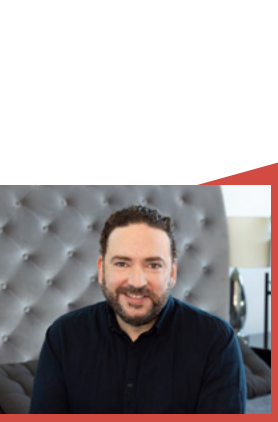
Evolve Housing Annual Report

2025-2026











Thriving communities for all people

evolve HOUSING

What we do

At Evolve Housing, we provide safe, secure and affordable homes as a foundation for life. We support residents to sustain tenancies, build skills and strengthen community connections, using their feedback to improve our services and help people belong and thrive.



Miranda (NSW)



A home

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

A 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 that encourages housing independence.

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 primary, secondary and tertiary students, as well as support for young people to access sporting and physical activities.

Digital and budgeting skills

Evolve Housing offers free workshops to residents to assist in improving valuable life skills. Digital Basics teaches residents the basics of using their smart phone, tablet or computer. In Money Minded workshops, residents learn how to manage their money and take control of their finances.

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.

Tailored support

Social Housing residents can access our Support Pathways program to work with a case manager who will connect them with appropriate support services to help then achieve their goals and sustain their tenancy.

A voice

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

Acknowledgement of Country

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

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Environment

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

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Chairman's message



As Chairman, I am pleased to present Evolve Housing's Annual Report for the 2025–2026 financial year and reflect on the progress in a challenging and rapidly changing housing environment.

The sector continues to face significant pressure, with rising rents, limited housing supply and increasing demand affecting individuals, families and key workers across Australia. These challenges reinforce the critical role of community housing providers in delivering safe, secure and affordable homes, and in working with government, industry and community partners to create long-term housing solutions.

Our strategic position as a Tier 1 Community Housing Provider has never been more important. Guided by our Strategic Plan 2024–2028, Evolve Housing Group remains focused on sustainable growth, stronger partnerships and long-term outcomes for residents and communities. This strategic focus has been important in a year where the operating environment has required both ambition and discipline. The Board has remained focused on ensuring growth is financially sustainable, aligned to our purpose and responsive to the needs of residents, communities and partners.

This year, the completion of our Rosanna project in Victoria and the continued progress of our Housing Australia Future Fund (HAFF)-supported development pipeline across New South Wales (NSW) and Victoria reflected the strength of our partnerships, development capability and commitment to increasing much-needed housing supply. These milestones are important not only for the homes they deliver, but for the stability, opportunity and community connection they help create over time.

Good governance and stewardship remain central to the Board's work. As Evolve Housing continues to grow, the Board is focused on ensuring the organisation remains financially sustainable, well governed and accountable, with strong oversight of strategy, risk, compliance, organisational performance and partnerships.

During the year, we strengthened Evolve Housing's commitment to responsible growth through the release of our inaugural Environmental, Social, and Governance (ESG) Strategy 2025–2028. The Strategy provides a clear framework for embedding environmental sustainability, social impact and strong governance into decision making, while enhancing transparency, accountability and long-term value for residents, communities and partners.

Looking ahead, the Board has confidence in Evolve Housing Group's strategic direction, organisational capability and commitment to its purpose. On behalf of the Board, I thank our CEO, Executive Team, employees, partners and residents for their continued trust and contribution. Together, we remain focused on helping shape a stronger, more inclusive housing future for Australia.



Chris Eccles AO
Evolve Housing Group Chairman



CEO's message

The 2025–2026 financial year was an important year for Evolve Housing, as we continued to turn strategy into practical outcomes for residents and communities.

Across our operations, projects and partnerships, our focus remained on delivering quality homes, strengthening services and responding to growing housing need.

A key achievement in the 2025–2026 financial year was the completion of our Rosanna project in Victoria, delivered in partnership with Homes Victoria and Housing Australia under the HAFF. Comprising 30 social housing homes and 15 affordable housing homes, Rosanna is now providing quality housing for renters and demonstrates how strong partnerships and delivery capability can create practical outcomes.

We also progressed our broader development pipeline, with the eight remaining HAFF-supported projects now under construction across NSW and Victoria. Together, these projects will increase access to social and affordable housing in communities where demand continues to grow.

We now manage more than 5,500 properties and support over 12,000 residents. Behind these numbers is the day-to-day work of our teams, delivering tenancy services, property management, community programs and responsive support that help residents maintain their homes and feel connected to their communities.

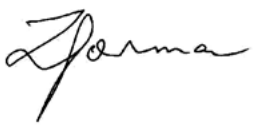
Resident experience remained central to our work with results from our Tenant Satisfaction Survey again showing strong levels of trust and confidence in Evolve Housing, while providing valuable insight into where we can continue to improve services and respond to resident needs.

EchoRealty continued to support our mission as one of Australia's largest affordable housing providers. Managing more than 2,100 affordable housing dwellings, EchoRealty plays an important role in expanding access to housing close to jobs, services and community connections.

During the year, we strengthened how we measure and communicate our impact through the release of our ESG Strategy 2025–2028 and publication of our Impact Report. Together, these initiatives improve transparency, accountability and understanding of the outcomes we deliver for residents, communities and partners.

Looking ahead, our priorities are clear: delivering our HAFF-supported projects, improving services for residents, growing our affordable housing impact and working with partners to respond to increasing housing need.

I would like to extend my thanks to our residents, partners, government stakeholders, Board and employees for your ongoing trust, support and commitment. As we move into the year ahead, our focus remains on delivering quality homes, stronger services and better outcomes for the communities we serve.



Lyall Gorman
Evolve Housing Group CEO



Thriving communities for all people



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.

Bacchus Marsh (VIC)

01

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 a leading and innovative provider of social and affordable 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.



Melrose Park (NSW)



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).

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).



5,573

properties managed across NSW, VIC and the ACT

as at 30 June 2026

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 **5,573** social, affordable, disability and market rental housing properties provides homes for more than **12,000** residents living in metropolitan Sydney, the Hunter region, Mid-North and Central Coast of NSW, Victoria and the Australian Capital Territory (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 on 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.


Bacchus Marsh (VIC)

- 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 2026, Evolve Housing Group managed 5,573 properties across our portfolio, housing 12,000 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 25-30% of their income, depending on their circumstances.

As at 30 June 2026, Evolve Housing managed 3,443 social housing properties, which is approximately 62% 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 2026, Evolve Housing Group managed 2,130 affordable housing properties, which is approximately 38% of our portfolio.

Specialist Disability Accommodation

As a registered Specialist Disability Accommodation (SDA) provider under the 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 2026, we managed 155 SDA homes, representing 3% of our portfolio and providing much needed accommodation for over 500 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.

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.

During the year, our Tranche 1 and 2 models in the Penrith and Cumberland Local Government Areas (LGAs) supported a total of 320 adults and children, providing stability, care, and tailored assistance as they rebuilt their personal 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.

Aboriginal Housing

Evolve Housing is committed to supporting First Nations Peoples to access safe, secure and culturally appropriate housing. Through our Reflect Reconciliation Action Plan (RAP), we continue to strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities by fostering deeper understanding and respectful engagement. Around 2% of our residents identify as Aboriginal and/or Torres Strait Islander.

In partnership with the Aboriginal Housing Office (AHO) through Homes NSW, Evolve Housing manages affordable housing properties designated for use by Aboriginal and Torres Strait Islander peoples. 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 established by the AHO require residents to be employed.

Evolve Housing currently manages 182 Aboriginal housing properties. This includes 18 AHO properties located in Jordan Springs and Thornton, in the Penrith area, and 164 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

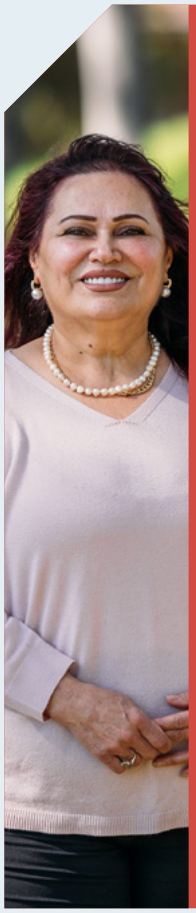
2.3 Our services are delivered with fairness and transparency



evolve HOUSING

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

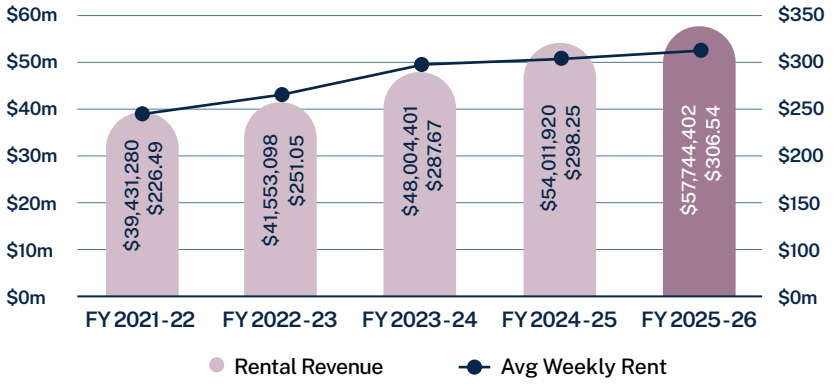


FY 2025 - 26 Year in Review
Financial summary

Rental income

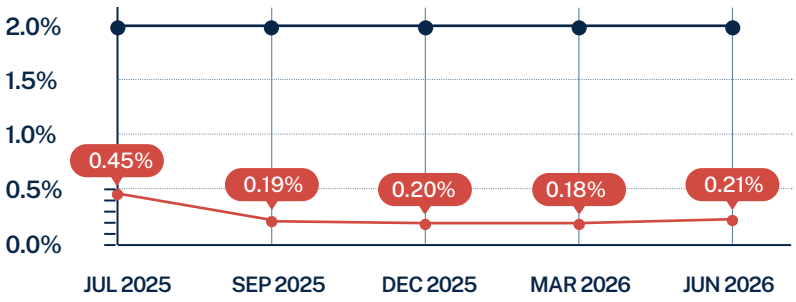
Evolve Housing has steadily increased rental income through ongoing investment in owned and managed properties, with rental revenue growing by 46% over the past 5 years.

Figures = Rental Revenue / Avg Weekly Rent Per Dwelling



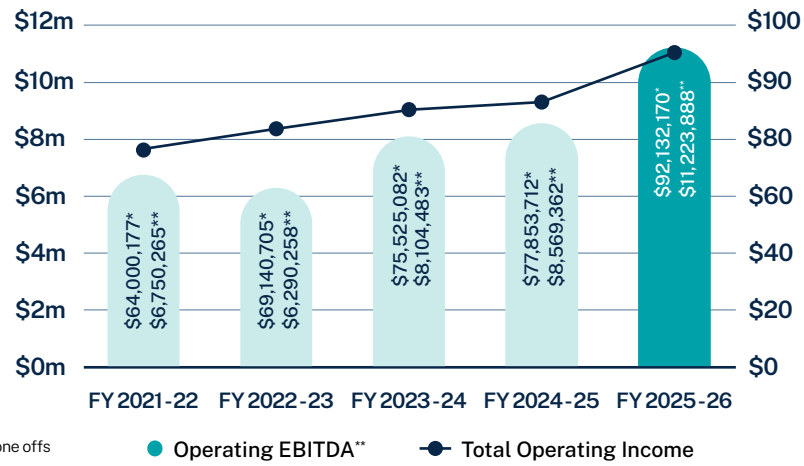
Rental arrears

This graph demonstrates that more of our residents have been able to meet their rental payments and sustain their tenancies. As at June 2026, rent arrears were at 0.21% of total rental income, significantly below the industry benchmark of 2%.



