

Environmental, Social and Governance Strategy



2025 - 2028



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Acknowledgement of Country

Evolve Housing Group 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 People to our services, as we walk together towards reconciliation.

Front cover: Hart's Landing, Penrith

01 INTRODUCTION

A message from our CEO

At Evolve Housing, we believe that every person — regardless of their circumstances — deserves the dignity, security and the opportunity that a safe, affordable home provides. Meanwhile, the world around us is changing in ways that place the greatest pressure on the people who can least afford to bear it.

Climate change, rising living costs, and Australia’s deepening housing crisis are everyday realities for our residents. They shape the cost of heating a home, the safety of a neighbourhood during extreme weather, and the stability of a household living week-to-week. These impacts fall hardest on those who have the fewest resources available to respond.

This ESG Strategy is a foundation stone for the future of Evolve Housing. It highlights our commitment to invest in the future as we decarbonise our business, and deliver more sustainable homes for our current and future residents in the wake of the increasing impacts of climate change.

In the coming years, this Strategy will guide our actions as we refine our governance, measure our progress, and embed environmental and social responsibility into every part of our organisation. And as our

capability grows, so too will our ambitions — enabling us to set stronger goals, deepen our community partnerships, and continually improve the way we deliver sustainable homes for our residents.

Together with our employees, our partners and our residents, we will build thriving, inclusive and sustainable communities where no one is left behind.



Lyall Gorman
Chief Executive Officer
Evolve Housing Group

“Our ESG Strategy drives our commitment to building resilient homes, empowered communities and a fairer future — ensuring that the transition to a more sustainable future reaches the people who need it most.”

Chris Eccles
Chairman, Evolve Housing Group

02 EXECUTIVE SUMMARY

A purposeful roadmap

Evolve Housing Group's inaugural Environmental, Social and Governance (ESG) Strategy 2025–2028 sets out a clear and purposeful roadmap for strengthening our environmental stewardship, enhancing social outcomes for residents, and embedding transparent, ethical governance across our organisation.

This Strategy has been developed at a time when climate change, rising cost-of-living pressures and a national shortage of affordable housing continue to intensify challenges for the communities we serve. As a Tier 1 Community Housing Provider (CHP), we have a responsibility to act with integrity, foresight and care, ensuring our growth and operations contribute to sustainable, resilient and inclusive outcomes for our residents and communities.

Building on the direction set in the Evolve Housing Strategic Plan 2024–2028, this ESG Strategy supports our organisational goals and provides a structured approach to embedding environmental and social responsibility across our work. It outlines the steps we will take to strengthen governance, capability and measurement foundations, and introduces our four strategic themes and nine priority focus areas (see ESG Roadmap, page 16), which together form the basis for how we will deliver, monitor and continuously improve our ESG performance.

The development of this Strategy has also been informed by globally recognised frameworks, including the United Nations Sustainable Development Goals (UNSDGs¹). Several SDGs — including Affordable and Clean Energy, Sustainable Cities and Communities, Good Health and Wellbeing, Decent Work and Economic Growth, and Climate Action — align closely with our purpose and the outcomes we aim to achieve. These goals help shape our long-term direction and reinforce our commitment to acting responsibly within a broader global context.

Scan the QR code to download the Strategic Plan 2024–2028



¹ The United Nations Sustainable Development Goals (UNSDGs) are a set of 17 global goals adopted by all United Nations Member States in 2015. They provide a shared blueprint for peace and prosperity for people and the planet, now and into the future, addressing challenges such as poverty, inequality, climate change, environmental degradation, peace, and justice. For more visit: <https://sdgs.un.org/goals>

Between 2025 and 2028, Evolve Housing will focus on establishing strong foundations for ESG maturity following our materiality assessment.

Key priorities include:



Strengthening ESG understanding across the organisation



Enhancing governance structures to support ESG initiatives



Allocating resources effectively for ESG activities



Communicating the ESG program to stakeholders

Progressing work on:



Establishing an **emissions baseline**



Developing **ESG business performance metrics**

We will publish our first Sustainability Impact Report for FY 2025 - 2026, aligned with the Australian Community Housing (ACH) ESG Reporting Standard and our Social Outcomes Framework, ensuring transparent reporting to residents, partners, investors and stakeholders.

This Strategy reinforces our purpose — enabling more people in need to live in quality homes in thriving and inclusive communities — and ensures that as we grow, we do so responsibly, sustainably and with respect for the social and environmental impacts of our work.

