Board of Wentworth Healthcare Limited and a Trustee of the Royal Botanical Gardens and Domain Trust.



Kate Melrose

Non-Executive Director

Kate Melrose is a strategic property executive and non-executive director with 30 years' experience in ASX-listed companies and the private sector, delivering growth, innovation, and community-focused housing solutions. She has held senior executive roles at Lendlease and Ingenia Communities, and serves as a non-executive director of Charter Hall Social Infrastructure REIT (ASX:CQE), chairs the UDIA NSW Land Lease Committee and holds a range of advisory roles across Tech, AI and property sector innovations.



David Borger

Non-Executive Director

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. 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, Powerhouse and Energy Security Corporation. David resigned in April 2025.

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 Community Housing Providers (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 FY 2024 - 25 (excluding Board sub-committee 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: Tim Regan (Chair), Paul Howlett (to November 2024), Robert Lang, Georgina Lynch, Tim Spencer and Chris Eccles. There were six FRAC meetings in FY 2024 - 25.

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 (to November 2024), Chris Eccles and Robert Lang. There was one TRC meeting in FY 2024.

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. The GNPC members are: Kay Veitch (Chair), Paul Howlett (to November 2024), David Borger (to April 2025) and Chris Eccles. There were three GNPC meetings in FY 2024 - 25.

Register of meetings attended by board members

EHL Group Directors' Meetings* (EHL, EHVL, ERNAL & ERVL)								
Entitled	Entitled	14-Aug-24	25-Oct-24	11-Nov-24	3-Mar-25	15-Apr-25	23-Jun-25	Total
Paul Frederick Howlett (Chair)***	3	Y	Y	Y	N/A	N/A	N/A	3
Christopher Eccles (Deputy Chair)	6	Y	Y	Y	Y	Y	Y	6
David Lawrence Borger*****	5	N	N	Y	N	Y	N/A	2
Kaylee Merrillyn Veitch	6	Y	Y	Y	Y	Y	Y	6
Robert David Lang	6	N	Y	Y	Y	Y	Y	5
Georgina Lynch****	3	Y	Y	N	N/A	N/A	N/A	2
Davina Rooney	6	Y	Y	Y	Y	Y	Y	6
Tim Regan	6	Y	Y	Y	N	Y	Y	5
Timothy Spencer	6	Y	Y	Y	Y	N	Y	5
Lyall Norman Gorman (Standing Invitation)	6	Y	Y	Y	Y	Y	Y	6
Kate Melrose*****	3	N/A	N/A	N/A	Y	Y	Y	3
Prof. Andy Marks*****	3	N/A	N/A	N/A	Y	Y	Y	3

Register of committee meetings attended by board members

FRAC Meetings								
Entitled	Entitled	13-Aug-24	14-Oct-24	18-Oct-24	19-Feb-25	9-Apr-25	17-Jun-25	Total
Paul Frederick Howlett***	3	Y	Y	Y	N/A	N/A	N/A	3
Robert David Lang	6	Y	Y	Y	Y	Y	Y	6
Georgina Lynch****	3	Y	Y	N	N/A	N/A	N/A	2
Tim Regan	6	Y	Y	Y	Y	Y	Y	6
Timothy Spencer	6	Y	Y	Y	Y	Y	Y	6
Lyall Norman Gorman (Standing Invitation)	6	Y	Y	Y	Y	Y	Y	6
Chris Eccles	6	Y	Y	Y	Y	Y	Y	6
Rex Validakis-Betar*****	3	N/A	N/A	N/A	Y	Y	Y	3

*Board Meetings Only - Does not include Teleconferences

**TRC Meetings are on an as need basis

***Mr Paul Howlett resigned as Director of EHL, EHVL, ERNAL & ERVL and as Committee Member of the FRAC, GNPC & TRC on 11 November 2024

****Ms Georgina Lynch resigned as Director of EHL, EHVL, ERNAL & ERVL and as Committee Member of the FRAC on 11 November 2024