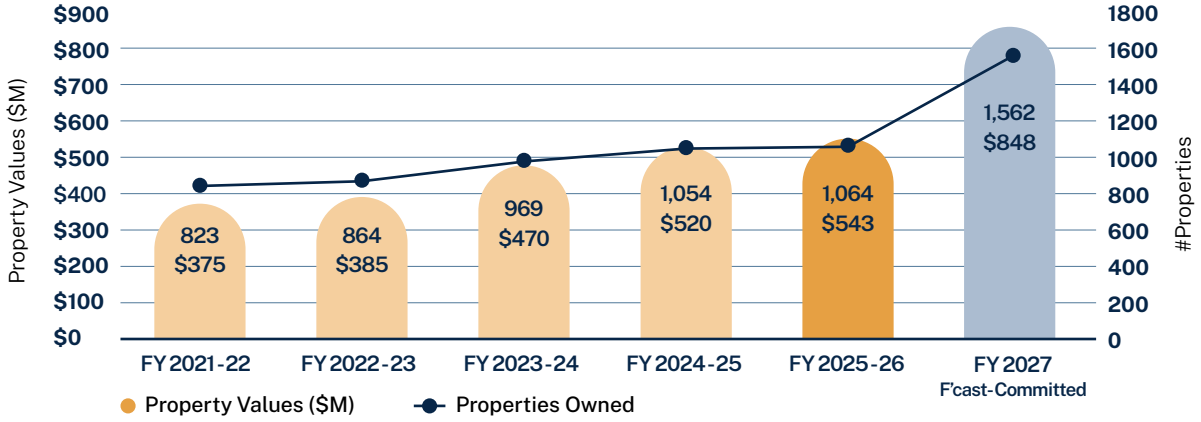
Operating EBITDA

Evolve Housing's operating income has grown despite the gradual decline in NRAS (National Rental Affordability Scheme) grants. The increase in operating EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) in FY 2025 - 26 is driven by contributions from new projects, alongside continued investment in system upgrades and growth infrastructure, including the delivery of HAFF projects.



* Operating Income excludes valuation gains/(losses) and one offs
**Operating EBITDA excludes amortisation of leases

Owned property values

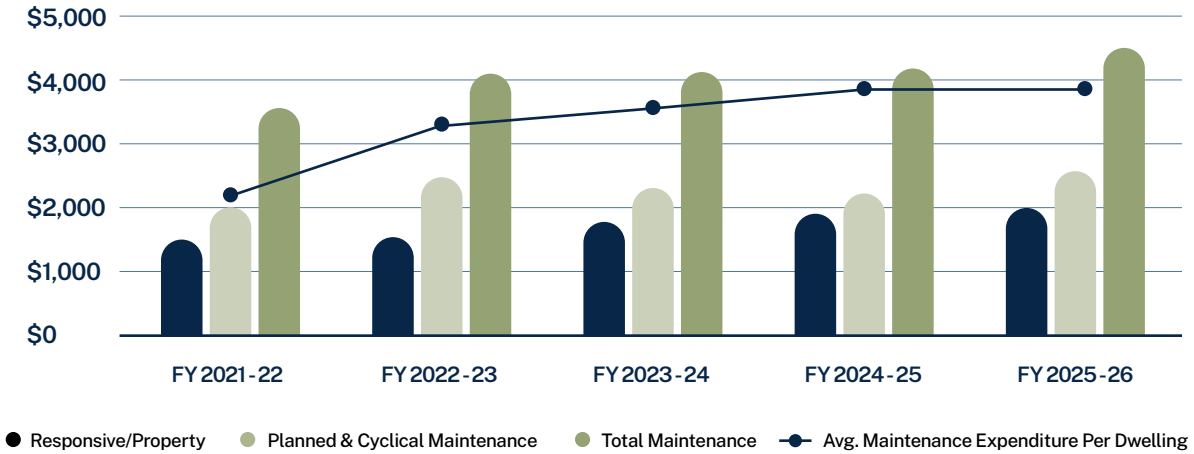


While FY 2025 - 26 reflects a slight increase in owned property numbers, this is primarily the result of a deliberate divestment strategy to optimise the portfolio by exiting selected underperforming assets and recycling capital into higher-performing, strategically aligned housing opportunities.

This short-term movement should be viewed in the context of a strong development pipeline and the significant growth ahead. Evolve Housing has secured more than 1,000 new homes through Housing Australia Future Fund (HAFF) projects, with a number of developments progressing through delivery. As these projects are completed, they will support Evolve Housing's Strategic Plan ambition of growing its owned and managed portfolio by a minimum of 8% annually through to 2028, while maintaining a disciplined focus on asset quality, financial sustainability and long-term resident outcomes. This expansion will build on the strong growth achieved over the past five years and substantially strengthen Evolve Housing's capacity to provide more safe, secure and affordable homes to people and communities in need.

Maintenance expenditure*

*Average maintenance expenditure per dwelling/annum.



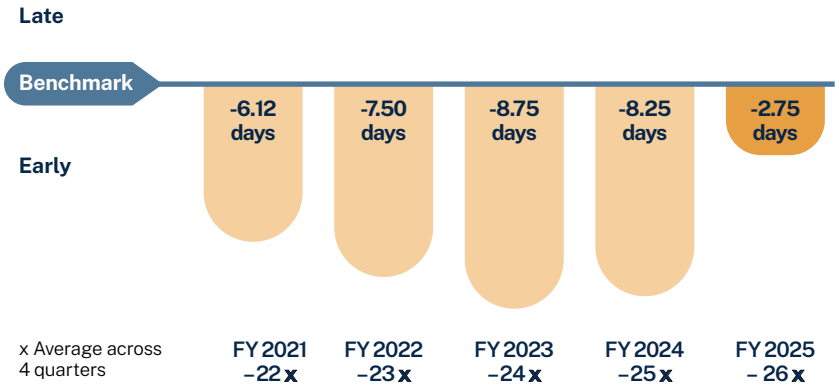
Evolve Housing takes a proactive, long-term approach to caring for its homes, underpinned by a comprehensive Asset Management and Maintenance Plan aligned with our Strategic Plan. This ensures our properties are not only maintained to industry standards, but continue to provide safe, high-quality and fit-for-purpose homes for our residents. Regular internal reviews, informed by external benchmarks across property type and age, help us continually test our investment settings and direct resources where they will have the greatest impact. While maintenance costs have risen in response to broader cost-of-living and market pressures, this also reflects our deliberate investment in protecting the quality, performance and longevity of our property portfolio. Through competitive maintenance contract arrangements, we have been able to moderate these increases relative to the broader industry while continuing to uphold the standards our residents and communities deserve.

Compliance performance 2025–26

Homes NSW, part of the Department of Communities and Justice, assesses community housing providers through a quarterly compliance process. In FY 2025 - 26, Evolve Housing exceeded all applicable benchmarks except the Community Housing Leasing Program (CHLP) quota. Its average result across four quarters was 0.9% below target, representing approximately four to five dwellings shortfall from an allocation of 506. The tight rental market contributed to this shortfall, and Evolve Housing is exploring direct head leasing arrangements with property owners to address it.

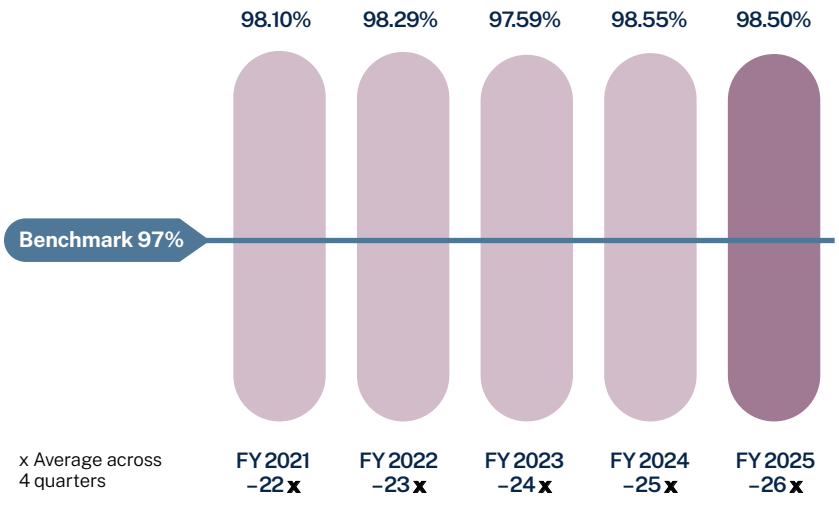
Reporting timeliness variance

The variance between the reporting due date and the date of submission. The table shows how many days before the due date reports were submitted.



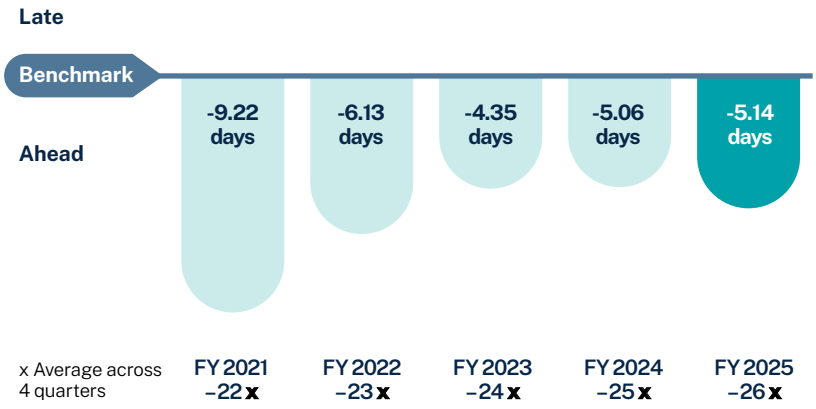
Occupancy rate

The proportion of properties occupied on the final day of each quarter. The benchmark is 97%.



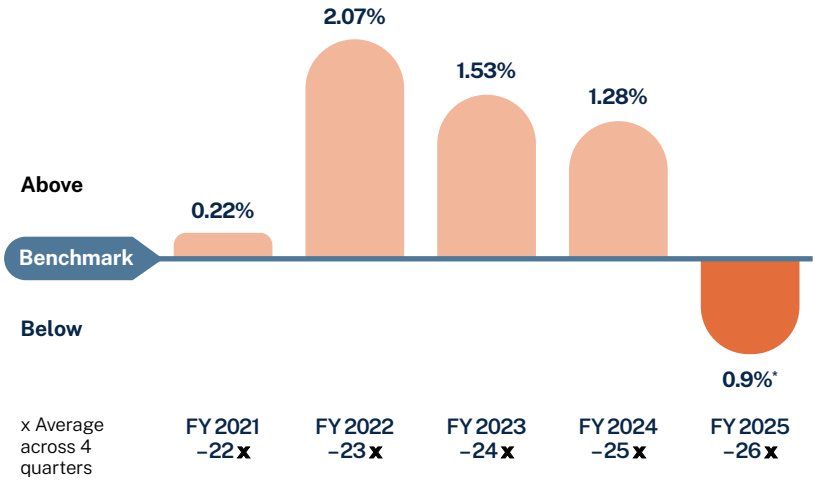
Vacancy turnaround

The average time taken to complete property repairs and allocate a new tenant, measured against a 14-day benchmark. The table shows how many days ahead of the benchmark the result was.



Community Housing Leasing Program quota (CHLP)

The CHLP result uses a weighted quarterly count. A dwelling held for the full quarter has a weighting of one, while a dwelling acquired or disposed of during the quarter has a proportionate weighting. A positive variance indicates performance above the allocated quota; a negative variance indicates performance below it.



**The negative percentage indicates approximately four to five dwellings shortfall from an allocation of 506 properties.*

Our ESG Strategy

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



Scan to learn more about our ESG results in our FY 2025 - 26 Impact Report

Environment

705 tons Co2

Scope 1 & 2 emissions baseline established.

256

Homes upgraded with solar and ceiling fans.

92,562

kWh of solar energy produced.

2,398

Homes assessed for key climate risks.

Tenant & Community

12,000

Tenants safely housed.

1,114

Tenants engaged across 74 activities.

88%

Tenant satisfaction.

45

New homes delivered at an average of 7-Star NatHERS.

Governance

$292k

Spend with ethical, Indigenous suppliers.

Zero

Adverse regulatory findings.

50

Modern slavery statements collected from suppliers in our supply chain

People

85%

Overall employee experience score.

81%

Employees rated their wellbeing as “Good” or “Exceptional”.

92

Employees participated in Building Resilience training.

92%

Employee attended a Resident Engagement activity.

Tenant Voice
2026 Resident Satisfaction Survey

Every two years Evolve Housing invites residents to provide feedback through the Resident Satisfaction Survey on a range of service delivery metrics such as the quality of their homes, standard of repairs and maintenance, health and wellbeing and overall satisfaction with the services they receive from Evolve Housing. In 2026, our Victorian renters took part for the first time.

Evolve Housing and EchoRealty created tailored surveys to ensure the questions were relevant and easy to understand. The survey was offered in English, Arabic and Vietnamese to support our culturally and linguistically diverse (CALD) communities.

To provide an unbiased assessment of resident experience, Community Housing Industry Association (CHIA) NSW independently managed and administered the survey process. This year's combined response rate reached 56%, with 584 residents responding to the survey. This included 92% of participating residents completing the survey digitally. The response rates exceeded both the National Regulatory System for Community Housing (NRSCH) benchmark of 25% and the CHIA NSW industry average of 35%.

Response rates:

- **Combined response rate: 56%** (up from 42.5% in FY 2025–26)
- **Evolve Housing response rate: 46%** (consistent with FY 2025–26)
- **EchoRealty response rate: 65%** (up from 39% in FY 2025–26)

High level combined results
Evolve Housing and EchoRealty

Overall satisfaction
91% were satisfied with services provided by Evolve Housing.