It outlines the actions, structures and principles that will guide Evolve Housing's approach to environmental, social and governance issues over the next four years and provides a strong foundation for transparency, accountability and long-term organisational resilience.

03 ESTABLISHING A FOUNDATION

Why ESG matters for Evolve Housing

Evolve Housing operates in a rapidly changing environment, shaped by intensifying climate impacts, rising living costs, a deepening housing crisis and shifting expectations around transparency and organisational accountability.

These pressures have direct implications for the communities we serve — many of whom are disproportionately affected by environmental and economic stressors. We are committed to acting on our social responsibility and supporting the communities we serve.

Developing a formal ESG program enables Evolve Housing to respond proactively and responsibly to these challenges. It provides a structured framework for understanding our environmental and social impacts, managing risk, strengthening governance, and embedding responsible practices across our organisation.

The following drivers form the foundation for why Evolve Housing is establishing an ESG program and how it supports our long-term direction:



Climate change

The physical changes in the climate can have several impacts on Evolve Housing's tenants and housing, including rising energy costs, housing vulnerability and health implications.



Portfolio growth

A pillar of Evolve Housing's Strategic Plan 2024-2028 is responding to the housing shortage and focusing on portfolio growth. Consideration of tenant needs and ensuring the housing is fit-for-purpose is a key feature of the Plan.



Competitive advantage

Strong ESG practices strengthen Evolve Housing's attractiveness to investors, financiers and government partners.

A transparent, high-quality ESG program supports diversified funding streams, strengthens reputation and positions community housing as a viable and credible asset class.



Supporting tenants

It is recognised broadly that the most harm from climate change will be felt by underserved communities and the most vulnerable people, who are also the least able to prepare for or recover from the impacts of climate change. Evolve Housing plays an important role in being at the forefront of facilitating a just transition and being a 'first responder' to its tenants.



Housing crisis

Australia's housing crisis is well documented, and current supply cannot meet demand. Limited stock, poor regulation and a growing population are all leading to limited housing availability.

The cost-of-living crisis over the last few years is another added pressure. All of which are contributing to increasing homelessness and growing pressure on Community Housing Providers (CHPs) like Evolve Housing to develop and house as many people as possible.



Legal and compliance expectations

ESG reporting expectations are evolving across Australia. By aligning Evolve Housing with Australian Community Housing (ACH) ESG Reporting Standard positions our organisation to meet future requirements and remain accountable to partners and stakeholders.

Together, these drivers reinforce the importance of a coordinated, organisation-wide approach to ESG, one that supports our purpose and helps us respond to emerging risks, opportunities and expectations with confidence and clarity.