*****Mr Rex Validakis-Betar was appointed as Member of the FRAC on 4 February 2025

*****Ms Kate Melrose was appointed as a Director of EHL, EHVL, ERNAL & ERVL and as Committee Member of the TRC on 4 February 2025

*****Prof Andy Marks was appointed as a Director of EHL, EHVL, ERNAL & ERVL and Member of the GNPC on 4 February 2025

*****Mr Tim Spencer was appointed as Member of the GNPC on 11 November 2024

*****Mr David Borger resigned as Director of EHL, EHVL, ERNAL & ERVL and as Committee Member of the GNPC on 15 April 2025

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. In government and advocacy, he serves as Vice President of the Australian Chamber of Commerce and Industry (ACCI) and recently concluded a five-year term as President of Business NSW. His career is underpinned by a commitment to ethical leadership, collaboration, and driving social and economic outcomes at scale.



Jitender Balani
**Group General Manager, Strategic Partnerships,
Programs and Asset Management**

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 Diploma in Civil Engineering.



Jo Henderson-Brooks
Group General Manager People, Culture and Corporate Services

Jo is a seasoned executive with 30 years of experience leading integrated People and Technology solutions across diverse sectors including Housing, IT, Psychology, Transport, Engineering, Mining, and Financial Services. She specialises service delivery and implementation of HR technology, workforce planning, organisational design, performance frameworks, talent acquisition, and corporate operations. Jo is known for her person-centred leadership and commitment to continuous improvement. She holds a Bachelor of Arts, Psychology and a Diploma in Project Management.



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 eight years focusing on operational excellence and innovation to achieve positive social outcomes. She has tertiary qualifications in Social Policy.



Brett Manwaring

Group CFO and General Manager Corporate Finance

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.



Melissa Scardino

Group General Manager Growth, Governance, Legal and Group Company Secretary

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 a current Director of Gutherie House and previously Chaired the Board of the Aboriginal Women and Children's Crisis Service.



Charlie Souma

Group General Manager Affordable Housing Services

Charlie is a highly accomplished and motivated senior leader with over 20 years' experience in managing residential property portfolios in the private and not-for-profit sectors. 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.

Finance

Financial commentary

FY 2024 - 25 was a momentous year for Evolve Housing, with the successful allocation of Housing Australia Future Fund Facility (HAFFF) projects, valued at ~\$800M. This was one of the largest allocations to a single community housing provider and represented the largest share of total NSW HAFFF projects. Collectively, these projects will deliver more than 1,200 dwellings. While Evolve Housing continues to work with both Housing Australia and private capital providers to bring these projects to financial close, it is exciting to note that our first project in Sunshine North, Victoria, comprising 85 units, was completed by the end of the 2025 financial year.

The year has largely involved navigating and negotiating the terms of our Senior debt (via Housing Australia) and Sub debt (via private capital providers). These arrangements mark a historical milestone for Evolve Housing, representing the organisation's first long-term funding partnerships — of over 25 years — with both government and private investors.

On a business-as-usual basis, we continued to build strength in both our operational and financial capacity, delivering an operating surplus of \$22M. We also continued to invest in systems, the quality of our asset base and staffing infrastructure to ensure long-term sustainability of our organisation. This has enabled our team to deliver outstanding service to tenants and clients, while also creating additional, much-needed community housing supply.

We are proud to report Evolve Housing's owned property assets now exceed \$500M. This is expected to grow significantly at a Group level as more HAFFF projects are settled over the coming months and years.

Our presence in Victoria now exceeds more than 550 properties under management including owned properties. The Evolve Housing/EchoRealty brand is now well recognised in the state, and we are continuously attracting very strong interest from both private organisations and government bodies for additional property management opportunities.