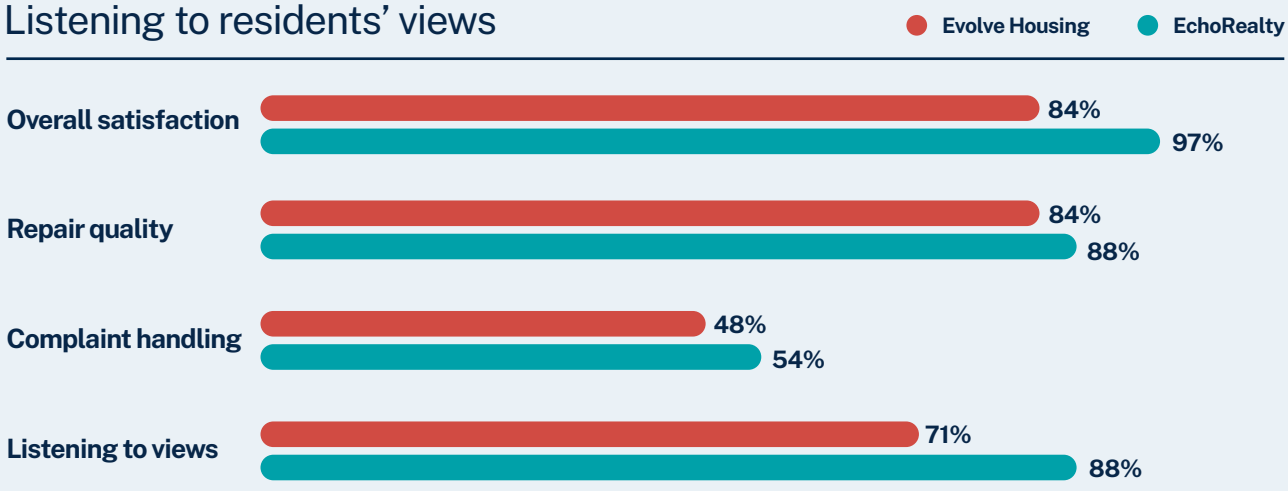
Home condition
93% were satisfied with the condition of their home.

Tenant rights
88% were satisfied that their rights as tenants were upheld.

Repairs quality
84% were satisfied with the quality of repairs.

Resident engagement
Results exceeded both NRSCH requirements and industry benchmarks of 75%, with strong results for communication, responsiveness and renter engagement.

Listening to residents' views



Resident Experience Improvement Framework

During the year, Evolve Housing introduced its **new Resident Experience Improvement Framework (REIF)** to strengthen how resident feedback informs service design and delivery. The framework brings together insights from resident surveys including complaints, compliments and service performance data to identify trends and opportunities for improvement and translate them into clear, measurable actions through an ongoing action planning process. By assigning accountability, tracking progress and evaluating outcomes, the REIF creates a structured and continuous improvement cycle that extends beyond formal survey periods. It strengthens transparency around how resident feedback informs decision-making and ensures improvement opportunities are converted into measurable actions that enhance resident experience, drive service excellence and support improved organisational performance.

Turning resident feedback into service improvement

Action plans developed following the 2025 NSW and 2026 Victorian resident satisfaction surveys cover a broad range of service improvements. Current initiatives include strengthening repairs and maintenance communication, introducing post-service feedback mechanisms, improving the tracking and analysis of repair outcomes, monitoring contractor performance and providing clearer guidance for SDA providers. Other actions focus on improving residents' knowledge of complaints and appeals through clearer website information and accessible factsheets, strengthening frontline complaint-handling capability, and improving the capture and analysis of informal complaints so recurring issues can be addressed.

Within EchoRealty, actions include transitioning to more responsive contractor arrangements, providing residents with updates at key stages of the repair process, introducing post-service surveys and investigating technology to improve the management and tracking of maintenance requests. In Victoria, initial actions include improving complaints and appeals information, finalising resident-facing guidance and continuing targeted training for frontline employees. The broader Victorian improvement program also includes place-based responses in lower-performing locations, improvements to the end-to-end repairs experience and clearer communication with residents about how their feedback has influenced service changes.

Implementation is supported by a clear governance and reporting process. A Project Control Group meets with responsible teams every six weeks to review progress against milestones, identify barriers, coordinate activity and adjust actions where required. Progress is reported quarterly through the Quarterly Business Review, providing visibility to senior leadership and supporting accountability across the organisation.

Together, regular analysis, defined ownership, measurable performance indicators and structured governance create an ongoing cycle of listening, acting, monitoring and learning. This ensures improvements are not treated as one-off responses to survey results, but are embedded into service delivery, operational planning and future decision-making. The REIF will continue to help Evolve Housing Group demonstrate how residents' voices shape our priorities and support services that remain responsive to changing resident needs and expectation.

Resident Satisfaction Survey winners



Evolve Housing renter, Yan Liu



EchoRealty renter, Samantha Smith

Highlights

FY 2025 - 26



Contributing to housing sector conversations

CFO Brett Manwaring joined industry leaders at the Living Sectors Summit 2025 to discuss the future of housing delivery and the partnerships needed to support more social and affordable homes.



Showcasing our Arncliffe site

We welcomed NSW Premier Chris Minns and Minister for Housing, Rose Jackson to our Arncliffe site, showcasing the role of well-located social and affordable housing in creating connected communities close to transport, services and local infrastructure.



Celebrating our volunteer tenants

We celebrated our volunteer tenants and recognised the time, experience and care they contribute to strengthening resident voice, connection and community participation across Evolve Housing.

Sharing the TARP model with partners

David O'Halloran and Greg Locke presented Evolve Housing's Tenancy at Risk Panel (TARP) model at the Australian Community Housing Conference, highlighting how early intervention and coordinated support help residents sustain their tenancies.





Improving energy efficiency across 256 homes

Evolve Housing upgraded 256 homes with shared solar and energy improvements, boosting efficiency and comfort.



Launching our first stakeholder newsletter

Evolve Housing launched its first stakeholder newsletter, creating a new channel to share organisational updates, sector insights, project milestones and resident stories with partners and key stakeholders.



Recognising 20 years of service

We celebrated Rob Costa and Andrew Novella's 20 years at Evolve Housing, recognising their long-standing service, knowledge and commitment to supporting residents and the organisation's growth.

Showcasing Mayfair in Penrith

We welcomed the Federal Minister for Housing, Clare O'Neil to our Mayfair site in Penrith. Delivered in partnership with Urban Property Group and Housing Australia, Mayfair will provide 135 new affordable homes and 296 private market dwellings, creating a mixed tenure community in Western Sydney.



Welcoming national leaders to Rosanna

We welcomed Prime Minister Anthony Albanese and Federal Minister for Housing Clare O'Neil to our Rosanna development. This was delivered under HAFF in partnership with Housing Australia, Homes Victoria and SEMZ Property Advisory and Project Management and builder Samssons Projects and provides 30 social and 15 affordable homes.





Celebrating Evolve Housing women

We marked International Women's Day by celebrating women across Evolve Housing, including Board members and employees whose leadership and contributions help shape stronger outcomes for residents and communities.

Launching our first ESG Strategy

Evolve Housing Group launched its first ESG Strategy, setting out how environmental, social and governance priorities will guide our decisions, growth and impact from 2025 to 2028.



Sponsorships & Awards

Sponsorships



AHI Homelessness Week

Evolve Housing sponsored AHI Homelessness Week, supporting sector conversations focused on preventing homelessness and improving access to safe, secure and affordable housing.



UDIA NSW State Conference

CEO Lyall Gorman facilitated a panel discussion on affordable housing supply and delivery, bringing together sector voices to discuss the partnerships and delivery models needed to increase access to affordable homes.



Western Sydney University's Golf Day

Evolve Housing joined Western Sydney University's Golf Day, supporting an important community and education partner while strengthening relationships across Western Sydney.



AHI International Women's Day

Evolve Housing employees attended the AHI International Women's Day Conference, joining sector peers to reflect on leadership, equity and the role of women in shaping better housing outcomes.

Awards





Australian Community Housing

Australian Community Housing Awards

Rising Star – David O'Halloran	Finalist
Sunshine North in partnership with Homes Victoria	Finalist
Inclusion Award – Tenancies at Risk Panel (TARP)	Finalist

2026 ARA AWARDS BEST OF INDUSTRY SECTOR ARA

2026 ARA AWARDS GOLD AWARDS ARA

Australasian Reporting Awards (ARA)

Best of Industry Sector Community and Welfare Award	Winner
Annual Report 2024-25 Gold Award	Winner
2026 Report of the Year	Finalist



WSABE Outstanding Community Organisation **Finalist**

WSABE

Our operating environment

1. The housing crisis and the need for action

Evolve Housing has operated over the past year against a backdrop of extraordinary volatility. Cost-of-living pressures, a tight rental market and entrenched undersupply have continued to drive housing insecurity for vulnerable Australians. This year those pressures have been compounded by a global economic shock, pushing up fuel prices, freight costs and the price of energy intensive construction materials. For a sector already labouring under high construction costs, this added a further layer of cost and feasibility risk to the delivery of new social and affordable housing at precisely the time homes are needed most.

The scale of the housing crisis continues to command the attention of governments at every level. 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 stress.[1] Affordable housing is now widely recognised as essential infrastructure, pivotal to supporting quality of life and the prosperity and health of our society. Investing in its supply is considered far more effective than managing the downstream consequences of housing shortages.

The evidence of housing need remains stark, and if anything, has intensified over the past year:

- The NSW social housing waiting list stood at 70,257 households at 31 May 2026, up from 66,698 a year earlier, with 13,293 of those households (18.9%) assessed as being in greatest need.[2] The Victorian waiting list for social housing stood at 58,021[3] households at June 2026, up from 56,234 from a year earlier, with 33,253 of those households being assessed as priority.
- In NSW, the priority waitlist alone has more than doubled since 2021, with the sharpest increases recorded in Western Sydney and regional centres such as Wagga Wagga, Griffith and Tamworth, a clear signal that people are being pushed out of the private rental market with nowhere else to turn.[4]
- Victorian Housing Register data shows particularly strong demand across inner Melbourne and the city's northern and western suburbs, with high numbers of applicant location preferences also recorded in regional areas including Geelong, Bendigo and the Central Highlands.[5]
- Unmet need for social and affordable housing across Australia remains above 640,000 households, or roughly 6.6% of all households, with the proportion higher again in Greater Sydney.[6]
- The average wait for social and affordable housing continues to exceed 10 years in many parts of NSW.[7]
- Renters remain under acute financial pressure, with many now needing to spend well above the benchmark 30% of household income to secure a typical Sydney rental.[8]
- National residential vacancy rates have stayed below 2% across every capital city for more than a year, sitting at just 1.2% nationally in May 2026, with Sydney only marginally lower than a year ago.[9]

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.
2 NSW Department of Communities and Justice, Social housing waiting list data, accessed July 2026, dcj.nsw.gov.au.
3 Homes Victoria, Applications on the Victorian Housing Register (VHR), accessed August 2026, homes.vic.gov.au
4 Homes Victoria, Data on VHR location preferences by preferred waiting list area, accessed August 2026, homes.vic.gov.au
5 Homelessness NSW / Everybody's Home, Housing Code Red report, May 2026.
6 Everybody's Home, Housing Crisis Snapshot, 2025–26, everybodyshome.com.au.
7 Ibid.
8 Urban Renters Agent, Rental Vacancy Rate Sydney 2026 Guide, March 2026; REINSW vacancy rate survey.
9 SQM Research, National residential vacancy rates, May 2026.

Governments across Australia continue to respond with substantial funding commitments to escalate the supply of social and affordable housing. The $10 billion HAFF, together with the NHAF and National Housing Infrastructure Facility, is central to this effort. These programs are targeting delivery of 40,000 new social and affordable homes nationally.[10] With the first two funding rounds already committing 279 contracts and around 18,650 homes (9,284 social and 9,366 affordable homes), Housing Australia opened the largest round yet, HAFF Round 3, in early 2026 to fund the remaining 21,350 homes required to reach the national target.[11]

Partnership remains the key to delivery. No single organisation within the sector can meet this challenge alone, and government programs increasingly reward collaboration between for-profit and not-for-profit stakeholders to bring land, capital and delivery capability together.

For Evolve Housing, collaboration and partnership remain the foundation of our approach. As one of the largest community housing providers in Australia, Evolve Housing is working with Housing Australia, Homes NSW, Homes Victoria, Development Victoria and institutional capital providers to secure funding and deliver 1,098 new homes across 10 projects under the HAFF. Our leadership team, our people, our partner network and our scalable systems are positioned to sustain this growth through a period of significant external disruption, always ensuring that growth does not come at the expense of our purpose, and that our residents remain at the centre of everything we do.