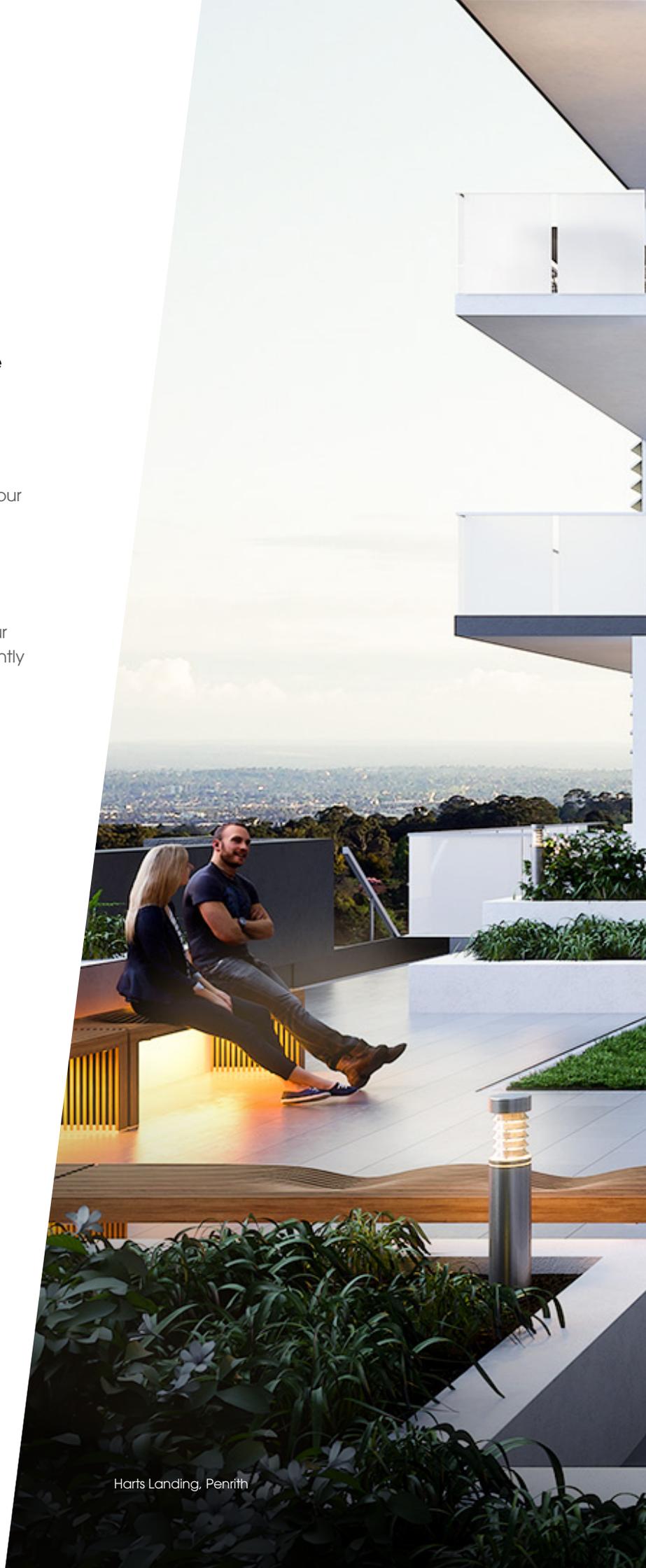
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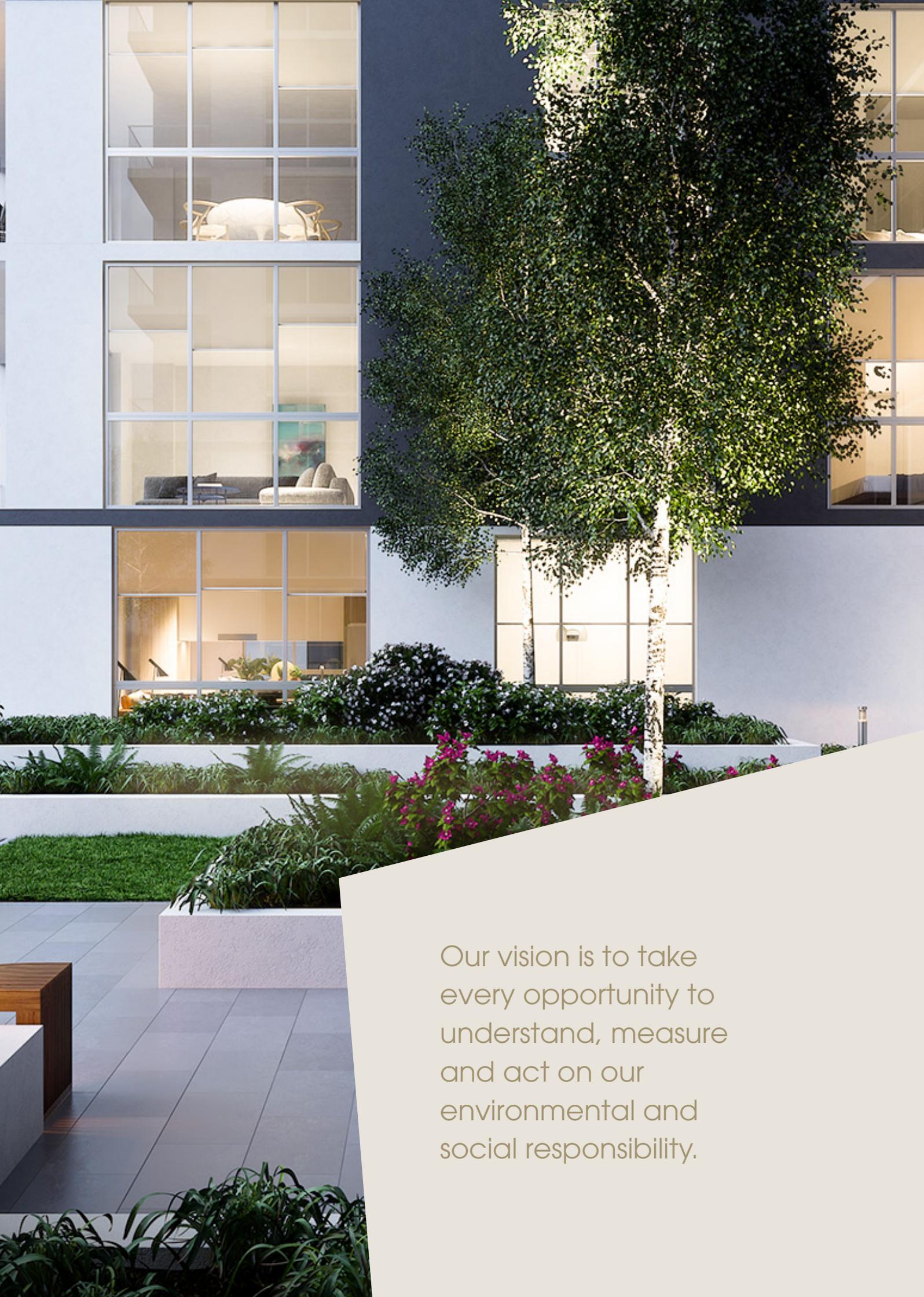
Evolve Housing's ESG vision