While immediate focus has been on bringing the awarded projects to Financial close and operations commencements, nonetheless, Evolve Housing is more than ever looking forward to participating in upcoming HAFFF rounds to ensure our value for money ethos and robustness of our operating infrastructure continues to drive synergy benefits to position us for upcoming opportunities.

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

Auditor's letter



Tel: +61 2 9251 4100
Fax: +61 2 9240 9821
www.bdo.com.au

Parkline Place
Level 25, 252 Pitt Street
Sydney NSW 2000
Australia

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

I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit of Evolve Housing Limited for the year ended 30 June 2025.

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

Elysia Rothwell
Director

A handwritten signature in black ink, appearing to read 'E Rothwell', written in a cursive style.

BDO Audit Pty Ltd
Sydney
28 October 2025

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Auditor's report



Tel: +61 2 9251 4100
Fax: +61 2 9240 9821
www.bdo.com.au

Parkline Place
Level 25, 252 Pitt Street
Sydney NSW 2000
Australia

INDEPENDENT AUDITOR'S REPORT

To the members of Evolve Housing Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Evolve Housing Limited (the registered entity) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial report, including 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 Group's financial position as at 30 June 2025 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 Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (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 Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The responsible entities of the registered entity are responsible for overseeing the Group'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:

https://www.auasb.gov.au/media/apzlw0y/ar3_2024.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

BDO

E Rothwell

Elysia Rothwell

Director

Sydney, 28 October 2025

Finance

Summary report

	2025	2024	2023	2022	2021
Tenant Satisfaction					
Overall satisfaction with the organisation (%)	82	80	80	83	83
Service Development					
Total housing properties	5,461	4,965	4,773	4,522	4,270
Finance Management					
Employee costs as % of total revenue (%)*	22%	22%	21%	22%	21%
Property costs as % of total revenue (%)*	60%	58%	60%	58%	60%
Administration costs as % of total revenue (%)*	8%	9%	9%	9%	7%
Profitability Ratio – EBITDA/Operating Revenue (%)*	11%	11%	9%	11%	11%
Liquidity Ratio – Current Assets/Current Liabilities	0.9	1.3	1.3	1.1	1.3
Cash at end of year (\$m)	44.5	37.1	33.1	27.3	27.2
Net profit (\$m)	22.8	31.7	16.1	33.6	13.5
Operating Net profit (\$m)*	3.2	4.1	2.6	3.3	4.2
Retained profit (\$m)	380.5	307.9	323.9	357.6	278.8
Total Equity	386.1	313.5	329.6	363.3	281.8
Housing Management					
Rent outstanding/arrears (BM 2.5%)	0.21	0.38	0.25	0.45	0.4
Rent foregone due to tenantable vacancies as a percentage of total potential rental income (BM 5%)	0.3	0.4	0.3	0.3	0.6
Average number of days to house a tenant after an untenantable unit becomes vacant (BM 28 days)	40	34	28	31	19
Average number of days to house a tenant after an tenantable unit becomes vacant (BM 14 days)	11	13	14	14	11
Number of tenants exiting the service because of Possession Order enforcement	5	5	4	12	2
Human Resources					
Ratio of employees to lettable properties	1:41	1:36	1:35	1:38	1:36
Number of full-time equivalent staff*	131	138	138	117	120