10 Housing Australia, Funding under the Housing Australia Future Fund, housingaustralia.gov.au, 2026.
11 Housing Australia, Opening today: Call for Submissions, HAFF Round 3 to support 21,350 homes, 30 January 2026.


Bacchus Marsh (VIC)

Residential market dynamics over the past year have continued to erode housing affordability, and the operating conditions for new housing supply have become materially more difficult.

2. The housing market

Residential market dynamics over the past year have continued to erode housing affordability, and the operating conditions for new housing supply have become materially more difficult. High construction costs, constrained trade capacity and a weakened flow of new dwelling approvals have all combined to keep supply well below the level required to meet demand.[12]

The Middle East conflict delivered a sharp, immediate cost shock on top of an already strained supply pipeline. Disrupted shipping through the Strait of Hormuz during the first half of 2026 pushed up diesel, steel, cement and other energy intensive input costs, adding an estimated 4% to dwelling construction costs and lifting annual construction price growth toward 8%. Federal Budget papers modelling a scenario in which oil prices reach close to US$200 a barrel could push growth toward 12% and cut national completions by as many as 25,000 dwellings by 2029.[13,14,15] Layered onto building costs that rose 36% between 2018 and 2023, and a home deposit that now takes 6.5 years to save, up from 5.5 two decades ago, the implication for Evolve Housing is clear: feasibility risk on new social and affordable housing has increased materially, just as need is at its highest.[16,17]

Impacts on social and affordable housing

Historic underinvestment means social housing still accounts for only around 4% of Australia's total housing stock, below the 6% share recorded in 1997, and well below the 7% average across Organisation for Economic Co-operation and Development (OECD) countries.[18] Underlying demand drivers, population growth, migration, longer life expectancy and shrinking average household size, continue to push housing need higher, with single person households now representing around a quarter of all households and rising.[19]

Progress towards the National Housing Accord's target of 1.2 million new, well-located homes by 2029 shows both the scale of national effort and the distance still to travel. 307,635 dwellings have been completed since the Accord began in September 2024, a shortfall of more than 112,000 against the required pace. This means Australia now needs to build over 274,000 homes a year to catch up by June 2029.[20] Forecasts suggest Australia could take around a year longer than planned to meet the target or fall short by approximately 200,000 homes by June 2029.

12 Urban Development Institute of Australia / CoreLogic, housing supply and approvals data, 2025–26.
13 Oxford Economics Australia, US-Iran war: Construction cost impacts to linger, June 2026; Bloomberg, Australia's Housing Crisis Set to Worsen on Iran War Fallout, April 2026.
14 Commonwealth Bank, Construction costs rise as Middle East conflict hits building pipeline, May 2026.
15 Australian Government, 2026–27 Federal Budget papers; Law Society Journal, Federal budget 2026: limits to negative gearing and capital gains tax reform, May 2026.
16 NSW Productivity Commission, Review of housing supply challenges and policy options for New South Wales, November 2024, p10.
17 realestate.com.au, Savings slog: how long it takes a first home buyer to save a deposit, 2025–26.
18 OECD Affordable Housing Database, PH4.2 Social rental housing stock, 2020.
19 Right Lane Consulting, Housing Matters, May 2024, quoting research commissioned by CHIA; Australian Government 2023 Intergenerational Report.
20 Australian Bureau of Statistics, Building Activity, March 2026 quarter.

Although approvals and construction timeframes have improved since the Accord began, elevated costs, trade shortages and the new energy price shock continue to weigh on delivery.[21,22] The takeaway for Evolve Housing is national ambition remains well ahead of delivery capacity, reinforcing the case for continued investment in experienced, well capitalised delivery partners.
The sector's peak body Community Housing Industry Association (CHIA) NSW estimates that some 942,000 additional social and affordable homes will be needed over the next 20 years to meet current and future demand.[23]

3. Why housing and housing affordability matters

Housing affordability sits at the centre of the operating environment outlined above. As costs rise and supply continues to fall short of demand, more households will struggle to secure safe, stable housing without experiencing financial stress. The consequences of this extend well beyond the housing system itself, impacting health, education, workforce participation and community stability. This reinforces the importance of treating social and affordable housing as essential infrastructure rather than a welfare cost. Sustained investment can reduce pressure on health, homelessness and support services, and strengthens the case for Evolve Housing Group's continued growth.

4. Response to a resilient future

Governments across Australia increasingly recognise that addressing the housing crisis requires long-term, systemic effort across all levels of government, the private sector, non-government organisations and the broader community. Over the past year this has translated into some of the most significant tax and funding reform Australia's housing system has seen in decades.

Federal tax reform

Handed down on 12 May 2026, the Federal Budget introduced the most substantial reform to residential property taxation since the current capital gains tax (CGT) discount was introduced in 1999. From 1 July 2027, negative gearing will no longer be available for established residential properties purchased after Budget night, with rental losses on these properties quarantined against other residential property income rather than offset against salary and wages. At the same time, the 50% CGT discount for individuals, trusts and partnerships will be replaced with cost base indexation and a minimum 30% tax rate on capital gains.[24] Critically, both new build dwellings and investments supporting government housing programs, including affordable housing, remain exempt, preserving tax incentives for investment that adds to housing supply rather than simply changing hands within the existing stock. The Treasurer described the reforms as designed to level the playing field for workers and first home buyers, and to support investment in productive assets, including new housing supply.[25] The changes are forecast to have a modest dampening effect on established dwelling prices while directing investor capital towards new construction, a shift with clear long-term relevance for community housing providers seeking institutional co-investment partners.

The Federal Budget also expanded direct housing supply measures, including introducing a new $2 billion Local Infrastructure Fund to help deliver roads, water, power and other infrastructure needed for new housing projects. Other measures included extending the ban on foreign purchases of established dwellings, strengthening affordability standards for build-to-rent developments, and providing further funding to supplement rental income for community housing providers delivering youth housing.[26]

21 National Housing Supply and Affordability Council, Quarterly Report and State of the Housing System 2026; Master Builders Australia analysis, June 2026.
22 National Housing Supply and Affordability Council, State of the Housing System 2026.
23 Right Lane Consulting, Housing Matters, May 2024, quoting research commissioned by CHIA.
24 Australian Taxation Office, Tax reform – Boosting home ownership – Reforming negative gearing and capital gains tax, ato.gov.au, 2026; PwC, 2026–27 Federal Budget – CGT and housing tax reform.
25 Law Society Journal, Federal budget 2026: limits to negative gearing and capital gains tax reform, May 2026.
26 AHURI, Federal measures to tackle Australia's housing challenges explained, May 2026.

The National Housing Accord and the Housing Australia Future Fund

The National Housing Accord, agreed to by all states, territories, local government, institutional investors and the construction sector, continues to set the benchmark for national ambition: 1.2 million new, well-located homes over five years from 1 July 2024.[27] As part of this effort, Housing Australia is providing concessional loans and co-investment finance to deliver 40,000 social and affordable homes nationally through the HAFF. Following strong uptake in Rounds 1 and 2, which together committed 279 contracts and around 18,650 homes, Housing Australia opened Round 3 in early 2026. The largest round to date, this aims to fund the remaining 21,350 homes, while accelerating assessment timeframes and deepening delivery partnerships.[28]

The NSW Housing target

The NSW 2025–26 Budget builds on the $6.6 billion housing and homelessness package announced the previous year. That budget remains on track to deliver 8,400 new social housing homes and $810 million for critical maintenance, along with $202.6 million for specialist homelessness services.[29] The 2025–26 Budget added a $1 billion Pre-Sale Finance Guarantee aimed at accelerating the construction of up to 15,000 additional market homes over five years. It also introduced permanent land tax concessions for build-to-rent developments and allocated $83.4 million to accelerate planning approvals, including through the Housing Delivery Authority.[30]
The Budget also committed $3.4 billion to TAFE and skills, including funding to train an additional 23,000 construction workers. This recognises that workforce capacity remains one of the most significant constraints on housing delivery.[31] A further $30.4 million was allocated to strengthen homelessness services, including expanded crisis and transitional accommodation.[32]

The end of the National Rental Affordability Scheme

A less visible, but locally significant, shift is the wind-down of the NRAS. This 10-year federal incentive supported thousands of below-market rentl homes since 2008. The last NRAS dwellings were due to exit the scheme by mid 2026. As incentives expired and properties reverted to market rent, some tenants have faced real uncertainty about their next home, particularly those who may not meet the eligibility criteria for other affordable housing.[33] Within our portfolio, our teams worked closely with affected tenants to help them secure alternative properties they can afford, doing everything possible to keep people housed and connected to their community. This experience reinforces our advocacy for a durable, government backed successor to time-limited affordable housing incentives, so gains in affordable rental supply are not lost when programs expire.

The scale of current ambition, incentives and investment demands a renewed, strategic approach to collaboration, particularly during this difficult global cost environment. To translate today's policy settings into tomorrow's housing security, strong partnerships across government, the private sector, institutional investors and the not-for-profit sector remain essential.

27 Australian Treasury, National Housing Accord, treasury.gov.au/policy-topics/housing/accord.
28 Housing Australia, Housing Australia launches Round 3 to fund 21,350 new social and affordable homes, media release, November 2025; BDO, HAFF Round 3 announced, 2026.
29 NSW Government, NSW Budget: Social Housing and Homelessness Investment, 2024–25.
30 NSW Budget 2025–26, Overview: Our plan for New South Wales, budget.nsw.gov.au.
31 NSW Budget 2025–26, Budget Speech, budget.nsw.gov.au.
32 Property Council Australia, 2025–26 NSW Budget Analysis, June 2025; Social Futures, Response to the NSW Budget 2025–26.
33 The Conversation, The National Rental Affordability Scheme has ended: what's next for those who relied on it, July 2026; Australian Treasury, National Rental Affordability Scheme, treasury.gov.au.



Pictured: Former Evolve Housing tenant Emma with her children.

5. The Community Housing sector

The Community Housing sector has grown into one of Australia's most significant housing delivery partners. There are more than 400 providers nationally, including over 50 Tier 1 providers, managing large scale portfolios and complex development projects. The largest oversee more than 7,000 properties and have balance sheets exceeding $1 billion.[34] The sector's peak body, CHIA represents more than 165 members nationally, who collectively hold assets exceeding $20 billion and manage more than 132,000 homes. This scale positions the sector as a genuine institutional partner for government.[35]

CHIA plays an active advocacy role, working to ensure social and affordable housing remains a high-priority funding and policy issue for government. With the NSW election approaching in March 2027, CHIA is seeking stronger, longer-term commitments from all sides of politics to increase the supply of homes delivered through community housing providers.[36]

Through its CHIA membership Evolve Housing actively supports these advocacy efforts, promoting the community housing sector's role as a trusted, essential partner in delivering social and affordable homes across NSW.

The Community Housing sector has grown into one of Australia's most significant housing delivery partners.

34 Harrington, A., The Fifth Estate, 19 March 2025.
35 Community Housing Industry Association, Our Advocacy, communityhousing.com.au, 2026.
36 Community Housing Industry Association NSW, media statements, June 2026, communityhousiningnewsg.org.au.

6. Evolve Housing's strategic response

Evolve Housing enters this environment from a position of strength. We have a strong reputation, proven delivery record and growing scale. Current federal and state funding programs also present a rare, generational opportunity for the community housing sector.

Our 10 HAFF projects will deliver 1,098 new social and affordable homes. Sunshine North and Rosanna in Victoria are complete, and the remaining eight projects are under construction. In the next financial year, Evolve Housing will deliver more than 500 homes in Arncliffe, Bacchus Marsh, Blacktown, Merrylands and Morisset.

In response to a more volatile external environment we have strengthened, not slowed, our core capabilities. This includes our governance, project delivery, risk management, workforce, development pipeline and digital systems. This investment has supported growth without compromising our purpose or the experiences of our residents.

Key areas of focus include:

- Reporting against our new ESG framework.
- Delivering equity driven, place-based and ethically conscious housing design.
- Partnering with government to address gaps across the housing continuum.
- Working with values-aligned financiers and developers, including those newly incentivised by federal tax settings that favour investment in new supply, to deliver housing independently of government.
- Investing in systems and technology that protect sensitive resident data and improve service delivery.
- Strengthening the cost and schedule resilience of our development pipeline in response to construction cost volatility.

Partnerships remain central to this approach. Our growing track record continues to attract developers, builders and financiers that share our commitment to community focused, inclusive development. By partnering with Evolve Housing, they also benefit from our delivery experience and strong community relationships.