Our vision is to take every opportunity to understand, measure and act on our environmental and social responsibility.

To embed environmental and social responsibility into all aspects of our organisation, ensuring that our homes, communities, governance practices and workforce contribute to sustainable, resilient and inclusive outcomes for the people we serve.

This vision is ambitious yet grounded in practical steps that will be delivered over time. It reflects our commitment to acting responsibly and transparently across all facets of our work.





Our vision is to take every opportunity to understand, measure and act on our environmental and social responsibility.

05 FRAMEWORK

Our ESG framework

Our ESG framework, illustrated below, shows how Evolve Housing creates impact for our residents and communities, and the levers we use to do so.

At its centre are the people we house and support. Around them sit our core mission, the key impact areas we focus on, and the strategic actions we take to achieve our purpose.



Inner circle - **Evolve Housing: Core mission**

Surrounding our residents is Evolve Housing itself, delivering on our core mission and purpose to enable more people in need to live in quality homes in thriving and inclusive communities.



Quality homes

safe, affordable and well-built homes that provide the security people need.



Thriving communities

environments where people feel secure, respected and supported.

Middle ring - **Key impact areas**

This ring shows what Evolve Housing focuses on to achieve its mission.



Safe, affordable homes; dignity, choice

ensuring housing is not just shelter but a foundation for dignity and personal choice.



Government, support services, developers

partnering with government and industry to provide resources and expertise.



Funding streams, tenders, grants

securing financial resources to sustain and expand housing initiatives.

Outer ring - **Strategic actions**

The outer ring represents the strategies that drive impact.



Influence

shaping policy and decisions that benefit customers.



Advocate

standing up for housing rights and community needs.



Educate

informing communities and stakeholders about housing solutions.



Partner

collaborating with stakeholders for shared success.

06 ESG STRATEGY

Our Strategic themes

Evolve Housing’s ESG Strategy includes four strategic themes and objectives which are informed by nine focus areas and corresponding measures that will help us to drive our ESG performance.

These themes are underpinned by the fundamental foundations required by a Community Housing Provider to manage ESG performance, deliver customer centric service, communicate our impact and drive continuous improvement for our communities, staff and environment.

Building on our core focus areas, we are actively setting annual priorities by defining clear objectives, targeted actions, and measurable outcomes to drive progress against our ESG ambitions. The ESG Strategy will serve as a practical roadmap for implementation, ensuring our efforts remain aligned with the long-term vision and strategic direction outlined in the Strategic Plan 2024-2028.



Scan the QR code to download the Strategic Plan 2024-2028



Environment

Growing and maintaining a resilient housing portfolio while reducing our environmental impact



Tenant and Community

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



Governance

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



People

Be an 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



Foundations

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

Alignment with our organisational strategy

For the ESG Strategy to deliver meaningful and measurable outcomes, it must be fully aligned with Evolve Housing’s Strategic Plan, policies, governance structures and ways of working.

The four strategic goals are:



Alignment with the Evolve Housing Strategic Plan 2024–2028

The ESG Strategy complements and strengthens the goals and objectives of the Evolve Housing Strategic Plan, particularly in relation to:



Delivering services that meet the diverse needs of residents.