Consolidated statement of profit and loss and other comprehensive income

As at 30 June 2025

	2025	2024
Assets		
Cash and cash equivalents	44,528,259	27,309,143
Accounts receivable and other debtors	5,755,374	5,156,514
Other current assets	22,905,823	2,340,200
Total current assets	73,189,456	34,805,857
Non-current assets		
Property, plant and equipment	11,093,818	9,129,112
Right of use assets	14,863	44,590
Other non-current assets	1,813,972	2,023,446
Investment property	603,554,478	547,042,240
Total non-current assets	616,477,131	558,239,388
Total assets	689,666,587	593,045,245
Liabilities		
Trade and other payables	22,537,214	17,969,066
Borrowings	38,916,125	0
Employee benefits	2,139,497	1,968,175
Lease liability	14,512,871	12,004,547
Total current liabilities	78,105,707	31,941,788
Non-current liabilities		
Borrowings	158,209,400	122,520,600
Lease liability	66,792,503	74,860,269
Employee benefits	488,350	467,798
Total non-current liabilities	225,490,253	197,848,667
Total liabilities	303,595,960	229,790,455
Net assets	386,070,627	363,254,790
Equity		
Reserves	5,546,810	5,546,810
Accumulated surplus	171,557,558	148,741,722
Accumulated surplus-restricted	208,966,258	208,966,258
Total Equity	386,070,626	363,254,790

Consolidated statement of changes in equity

For the year ended 30 June 2025

	Reserves	Retained surplus	Retained surplus restricted	Total accumulated funds
Balance as at 1 July 2023	5,546,810	115,092,408	208,966,258	329,605,476
Surplus after income tax expense 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
Balance as at 1 July 2024	5,546,810	148,741,722	208,966,258	363,254,790
Surplus after income tax expense for the year		22,815,836	-	22,815,836
Other comprehensive income for the year net of tax	-	-	-	-
Total comprehensive income for the year	-	22,815,836	-	22,815,836
Balance 30 June 2025	5,546,810	171,557,558	208,966,258	386,070,626

Consolidated statement of profit or loss and other comprehensive income

As at 30 June 2025

	2025	2024
Revenue	77,853,711	76,017,598
Other Income	1,368,421	1,333,165
Employee Benefits Expenses	(18,667,791)	(16,592,512)
Expected credit losses	(527,843)	(288,556)
Property expenses	(29,273,916)	(28,612,080)
Finance costs	(7,689,112)	(7,125,176)
Other expenses	(7,041,655)	(7,395,395)
Total expenses	(63,200,317)	(60,013,719)
Surplus from operating activities	16,021,815	17,337,044
Change in fair value of investment property	19,070,437	28,538,230
change in fair value of right of use asset classified as investment property	(12,276,416)	(12,225,960)
Surplus for the year attributable to members	22,815,836	33,649,314
Income tax expense		
Surplus after income tax expense for the year attributable to members	22,815,836	33,649,314
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	22,815,836	33,649,314

Consolidated statement of cashflows

For the year ended 30 June 2025

	2025	2024
Cash flows from operating activities		
Receipts from customers (inclusive GST)	83,553,036	85,404,943
Payments to suppliers and employees (inclusive GST)	(60,909,460)	(56,584,411)
Interest received	875,747	848,272
Interest paid on lease liability	(2,875,069)	(3,055,431)
Interest paid on borrowings	(4,814,043)	(4,069,745)
Net cash from operating activities	15,830,211	22,543,628
Cash flows from investing activities		
Payment for property, plant and equipment	(391,909)	(242,436)
Payment for investment properties	(59,447,870)	(1,264,107)
Net cash used in investing activities	(59,839,779)	(1,506,543)
Cash flows from financing activities		
Proceeds from borrowings	74,172,523	3,854,212
Repayment of borrowings	0	(15,587,356)
Repayment of lease liabilities	(12,943,839)	(15,109,268)
Net cash from/(used in) financing activities	61,228,684	(26,842,412)
Net increase in cash and cash held	17,219,116	(5,805,327)
Cash at the beginning of the financial year	27,309,143	33,114,470
Cash at the end of the financial year	44,528,259	27,309,143



Melrose Park, New South Wales

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 Community Housing Providers who manage properties they own or that may be owned by the government.

Community Housing Innovation Fund (CHIF): NSW Department of Communities and Justice (DCJ) through Homes NSW is providing \$150M 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 CHPs (such as debt, capital, land, tax concessions and community connections).