We will continue to access funding through mechanisms such as the HAFF, social impact investment and superannuation, particularly where risk is shared through state guarantees or bond aggregators. Through CHIA and our own stakeholder engagement, we will continue to advocate for a more stable, nationally coordinated housing framework that aligns ambition with long-term funding certainty.

Evolve Housing enters this environment from a position of strength. We have a strong reputation, proven delivery and growing scale.

Looking ahead

The past year has tested the sector with cost shocks, sweeping tax reform and the wind-down of long-standing schemes like NRAS. It has also brought record funding, sustained political attention and a community housing sector maturing quickly enough to respond. As one of the country's largest community housing providers, Evolve Housing is committed to help lead the next phase. Our purpose is simple but profound: to ensure ***every person has the opportunity to live in quality homes in thriving and inclusive communities.***



Arncliffe (NSW)

02

EchoRealty

Providing quality and affordable housing in thriving and inclusive communities.



Epping (NSW)

EchoRealty is the affordable housing arm of the Evolve Housing Group, operating as a separate entity and registered community housing provider. It manages 2,130 affordable housing properties across NSW, VIC and the ACT.

Working with tenants, property owners, developers, local governments and other organisations, EchoRealty helps ensure more people on low-to-moderate incomes can access safe, quality and affordable homes. Alongside managing properties and supporting residents to maintain their tenancies, EchoRealty plays an important role in increasing the supply of affordable housing by partnering with governments, councils and the private sector to bring more homes to market.

As one of Australia's largest affordable housing providers, EchoRealty reinvests its profits into social and affordable housing projects that respond to community need and expand affordable housing options for future generations.

Affordable housing is essential for building strong, thriving communities. By offering homes at around 20-25% below market rent, it enables people on lower incomes to have more financial capacity to cover the cost of essential needs, such as food, healthcare, education and transport.

Access to stable, affordable housing is also linked to improved health and wellbeing, lower stress, better educational outcomes for children and more resilient communities.

For EchoRealty, providing affordable housing is only part of the solution. After residents sign a lease with EchoRealty, the team works alongside them to sustain their tenancy by connecting them with wraparound services, ongoing support, educational and social opportunities. This holistic approach helps people build housing and financial stability, while creating safe, inclusive and thriving neighbourhoods.

Portfolio growth

EchoRealty's portfolio continued to evolve in FY 2025 – 26 as some properties reached the end of restriction periods and opportunities for future growth were explored. The organisation now manages 2,130 affordable housing properties in NSW, Victoria and the ACT, with significant growth expected in the coming years.

This financial year marked an important milestone for EchoRealty, with residents welcomed into the first affordable housing development delivered by Evolve Housing Group under the Federal Government's HAFF. The EchoRealty team played a role in leasing the affordable properties, supporting residents to settle into their new homes and helping to build successful, connected communities.

In July 2025, EchoRealty welcomed 50 affordable housing renters to Evolve Housing's Sunshine North development in Victoria, completed in June 2025. Throughout the year EchoRealty and Evolve Housing organised community events and activities to meet residents, help them connect with each other, and foster a strong sense of community from the outset.

In June 2026, EchoRealty leased an additional 15 affordable apartments at Rosanna, Victoria, the second of Evolve Housing's 10 HAFF projects.

At both developments, the properties were prioritised for essential workers from sectors including health, education, disability, law enforcement, childcare, hospitality, retail and transport. These affordable housing opportunities enabled low-to-moderate income earners to live closer to their jobs in areas that might otherwise be unaffordable to them.

Rosanna
Renter cohort



Education	5 dwellings
Health	4 dwellings
Support Services	3 dwellings
Hospitality	2 dwellings
Retail	1 dwelling

Sunshine North
Renter cohort



Support Services	16 dwellings
Health	11 dwellings
Retail	9 dwellings
Hospitality	7 dwellings
Education	4 dwellings
Childcare	1 dwelling
Transport	1 dwelling
Law Enforcement	1 dwelling

Throughout FY 2025 – 26, EchoRealty continued to partner with local governments to increase the supply of affordable housing stock across Sydney. In addition to managing existing affordable housing portfolios for Bayside Council, Parramatta City Council, Waverley Council and Willoughby City Council, the team also assisted City of Canada Bay Council to acquire new affordable properties, resulting in eight more affordable properties being added to EchoRealty's management portfolio.

EchoRealty also expanded its work with private developers delivering affordable housing through the NSW Government's State Significant Developments and Housing Development Authority pathways. By partnering with developers to provide specialist affordable housing expertise during the planning phase, EchoRealty is creating opportunities to manage these affordable homes once the projects are completed. During the year, several affordable properties came online for EchoRealty through these pathways, and there is a strong pipeline of future affordable housing opportunities from larger-scale developments in the coming years.

National Rental Affordability Scheme (NRAS)

The 2025 - 26 Financial Year marked the end of the Federal Government's NRAS initiative, introduced to increase the supply of affordable housing stock. Launched in 2008, the program provided 10 years of financial incentives to landlords and housing providers who rented properties to low-and moderate-income households at around 20% below market rates.

As each property's 10-year incentive period came to an end, EchoRealty worked closely with tenants and property owners to ensure a smooth transition. This included helping tenants secure alternative affordable housing where needed, supporting property investors and tenants to reach suitable private rental agreements, and in some cases, retaining management of properties through new private rental agreements.

With a decrease in affordable housing properties under management due to the scheme ending, EchoRealty remains focused on exploring new opportunities to create more affordable housing stock to help meet growing demand from low-and moderate-income earners.

Focus on customer experience

As EchoRealty prepares for significant growth over the coming years, continued investment in customer experience, operational capability and service quality remained a priority.

During the year, EchoRealty's Leasing team merged with the Customer Experience team under a single, integrated model. This closer collaboration has strengthened communication, streamlined interactions and improved experiences for both residents and landlords. Additional investments in employee training and service delivery have also contributed to improvements in the team's customer service standards.

Responding to tenant and landlord feedback, EchoRealty expanded its approved repairs and maintenance contractor panel to include 10 specialist providers alongside its existing multi-trade contractors. The expanded panel provides greater choice, improved pricing and faster access to specialist services, delivering a better maintenance experience for both residents and property owners.

EchoRealty Property Managers also continued to support residents who faced challenges in their lives or unexpected changes to their circumstances that impacted their tenancy. Tenants identified as vulnerable or at risk of losing their affordable housing were connected with specialist support through Evolve Housing's Tenancies At Risk Panel (TARP) to help them overcome challenges. This tailored case management support and better access to wraparound services helped several residents turn their lives around after a period of instability.

Looking ahead

EchoRealty is entering a period of significant growth, with more than 461 new affordable homes set to come online across Victoria and NSW in the next financial year through Evolve Housing's successful HAFF developments.

This growth will begin with 30 affordable homes in Bacchus Marsh, Victoria in 2026, followed by 175 homes in Arncliffe, NSW, 213 homes in Merrylands, NSW and 43 homes in Blacktown, NSW in the first half of 2027. Together, these developments will substantially increase the supply of quality affordable housing for low- and moderate-income households in some of Australia's most challenging rental markets.

As the affordable housing landscape continues to evolve, EchoRealty will continue investing in its people, systems and customer service capabilities to support a growing resident base and ensure more individuals and families can access secure, affordable housing and the opportunities it creates.

Case Study

A fresh start through affordable housing

When Gordon was told his previous landlord needed to sell the apartment he was living in, he found himself searching for a new home in an increasingly difficult rental market. With affordable options limited and many properties falling short of what he needed, the experience quickly became stressful and uncertain.

After searching endlessly, Gordon came across EchoRealty. Through the team he found a modern, well-maintained apartment that was affordable, close to work and somewhere he was ready to call home. For Gordon, who works as a Studio Supervisor supporting artists with disability to develop their creative skills and independence, being able to walk to work has made a meaningful difference to his daily life.

“EchoRealty really was a saving grace for me. From the beginning, I felt valued as a renter and was treated with friendliness and respect,” the 50-year-old said.

For Gordon, that experience stood in contrast to parts of the private rental market, where he had not always felt renters were treated with the same care. With EchoRealty, he said he felt respected not just as a renter, but as a person, something that helped him feel more secure and comfortable.

As one of the leading affordable housing providers in the country, EchoRealty is helping people like Gordon access safe, stable and affordable homes that support their wellbeing, independence and connection to community.

Since moving into his new home, Gordon has been able to settle into a space that feels safe, comfortable and truly his own. The reduced rent has given him more breathing room to focus on meaningful work, supporting his family where he can, and saving towards visiting them in South Africa.

For Gordon, the difference has been both practical and deeply personal. He believes affordable housing gives people more than a place to live; it provides the stability and peace of mind to focus on work, family, wellbeing and the future.

“For the first time since moving to my new place, I genuinely felt like I had arrived at my real home,” he said.

After years of uncertainty in the rental market, Gordon’s EchoRealty home has given him the confidence to look ahead and imagine a future built on stronger foundations. His advice to others in a similar position is simple: keep looking, explore options you may not have known were available, and do not lose hope.



Pictured: Gordon, EchoRealty renter

For the first time since moving to my new place, I genuinely felt like I had arrived at my real home.

- Gordon, EchoRealty renter

03

Responding to housing need



Bacchus Marsh (VIC)

A safe and secure home is not just a roof over someone's head. It is the foundation to build a better future. Evolve Housing continues to deliver on our commitment to change lives by providing more affordable, secure homes.

At Evolve Housing, we have a simple but powerful vision: to create thriving communities for all people. We believe everyone deserves the opportunity to live in a safe, secure and welcoming home, regardless of their background or circumstances.

Evolve Housing continues to make significant progress towards our strategic objective of responding to housing need at a time when Australia is facing unprecedented housing affordability challenges. Rising rents, low vacancy rates, increasing construction costs, labour shortages and growing levels of homelessness have created a complex operating environment for community housing providers. Despite these challenges, during FY 2025 – 26 we continued to expand our housing supply and strengthen our capacity to deliver new social and affordable housing outcomes at scale.

Development projects

In the previous financial year, Evolve Housing took bold and ambitious steps to increase the supply of social and affordable housing in the communities we serve. We successfully tendered for project funding under the Federal Government's HAFF for a number of new developments. Once completed, these projects will deliver 1,098 new social and affordable homes, more than doubling the number of properties we own.

These are not just apartments, they are homes where families can build their futures, participate in their communities and pursue education and employment. They are places where older women can find security, where essential workers from hospitality, health, education and retail can live close to their jobs, and where vulnerable people in the community can finally experience the comfort and dignity of having a place to call home.

In FY 2025 – 26, our focus shifted to delivering on our HAFF commitments in collaboration with Housing Australia and our project partners.

In FY 2025 – 26, our focus shifted to delivering on our HAFF commitments in collaboration with Housing Australia and our project partners.





Bacchus Marsh (VIC)

We are proud to report that two of our HAFF projects have already been completed (Sunshine North and Rosanna in Victoria), with the remaining eight developments all in the construction phase, including two more projects in Victoria (Bacchus Marsh and Coburg) that were added to our development pipeline over this financial year.

Despite a challenging geopolitical climate putting pressure on building and transport costs, all these projects remain on-budget and on track to be completed progressively within the June 2029 timeframe.

Evolve Housing's HAFF Round 1 pipeline includes major projects in Arncliffe, Blacktown, Melrose Park, Merrylands, Morisset and Penrith in NSW, and Bacchus Marsh, Coburg, Rosanna and Sunshine North in Victoria, creating a diversified development program across two states. Importantly, the organisation has already demonstrated delivery capability through the successful completion of Sunshine North (June 2025) and Rosanna (May 2026), delivering 130 new homes.

Our development pipeline is supported by strong partnerships with developers, construction companies, Housing Australia, Homes NSW, Homes Victoria, Development Victoria and other government and sector stakeholders.

Beyond simply increasing housing numbers, Evolve Housing's development program is responding to the needs of priority cohorts, including women escaping domestic and family violence, older women at risk of homelessness, key workers and other vulnerable members of the community. Through careful planning, governance and asset management, we are ensuring that new housing is well located, accessible, environmentally sustainable and aligned with long-term community needs. This reflects the organisation's commitment to delivering not only homes, but also stronger and more resilient communities.

With the growth opportunities of the last year have come greater accountability measures, as Housing Australia and other stakeholders have required monthly reporting on the progress of these projects. Proactive compliance with these requirements has helped strengthen our relationship with key stakeholders.