Building sustainable and resilient housing supply.



Strengthening governance, systems and organisational capability.



Understanding and acting on environmental responsibility.

Evolve Housing Strategic Plan 2024 -2028 - Goals and objectives mapped against United Nations Sustainable Development Goals (UNSDGs)

GOAL	OBJECTIVE	LINKED UNSDG(S)	UNSDG TILE
Goal 1	Objective 2: Our housing is aligned with client needs	SDG 11 Sustainable Cities and Communities Target 11.1 (adequate, safe, affordable housing) SDG 1 No Poverty Target 1.4 (access to basic services) SDG 10 Reduced Inequalities Target 10.2 (social inclusion)	 
Goal 2	Objective 1: We deliver services to address the diverse needs of our clients	SDG 10 Reduced Inequalities Targets 10.2, 10.3 (inclusion, equal opportunity) SDG 3 Good Health and Wellbeing Target 3.8 (access to essential services) SDG 5 Gender Equality Target 5.1 (end discrimination)	  
Goal 3	Objective 1: Our clients receive the support they need	SDG 3 Good Health and Wellbeing Targets 3.4, 3.5 (mental health, AOD) SDG 1 No Poverty Target 1.3 (social protection)	 
Goal 3	Objective 2: We listen to our clients	SDG 16 Peace, Justice and Strong Institutions Target 16.7 (responsive, inclusive decision-making)	
Goal 3	Objective 3: We create cohesive communities by bringing people together	SDG 11 Sustainable Cities and Communities Targets 11.3, 11.7 (inclusive urbanisation, public spaces) SDG 10 Reduced Inequalities Target 10.2 (inclusion)	 
Goal 4	Objective 1: We are an employer of choice	SDG 8 Decent Work and Economic Growth Targets 8.5, 8.8 (productive employment, labour rights) SDG 5 Gender Equality Targets 5.5, 5.c (women’s leadership, policies)	 
Goal 4	Objective 2: We enhance systems and practices to optimise our capacity	SDG 9 Industry, Innovation and Infrastructure Target 9.4 (upgrade for efficiency) SDG 16 Peace, Justice and Strong Institutions Target 16.6 (effective, accountable institutions)	 
Goal 4	Objective 3: We understand and act on our environmental responsibility	SDG 13 Climate Action Targets 13.1, 13.2 (resilience, policy integration) SDG 7 Affordable and Clean Energy Target 7.2 (renewables)	 

ESG principles enhance our ability to deliver on these commitments and ensure long-term organisational resilience.



Governance and accountability

Effective ESG performance relies on clear roles and responsibilities at both executive and operational levels. Over the next four years, Evolve Housing will strengthen ESG governance structures to ensure accountability for decision-making, reporting and continuous improvement.



Policy and operational integration

For ESG to be meaningful, environmental and social considerations must be embedded in organisational policies, processes and decision-making frameworks, including procurement, development, asset management, service delivery and risk management.



Measurement and improvement systems

A strong ESG program requires reliable systems and tools to measure, monitor and report performance.



Stakeholder feedback and engagement

Ongoing input from residents, partners, investors and stakeholders will support continuous improvement and ensure our ESG program responds to community needs and sector expectations.

This strategic alignment ensures that ESG becomes an integrated foundation of how Evolve Housing operates, not an isolated initiative, and supports long-term organisational sustainability.



08 PRACTICAL ACTION

ESG roadmap

The ESG Roadmap demonstrates how our strategic intent translates into practical action.

It outlines the objectives, focus areas and initiatives that will guide our performance across the four strategic themes and ensure alignment with our organisational purpose to enable more people in need to live in quality homes in thriving and inclusive communities.

THEMES	OBJECTIVES	FOCUS	LINK TO UNSDGs	ACH REPORTING STANDARDS
Environment	Grow and maintain a resilient housing portfolio while reducing our environmental impact	Carbon footprint and emissions Climate risk and resilient housing Waste management	   	C2, C3 C1, C7 C11
Tenant and Community	Work with and for our tenants to inform service delivery, housing suitability and community cohesion	Suitable housing Long-tem tenant wellbeing and tenant voice Energy efficiency and affordability	   	C1, C16, C17 C16, C17 C4
Governance	Establish, maintain and improve our policies and procedures that govern our organisation	Data privacy and security Ethical and sustainable procurement	   	C9 C9, C24
People	Be the employer of choice and provide a safe and inclusive workplace that supports our employees to be their best selves at work and throughout their lives.	Employee health, safety and wellbeing		C29

09 PERFORMANCE

Monitoring and reporting

Evolve Housing is committed to transparent, consistent and meaningful monitoring of our ESG performance.