Community Housing Leasing Program (CHLP): this innovative initiative from the DCJ through Homes NSW 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, CHPs 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): this 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 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. It also delivers 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 up to 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): this 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 five year period in which the social housing dwellings will also be provided. 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): this refers to a 10-year program initiated by the Commonwealth 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, that 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 DCJ through Homes NSW or non-government CHPs like Evolve Housing. Most social housing tenants pay rent which is between 25% to 30% of their income.

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

Partners

3Columns
Ability Options
AFEA Care Services
ALAND Group
Allens
Aruma
Australasian Housing Institute (AHI)
Aware Real Estate
Barings
Barnardos
Bayside Council
BDO Australia
Billbergia Group
Birribee Housing
BlueCHP
Bonnies Support Service
Cassab & Associates
Catholic Care
Cerebral Palsy Alliance
Coffs Harbour Support Services
Community Greening Program – Royal Botanical Gardens
Community Housing Industry Australia (CHIA) NSW, VIC and National
ConnectAbility
Conzept Landscape Architects
Convergint
Coronation
Corrs Chambers Westgarth
Cultivating Community
Department of Communities and Justice
Department of Planning, Industry and Environment
Development Victoria
Disability Services Australia (Scope)
DV NSW Service Management
DV West Ltd

Evolut
Evolution Support Services (ESS Care)
Fighting Chance
Finding Yellow
Flemington Works
Foster Care Angels
Good Thanks Media
Gran Central
Hawkesbury Council (Heat Resilience Program)
High St Youth Health Centre
Homes NSW
Homes Victoria
Housing Australia
Hunter Ethical Disability Support Services (HEDSS)
HWL Ebsworth Lawyers
iCare
Interaction Disability Services
JSM Holdings
Kingston Building – Property Owner/Builder SDA
Lake Advisory
Landcom
Launch Housing
LikeMinds
Linking Hearts
Marist180
Mars Building
Maximus International
Medimobile
Melbourne Health
Melissa Hobbs Photography
Mercy Health
Mettle Design Co
Mission Australia
Mitch Morgan Design

MOVE Moonee Valley
Multitask – SDA
My Connect
New Horizons
Northcott
NSW Aboriginal Housing Office
NSW Aboriginal Land Council Housing Limited
NSW Health (Sydney LHD)
NSW Land and Housing Corporation (LAHC)
Pace Development Group
Parramatta City Council
Parramatta Women's Shelter
PAYCE
Penrith City Council – Heat Resilience Project
Pink Dog
PKF Corporate Finance Services
PowerHousing Australia
Property & Housing Solutions
Rapid Relief
Royal Rehabilitation
Ryde Area Supported Accommodation for IntellectuallyDisabled (RASAID)
ServiceNow
Seton Villa

Shelter NSW
SleepSafe
SR Constructions
Sydney Olympic Park Authority
The Brand Visual by Hamilton Lund
The Haven – Nepean Women's Shelter
Thirdera
Thirdi
Uniting
Urban Development Institute of Australia NSW (UDIA)
Urban Property Group
VITG
Vivo Care
Walker Corporation
WellDone
Western Sydney University
Willoughby City Council
Willowdene Constructions
Wingate Community Centre
Wombat Housing & Support Services
Women's Community Shelters
Workplace Mental Health Institute
Yilabara Solutions
Zulu8

Credits

Group CEO: Lyall Gorman

Group General Manager, Strategic Partnerships,
Programs & Asset Management: Jitender Balani