To prepare for the significant number of new homes coming online over the next few years, our Property Services team joined the Strategic Partnerships, Programs and Asset Management team as of 1 July, 2026. This change will improve operational efficiency, support high standards of service delivery, and strengthen knowledge-sharing between development and maintenance functions. It will also ensure Maintenance team members are well prepared for each new project, including understanding technical requirements, so homes transition smoothly into operation after handover. In addition, it will enable the Development team to draw on the Property Services team's practical maintenance experience to select durable, proven building products during construction. Together, this will help us deliver quality homes and reliable support to our growing number of tenants.

After a period of rapid and significant growth, this year we took the opportunity to consolidate, set ourselves up for more sustainable growth in the years ahead, and reflect on the key lessons from the last financial year.

With so many projects in the development pipeline, we chose to tender for just two projects under HAFF Round 3 with a view to minimising risk exposure. We also focused on partnering with reputable organisations that are best able to absorb risk in an operating environment that is growing increasingly uncertain.

Building organisational capacity

To build the equity needed to attract finance for future projects, in FY 2025 – 26 we commenced a divestment strategy to progressively sell non-performing assets. This approach will allow us to recycle capital from assets that no longer deliver strong strategic or financial value and redirect it toward opportunities that better support our growth objectives. It will also strengthen our balance sheet, improve our capacity to leverage future investment, and reduce the ongoing costs and risks associated with holding underperforming properties. Over time, this will place Evolve Housing in a stronger position to pursue new projects, respond to emerging opportunities and continue growing our social and affordable housing portfolio in a sustainable way.

Critical to pursuing a growth agenda is building trust and reputation with our current and future stakeholders. To support this, in FY 2025 – 26 we developed a stakeholder newsletter to share and celebrate Evolve Housing's milestones and achievements. Within its first year, the newsletter attracted more than 2,100 subscribers. We also updated the *Partner With Us* section of our website to be more accessible, engaging and user-friendly, and have been more active in sharing our successes on LinkedIn. Together these channels have significantly increased traffic from organisations interested in partnering with us on significant projects.

Beyond simply increasing housing numbers, Evolve Housing's development program is responding to the needs of priority cohorts.

Evolving Green

In addition to our growth aspirations, we have continued to advance our sustainability commitments through Evolve Housing's Evolving Green program and broader ESG Strategy. FY 2025-26 was a busy and successful year for our Delivering Green Sustainability Project, which reflects our commitment to embedding environmental responsibility into how we manage and improve our homes.

We were successful in securing a grant of $750,000 from the Department of Climate Change and Environment to improve the environmental efficiency of our older social housing properties. Together with a $250,000 investment of our own funds, this was put towards installing solar panels on 153 properties and ceiling fans in 103 properties.

These improvements will not only significantly reduce the carbon footprint of our property portfolio, but they will also deliver practical cost-of-living relief for tenants, saving households between $500 and $600 per year. This work is a strong example of how our ESG Strategy is being translated into tangible outcomes including reducing emissions, improving asset performance, supporting tenant wellbeing and ensuring our housing portfolio is more resilient, affordable and sustainable over the long term.



Evolving Green – Energy Action Plan initiatives

Investments

256
Homes received energy upgrades

420
Ceiling fans installed in 103 dwellings

336.5 kW
of solar PV panels installed

$1 million
Evolving Green initiatives

Results

Annual environmental benefits

Reduction in energy purchased p.a:	488,000 kWh
CO_2 savings – tonnes pa:	386 t CO_2 e

$800,000 savings
over 10 years for our residents



Looking ahead

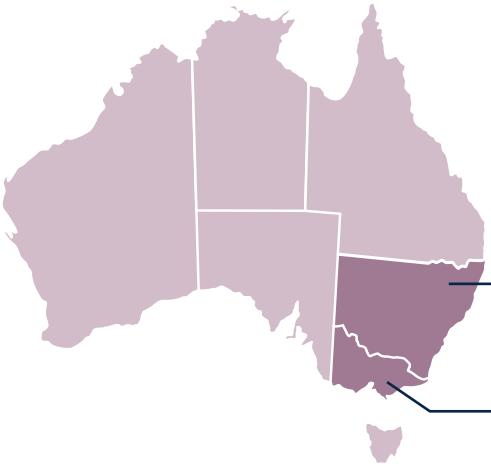
We know our work is far from done. Across Australia, tens of thousands of people are still waiting for a home. The need is significant and meeting that need requires strong partnerships and a shared commitment to making housing more affordable for those who need it most. No single organisation can solve this housing crisis alone.

Evolve Housing is well positioned to build on the momentum generated through HAFF Round 1. As projects progressively move through construction and into operation, the organisation will continue to expand its portfolio, strengthen development and asset management capability, and leverage lessons learned to support future growth opportunities.

With a proven delivery model, strong governance frameworks, growing partnerships and an established pipeline, Evolve Housing is positioned to play an increasingly important role in addressing Australia's housing shortage. By continuing to work collaboratively with government, financiers, developers and communities, Evolve Housing will remain focused on its mission of creating more safe, secure and affordable homes for those who need them most, while contributing to a more sustainable and equitable housing system for future generations.

Arncliffe (NSW)

Delivery of new homes



1,098 homes

NSW **836 total**
106 social homes / **730** affordable homes

VIC **262 total**
75 social homes / **187** affordable homes

	Social	Affordable	Total
 **Sunshine North (VIC)** ✓ **Completed:** Jun 2025	35	50	85
 **Rosanna (VIC)** ✓ **Completed:** May 2026	30	15	45
 **Bacchus Marsh (VIC)** **Completion date:** Nov 2026	10	30	40
 **Merrylands (NSW)** **Completion date:** Feb 2027	23	213	236
 **Arncliffe (NSW)** **Completion date:** Mar 2027	16	175	191
 **Morisset (NSW)** **Completion date:** Mar 2027	19		19
 **Blacktown (NSW)** **Completion date:** Jun 2027	15	43	58
 **Penrith (NSW)** **Completion date:** Oct 2027	33	102	135
 **Coburg (VIC)** **Completion date:** Dec 2027		92	92
 **Melrose Park (NSW)** **Completion date:** Dec 2028		197	197



Umut (centre) welcomed Victoria's Minister for Housing, Nick Staikos, Federal Member Kate Thwaites and State Member Anthony Carbines to his home.

Case Study

Rosanna

Evolve Housing is committed to creating homes that support wellbeing, foster inclusion and strengthen communities.

These homes give people the stability to build their lives, participate in their communities and access greater social and economic opportunities.

After the successful launch of Sunshine North, our first HAFF and NHAF project in Victoria, we are proud to continue growing our Victorian housing portfolio with another brand-new mixed tenure housing development in the heart of Rosanna. This impressive project is an innovative collaboration between Evolve Housing, Housing Australia, Homes Victoria, developer SEMZ Property Advisory and Project Management and builder Samssons Projects. Rosanna aims to provide long-term housing security and foster a thriving, connected community where people from different walks of life can thrive together.

About the project

Rosanna has been designed around the concept that a home is more than bricks and mortar, but instead a place of security, comfort and wellbeing for those who need it most. The five-storey mixed-use development comprises ground-floor retail tenancies and residential accommodation, contributing to the ongoing revitalisation of the Rosanna town centre. The development offers 45 mixed tenure apartments comprising 15 social housing units and 30 affordable housing units, with a mix of one, two and three-bedrooms. This variety caters for the diverse needs of our new community, which includes singles, couples, families, women and children escaping domestic violence, older women at risk of homelessness, Indigenous Australians, and frontline workers.

Evolve Housing understands the cost-of-living crisis is affecting many Australians. Rosanna offers our renters the opportunity to live in high-quality, accessible and affordable dwelling at a reduced market rent rate.



More than just a housing development, Rosanna represents an investment in creating a diverse and inclusive community where people can thrive.

Inclusive design and architecture

Evolve Housing aims to create safe, secure and affordable homes that give people the stability to build their lives, participate in their communities and access greater social and economic opportunities. The Rosanna development reflects this commitment through a thoughtfully designed mixed-use precinct that combines affordable and social housing with retail and commercial opportunities, contributing to a vibrant and connected neighbourhood.

Occupying a prominent position within the Rosanna town centre, the development is directly adjacent to Rosanna Railway Station, providing residents with convenient access to Melbourne's CBD and surrounding suburbs. Its location within the established Beetham Parade retail precinct places residents within walking distance of local shops, services, community facilities and employment opportunities, supporting greater independence and social participation.

The development focuses on housing that meets local needs, using a mixed tenure approach to ensure all residents enjoy equal quality design and amenities, fostering inclusion and belonging. Combining residential, retail and commercial spaces creates a vibrant, connected neighbourhood.

More than just a housing development, Rosanna represents an investment in creating a diverse and inclusive community where people can thrive. By combining well-located housing with access to transport, services and local economic activity, the development supports residents to build connections, participate in community life and pursue opportunities close to home.



Sustainable and green living

Sustainability was a key consideration in the design and delivery of the Rosanna development, with a range of initiatives incorporated to reduce environmental impact, improve energy efficiency and support resident wellbeing. The building achieves an average 7.3-star Nationwide House Energy Rating Scheme (NatHERS) rating and is supplied with 100% renewable electricity, helping to create more comfortable homes while reducing energy consumption and household costs.

The development incorporates a rooftop solar photovoltaic system rainwater harvesting for toilet flushing and irrigation and energy-efficient building services, appliances and fixtures. A high-performance building envelope, featuring precast concrete construction and double glazing, enhances thermal comfort throughout the year and contributes to the building's overall energy performance.

The project's commitment to sustainable living extends beyond the building itself. Secure bicycle parking encourages active transport, while the development's location adjacent to Rosanna Railway Station and within walking distance of shops, services and community facilities supports reduced car dependency. Low maintenance, drought-tolerant landscaping and dedicated waste and recycling facilities further reinforce environmentally responsible living practices.

Together, these initiatives create a development that supports both people and the environment, delivering comfortable, sustainable homes that contribute to a greener and more resilient community.

Partnerships and collaborations

The Rosanna development demonstrates the value of strong partnerships in delivering social and affordable housing where it is needed most. As Evolve Housing's second completed HAFF project in Victoria, Rosanna was made possible through collaboration between Evolve Housing, Housing Australia, Homes Victoria, developer SEMZ Property Advisory and Project Management and builder Samssons Projects. Each partner brought different expertise to the project, from funding and government support to development, construction and long-term housing management.

By aligning government investment, community housing expertise and private sector delivery, the project has helped turn policy commitments into practical outcomes for renters. The result is 45 well-located homes that provide long-term housing security while supporting broader goals around inclusion, affordability and community connection.

For residents, the strength of this collaboration is reflected in the everyday benefits of living in a secure, affordable and connected home close to transport, shops, services and open space. Umut, an affordable housing renter at Rosanna, shared how the development has supported his independence and wellbeing.

"I recently moved into this apartment/building. It was the first apartment I inspected when I was looking to move out, and it was exactly what I wanted. I am so happy with my new place. It has a lovely big balcony, and the car park stacker in the basement has been so helpful. I mostly work from home, so the location is ideal for me since I am close to everything including cafes, Woolworths, restaurants, pharmacies and even a lovely park."

GOAL 01

Responding to housing need

Objective	What does success look like?	Key actions	Success measure	Status
Our housing is aligned with resident needs	We provide sustainable outcomes for clients with complex needs.	Deliver housing that is adaptable, inclusive and responsive to changing resident needs.	100% of newly developed dwellings are appropriate to resident needs.	**Achieved** Evolve Housing Group continues to apply accessibility, inclusivity, sustainability and adaptability principles in the delivery of new housing. During FY 2025 -2026, the Rosanna (VIC) HAFF development delivered 45 new social and affordable housing dwellings, all designed to meet resident needs through contemporary, accessible and tenure-blind housing. The project supports inclusive communities, long-term sustainability and positive housing outcomes for residents. The project is located adjacent to Rosanna train station, achieved an average 7.3-Star NatHERS rating, demonstrating a strong commitment to energy efficiency, environmental sustainability and resident comfort. These outcomes reflect Evolve Housing Group's commitment to delivering high-quality housing that responds to the diverse needs of residents while supporting long-term liveability and reducing environmental impact.
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	**In Progress** The completion of the Rosanna HAFF development expanded Evolve Housing Group's presence in Victoria, delivering 45 new homes and extending service delivery into an additional Victorian postcode. The development increased housing supply and strengthened Evolve Housing Group's presence in a key growth area. While growth in geographic coverage was below the 5% target during the reporting period, the project establishes a strong foundation for future expansion as additional developments within the established growth pipeline are delivered.