Robust reporting is essential to demonstrating progress, building trust with our stakeholders and ensuring accountability for the commitments outlined in this Strategy.

To achieve this, we will:

-  Produce an Annual Sustainability Impact Report, beginning with FY 2025 - 26
-  Measure and report against the Australian Community Housing (ACH) ESG Reporting Standard
-  Integrate ESG reporting with our Social Outcomes Framework
-  Progressively improve data quality, collection processes and internal systems
-  Strengthen organisational capability to support ESG measurement and monitoring
-  Communicate progress regularly with internal and external stakeholders

This staged approach ensures our ESG reporting is achievable, credible and sustainable as our program matures.

The Australian Community Housing (ACH) ESG Reporting Standard – pillars and metrics

ENVIRONMENTAL	SOCIAL	GOVERNANCE
E1 Climate change	S1 Affordability and security	G1 Corporate governance
E2 Nature	S2 Resident voice	G2 Board and trustees
E3 Sustainable procurement	S3 Resident support	G3 Staff and wellbeing
	S4 Placemaking	
11 Environment criteria	10 Social criteria	10 Governance criteria

The Australian Community Housing (ACH) ESG Reporting Standard provides a sector-wide approach to measuring sustainability performance. It includes 31 metrics across three domains — Environmental, Social and Governance. These metrics offer a consistent and comparable method for understanding impact, benchmarking performance and strengthening transparency across the community housing sector.

The indicators referenced in this Strategy draw on the metrics of ACH's Standard. Over time, Evolve Housing will work towards reporting against all 31 ESG metrics, with early reporting focused on our priority topics and areas where baseline data can be established first.

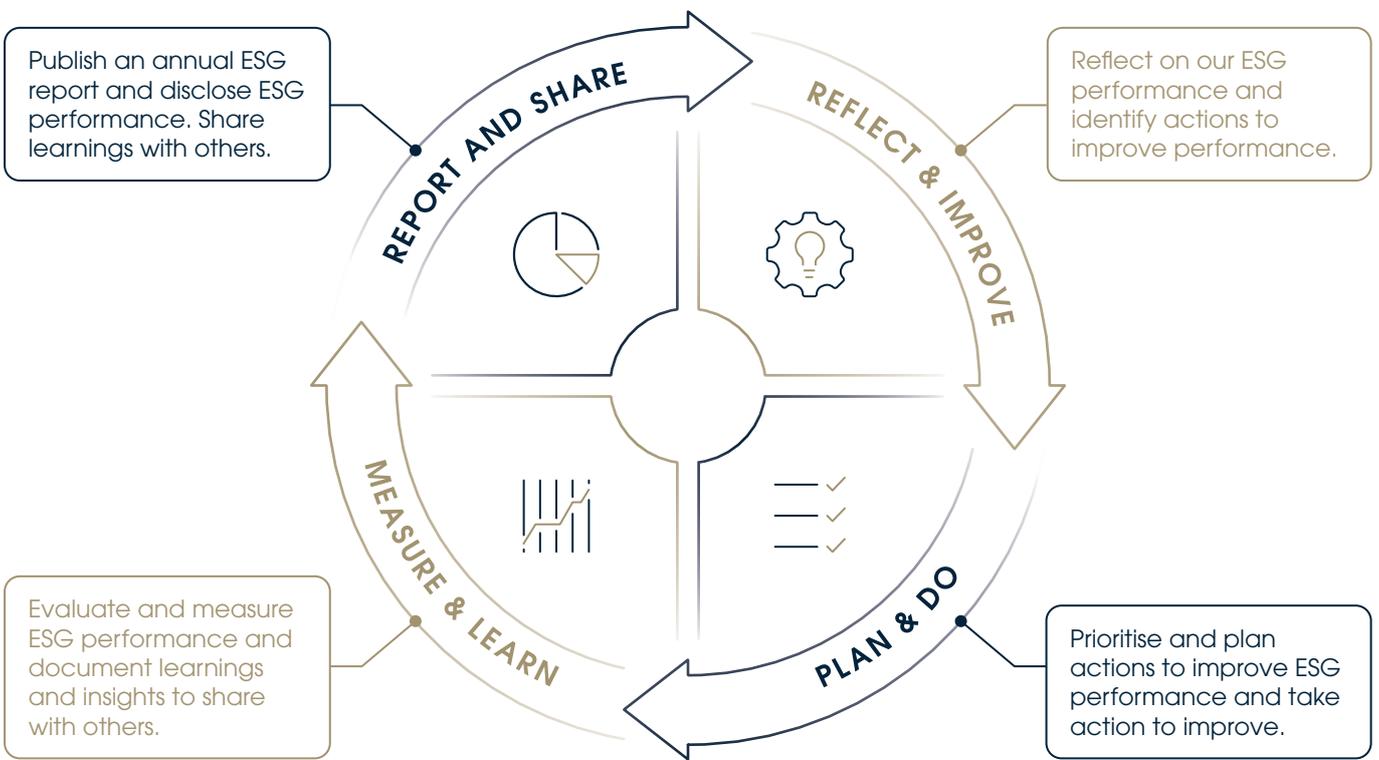
This alignment ensures our reporting is meaningful, rigorous and consistent with emerging national expectations for ESG disclosure.