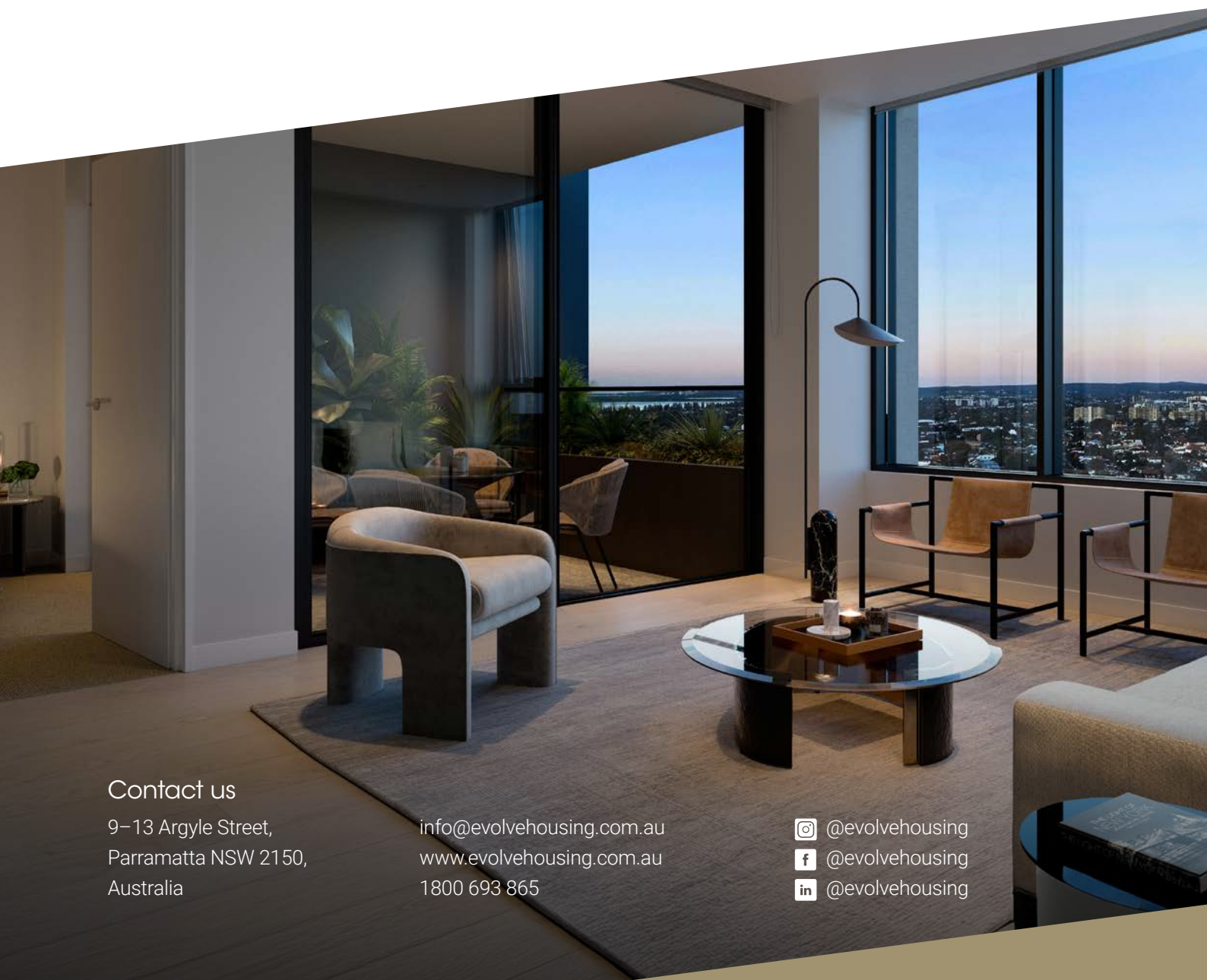
Project Lead: Sahar Mourad

Editorial: Manyana Creative

Editorial support: Andrew Mossie, Camilla Larsen,
Jennifer Sweeney and Sahar Mourad

Designer: Mitch Morgan Design

Photography: The Brand Visual by Hamilton Lund,
Melissa Hobbs Photography,
Good Thanks Photography



Contact us

9–13 Argyle Street,
Parramatta NSW 2150,
Australia

info@evolvehousing.com.au
www.evolvehousing.com.au
1800 693 865

 @evolvehousing
 @evolvehousing
 @evolvehousing