Objective	What does success look like?	Key actions	Success measure	Status
We are focused on portfolio growth	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 six tenders responded to per annum >29% award success rate. >Three advocacy events sponsored or facilitated annually* *This measure supports Evolve Housing's commitment to fostering collaboration across the social, affordable and private housing sectors. By bringing together industry experts and stakeholders, these events facilitate the exchange of ideas, promote best practice and encourage innovative approaches to addressing housing challenges and improving outcomes for residents.	**Achieved** **Seven tenders/EOIs were submitted during FY 2025 - 26, with three successful, two unsuccessful and two awaiting outcomes. Excluding pending submissions, this represents a 60% success rate on completed opportunities to date.** **Awards:** **Eight award nominations were submitted during the year, achieving finalist status in six categories (75%) and winning two awards (25%).** **Industry and advocacy events sponsored include:** **1. Australian Housing Institute (AHI) Homelessness Week event** **2. UDIA Annual State Conference** **3. Australian Community Housing Conference (ACH)** **4. Australian Housing Institute (AHI) International Women's Day event**

Evolve Housing property data

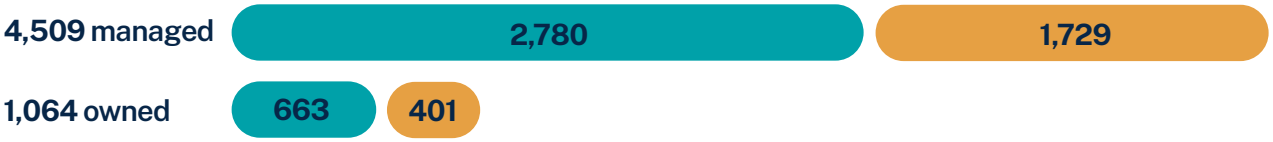
Evolve Housing Group property portfolio

As at 30 June 2026

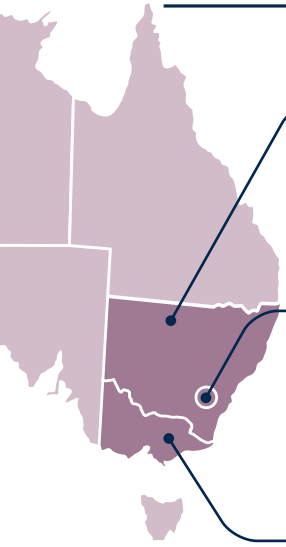
5,573

Total property portfolio





State



NSW

3,910 managed
934 owned

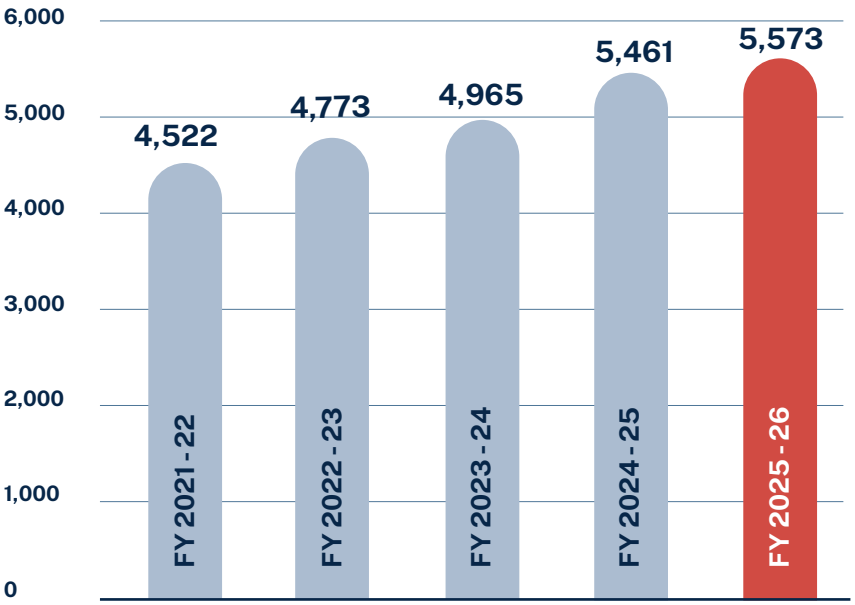
ACT

40 managed

VIC

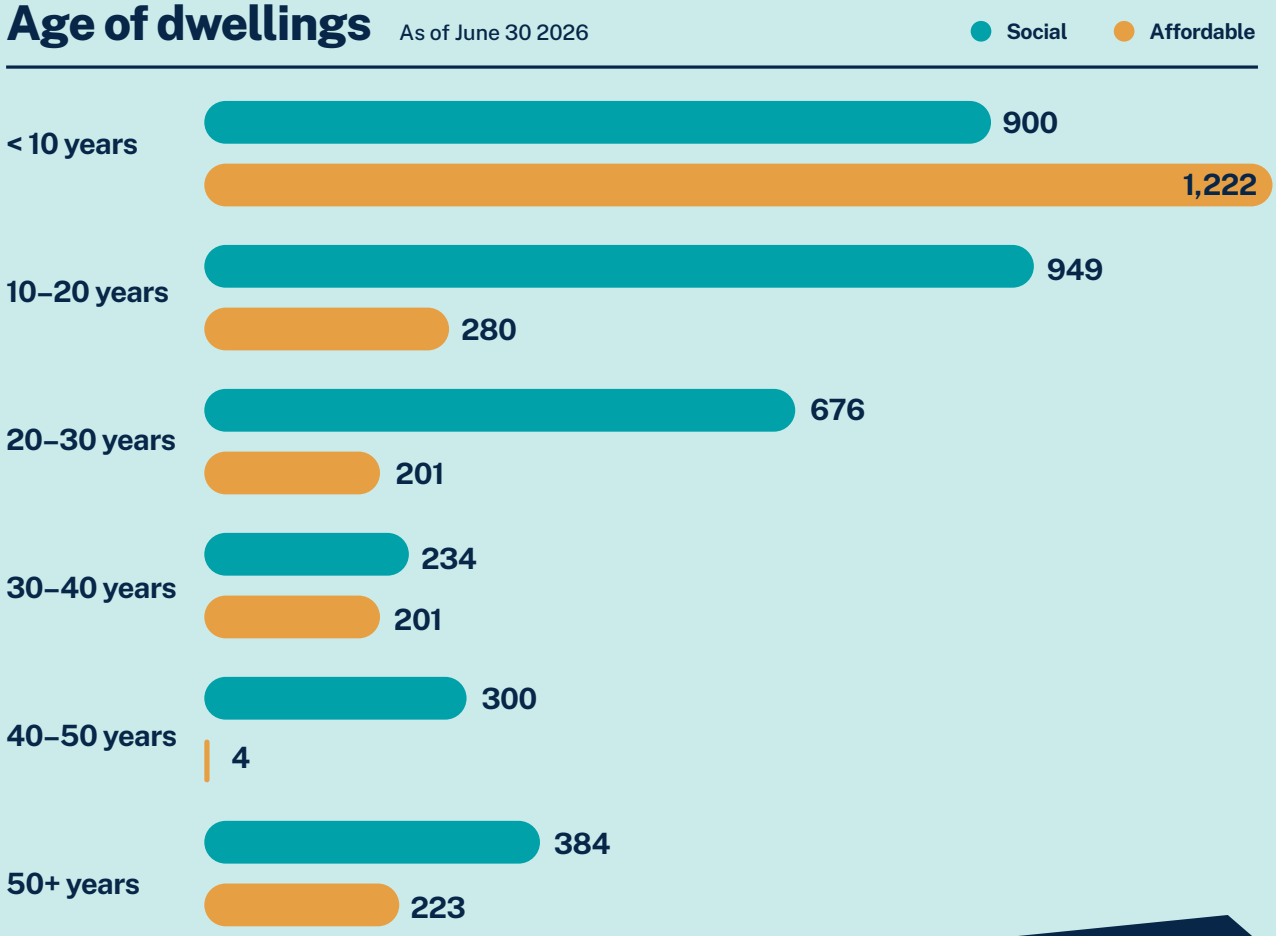
559 managed
130 owned

Portfolio growth



Age of dwellings

As of June 30 2026



Housing types

Affordable
2,130

General Social
2,909

Specialist disability
155

Transitional
350

Crisis accommodation
29

Primary LGA

3,443 social | **2,130 affordable**

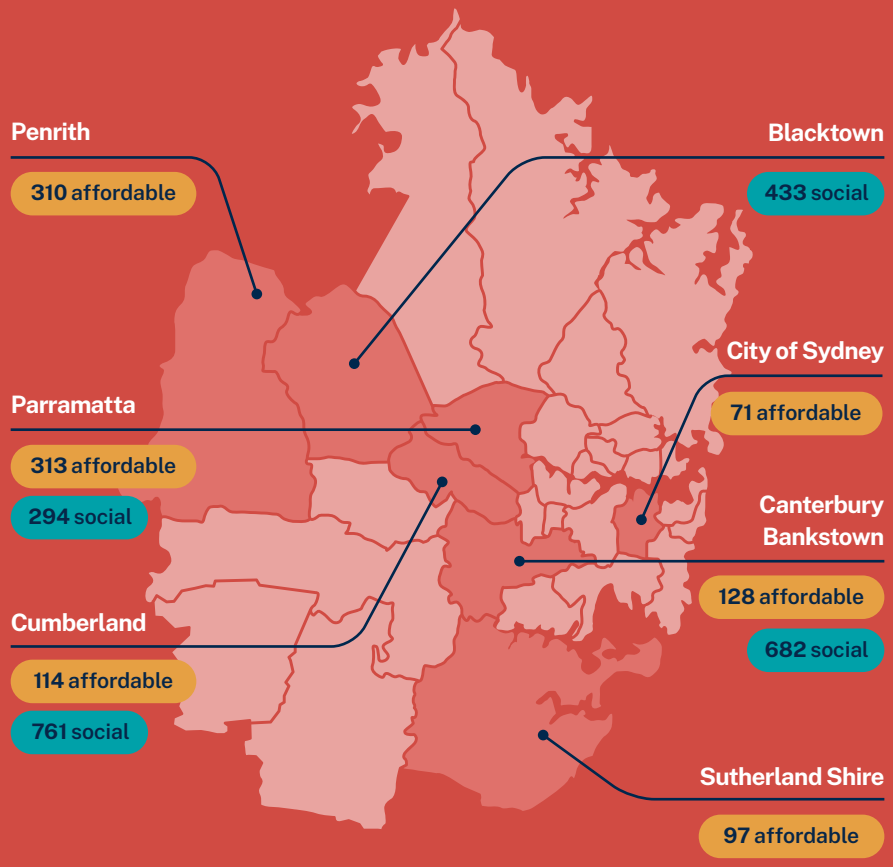
NSW

Affordable

Canterbury Bankstown	128
City of Sydney	71
Cumberland	114
Parramatta	313
Penrith	310
Sutherland Shire	97