10 ONGOING COMMITMENT

Continuous improvement and next steps

A cycle of continuous improvement is essential for a successful ESG program, ensuring it remains responsive, relevant and effective over time.

The general principles in the figure below will guide our approach to iterating on our ESG program.



Continuous improvement cycle

The figure above presents our ESG roadmap, outlining the phased approach we will take to embed ESG principles across our operations. These phases are designed to build internal capability, ensure consistent progress, and integrate ESG into our organisational culture over time.

To support the successful delivery of the ESG program, we will establish an ESG Working Group or Steering Committee. This group will comprise key team members involved in the development of the ESG strategy and will play a critical role in championing the program. Their responsibilities will include providing ongoing leadership, ensuring effective management, and maintaining oversight from Evolve Housing Group’s Executive Team.

Next steps

Over the next four years, we will progressively embed ESG principles into our operations, culture and decision-making.



2025

Establish strong foundations

Develop baselines and measurement frameworks

Form ESG governance structures

Engage staff in ESG capability-building

Review and align internal policies

2026

Report and refine

Publish the first Sustainability Impact Report

Improve data quality and monitoring systems

Deliver priority ESG initiatives

Strengthen communication and engagement

2027

Deepen ESG integration

Embed ESG into procurement, development planning and asset management

Review progress against strategic focus areas

Develop more mature ESG practices across the organisation

2028

Evaluate and prepare for the next cycle

Assess progress against the ESG Strategy

Identify areas for improvement

Refresh the ESG Strategy for the next period

Through this ongoing process, ESG will become deeply embedded in our organisational culture and a key driver of long-term organisational performance.

11 APPENDIX

How this Strategy was developed

The ESG Strategy 2025–2028 has been developed through a structured and evidence-based process that ensures it reflects our organisational purpose, resident needs, risks and opportunities, and sector best practice.

The methodology included:



Materiality assessment

We undertook a detailed assessment to identify environmental, social and governance topics most relevant to Evolve Housing's operations, residents, partners and long-term sustainability. This process helped prioritise nine key ESG topics that form the focus areas of this Strategy.



Internal collaboration and engagement

Input was sought from an internal working group and across multiple business units to build organisational understanding of ESG and ensure alignment with existing capabilities and strategic priorities. Staff insights shaped the design of the ESG framework, themes and implementation approach.



Collaboration with government

The NSW Government Sustainability Advantage program provided guidance, benchmarking and best-practice analysis. This collaboration strengthened the strategic foundations of the program and ensured alignment with emerging industry standards and regulatory expectations.



Alignment with standards and frameworks

The Strategy draws on internationally recognised frameworks, including the United Nations Sustainable Development Goals (UNSDGs), to ensure our work is consistent with global sustainability priorities. It is also informed by the Australian Community Housing (ACH) ESG Reporting Standard, which provides a consistent, credible approach to sector-wide sustainability measurement and disclosure.

This methodology ensures that the ESG Strategy is robust, research-driven and reflective of the broader environment in which Evolve Housing operates.



Contact us today

**Growth, Strategy
& Sustainability team**

e: growth@evolve.housing.com.au



Thriving
communities
for all people