Social

Blacktown	433
Canterbury Bankstown	682
Cumberland	761
Parramatta	294



Other Metro

747 affordable | 694 social

Other Regional

30 affordable | 196 social

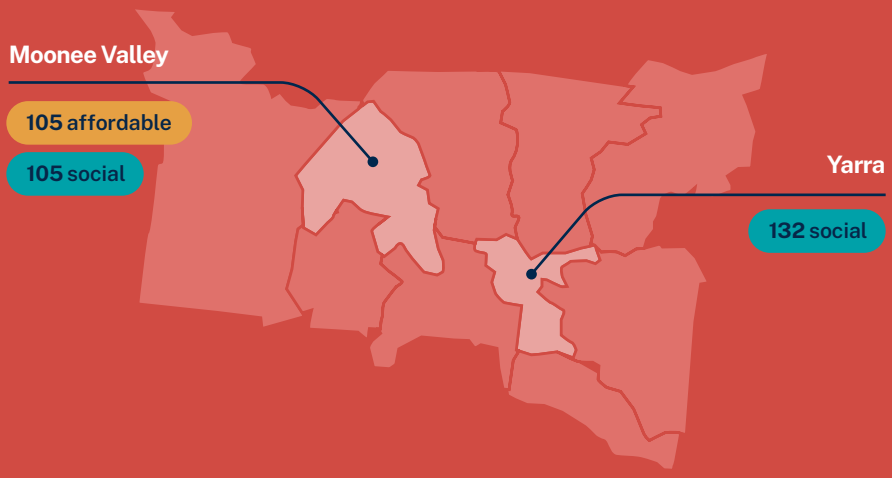
VIC

Affordable

Moonee Valley	105

Social

Moonee Valley	105
Yarra	132



Dwelling types

Apartment



2,092 social **2,127** affordable

Townhouse/Villa



513 social

House



655 social **3** affordable

Group Home



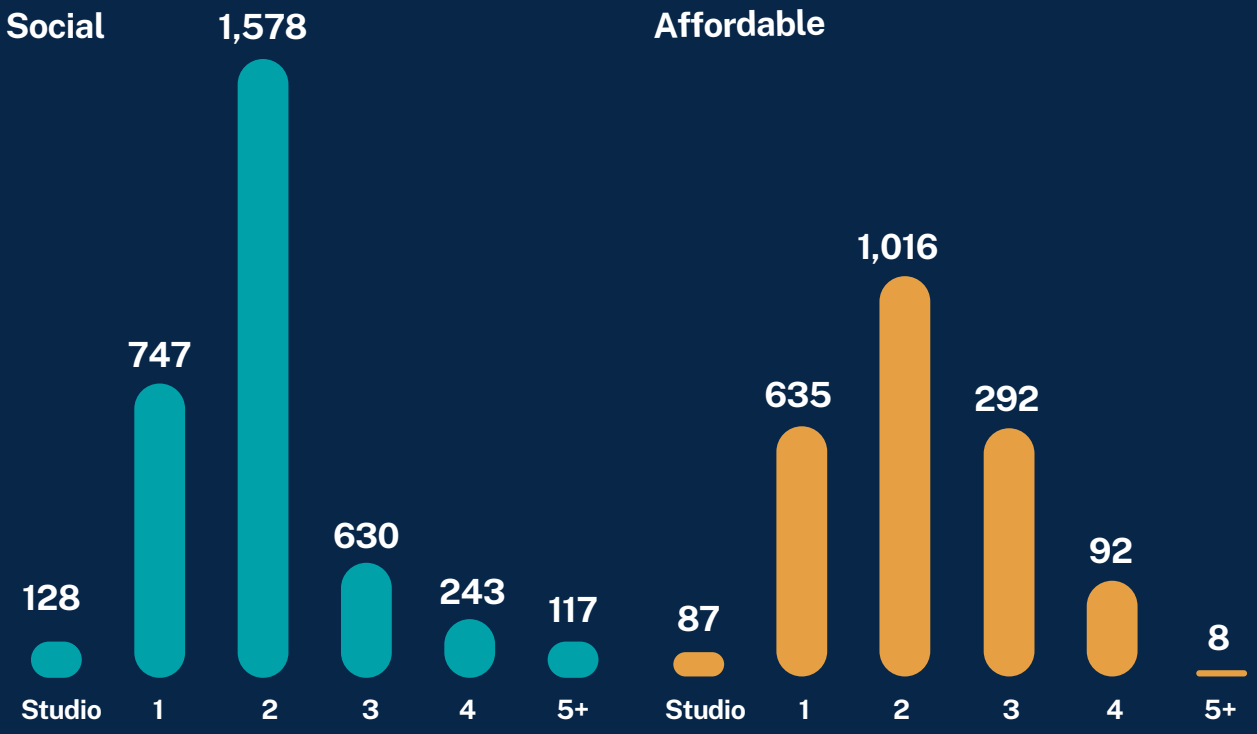
117 social

Duplex



66 social

Bedroom configurations



04

Delivering exceptional client service



Listening to our tenants and clients, and being responsive to their needs, is central to providing exceptional client service.

When residents and clients are listened to and have opportunities to influence decisions about their homes, neighbourhoods and lives, they are better able to connect within their communities and access the support they need. This helps create inclusive and thriving communities where residents feel safe and can create more positive futures. We know our clients and residents depend on us to provide quality homes and the support they need to overcome challenges and build long-term housing stability.

Our Client Service Strategy sets out the standards and principles that guide how we deliver services across the organisation. It supports a consistent and person-centred approach, while encouraging us to use feedback and service data to understand what is working and where improvements are needed. Our teams collaborate closely and work with our partners to respond effectively to changing needs and deliver better outcomes for residents.



Resident Advisory Group

Our Resident Advisory Groups (RAG) play an important role in shaping our services and resident engagement activities. Made up of volunteer residents from across NSW and Victoria, the groups provide valuable feedback on our programs, activities, policies and processes, helping ensure our services continue to reflect the needs and priorities of residents.

RAG members serve two-year terms. Following a call for nominations in November 2025, a new NSW RAG commenced in January 2026. The group includes 15 members, with eight joining for the first time in 2026.

During FY 2025 - 26, the RAG met 10 times, bringing together residents, Evolve Housing employees and Board members to discuss initiatives, provide feedback and help shape services. The RAG engaged with multiple teams across Resident Services, Business Support, ICT, Developments, Governance and Legal, and EchoRealty. As a formal advisory forum, the Group plays an important role in ensuring resident voices are reflected in organisational decision making.

Members helped develop the Tenant Portal, design energy-saving workshops and improve resident communications. They supported the Annual Resident Meeting and worked with employees to create a directory of tenant services.



Maintenance Advisory Group

The Maintenance Advisory Group (MAG) is another resident volunteer group which provides input to Evolve Housing on issues related to repairs and maintenance. Areas of focus include quality and timeliness of maintenance, lawns and gardens as well as input on service standards for contractor and process improvements.

The MAG meets bi-monthly and has 12 members, with three residents joining in January 2026 following a call-out for new nominations. This financial year, the Group provided feedback on specific maintenance issues impacting tenants in properties that are leased from the private market. As a result of the MAG's input, several issues were escalated and resolved promptly.

Commonwealth Rent Assistance workshops

Our Community Engagement team collaborated with the Rent Review team to run workshops for tenants about the Commonwealth Rent Assistance (CRA) program. Delivered in partnership with Centrelink, these workshops support tenants to understand the program, their CRA entitlements and how to ensure they are receiving the correct rent supplement. CRA can make a significant difference to an individual's standard of living and financial stability. In February 2026, Evolve Housing hosted two CRA workshops with 25 tenants in attendance.

Evolve Housing also arranged a drop-in service at our Parramatta office where tenants could be supported to apply for CRA or learn to use Services Australia's digital services. 17 tenants received support over the four days of this service.

Communal Caretakers program

To help with promoting a stronger sense of community, increasing tenant satisfaction and maintaining communal areas, we support volunteer tenants to help with keeping communal areas in their properties clean and liveable. Known as the Communal Caretakers program, during FY 2025 – 26, we reviewed the program's guidelines to create a more formal process and clearer roles and responsibilities.

There are now 18 volunteer caretakers, including 16 in NSW and two in Victoria across 18 projects. Evolve Housing meets online with caretakers quarterly to share updates, talk about their individual communities, maintenance and collaborate on issues.

Supporting digital inclusion

Having an internet connection in the home supports residents to access education, employment opportunities, healthcare and essential online services. It also helps people maintain social connections, manage their tenancies and build more secure and connected lives.

Through its partnership with internet provider Gigacomm, Evolve Housing is helping social housing tenants to access digital connectivity. The partnership aims to connect all our social housing homes to the NBN over five years, providing residents with access to fast, reliable and affordable internet services.

Following the success of a small pilot, Evolve Housing expanded this digital inclusion program during FY 2025 – 26, upgrading more apartment complexes with NBN infrastructure. By March 2026, 12 apartment blocks were live and serviceable, with residents across 19 properties signed up to a high-speed internet plan. Further sites have been approved or identified for future rollout.

Maximising use of our housing portfolio

At Evolve Housing, we are committed to making the best use of our properties so more people in need can access safe, suitable housing. Recognising that every resident's circumstances are unique, and downsizing or moving locations can be challenging, our teams worked closely to match households to the right home at the right time. This coordinated approach is helping to ensure residents are supported through change in a fair and respectful way. During FY 2025 - 26 we worked closely with households to transition tenants into smaller dwellings aligned to their household needs.

Roll out of Tenant Portal

Evolve Housing's online Tenant Portal is an important tool for improving client service. The self-service platform enables residents to view and update their personal information, lodge enquiries and report repairs and maintenance requests directly into Evolve Housing's systems. This gives residents greater flexibility and provides a more efficient alternative to contacting our Contact Centre via phone or email.

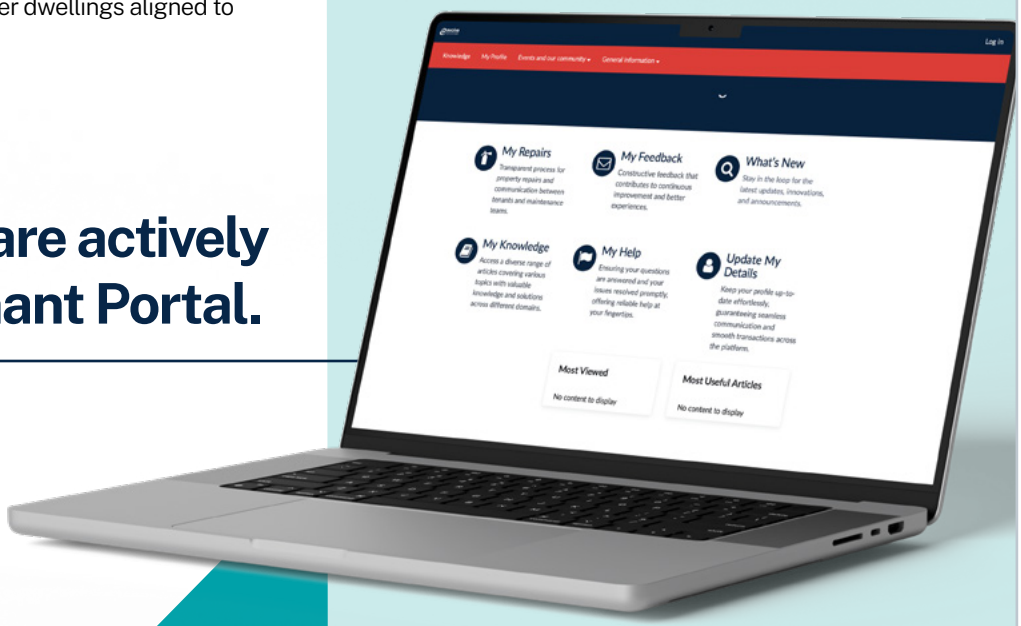
During FY 2025 – 26, our Tenant Portal Genius Team continued to support residents to register for and confidently use the platform. Through face-to-face and online workshops, as well as individual support, the team helped residents with registration, password resets, maintenance requests, updating personal details and accessing rent information. The team attended events, community roadshows and block meetings.

A significant enhancement for residents during the year was new functionality to lodge rent review documents through the Tenant Portal. This is now a simpler, more efficient process with residents able to track the progress of the review online.

Evolve Housing also produced desktop and mobile phone user guides to help tenants to navigate the portal independently.

As a result of these initiatives, approximately 770 tenants are actively using the Tenant Portal to report repairs, update their details, view their rent information and access Evolve Housing services online. With a target of 2,500 users, the Genius Team is continuing to develop initiatives and incentives to encourage greater uptake of the Portal.

770 tenants are actively using the Tenant Portal.



Using technology to improve service delivery

Evolve Housing's integrated customer service and workflow management system, ServiceNow, continued to improve system capabilities and responsive service delivery. Enhanced reporting and data governance capabilities reduced administrative tasks, enabling employees to spend more time supporting residents. Better use of data also strengthened decision-making and performance monitoring, helping to identify opportunities for continuous improvement and enhance experiences for residents and clients.

During the year, we replaced paper-based property inspection reports with app-based software, accessed via a smart phone. In addition to being easier and faster to use by employees, this new system has improved the consistency of incoming and outgoing condition reports, enhancing our ability to maintain higher property standards, prepare vacant properties for new tenants sooner and provide better outcomes for residents. We aim to visit residents in their homes at least once every year. During these visits, we inspect the condition of properties and spend time understanding each tenant's individual circumstances and where they may need support with maintaining their tenancy. During FY 2025 – 26, we completed inspections at 97% of our properties in NSW and Victoria.

Specialist Disability Accommodation

Evolve Housing's reputation as a SDA provider in NSW continued to grow in FY 2025 – 26. During the year, the organisation partnered with disability service organisations, the NSW Department of Communities and Justice and SIL providers to manage over 500 SDA occupants across 155 properties.

This year, the team progressed opportunities across NSW, including onboarding five new High Physical Support SDA apartments in Mayfield as well as managing new properties in Mascot, the Hunter and Lake Macquarie areas and as far north as Port Macquarie on the Mid North Coast.

Evolve Housing also successfully passed its SDA provider re-registration audit, demonstrating the organisation's continued compliance with NDIS requirements and best-practice governance. This work included updating governance frameworks, policies, enrolment procedures, vacancy management processes and participant agreements.

In conjunction with 12 property visits and 17 participant interviews, the team also refreshed the tenancy handbook and SDA paperwork to better communicate participants' rights and support greater choice and control.

Resident communications

Clear and accessible communication helps residents understand their rights and responsibilities, our processes and policies and the support available to them. During the year, we refreshed resident letters and frequently asked questions (FAQs) about Evolve Housing's under-occupancy and over-occupancy policies and processes to make information easier to understand. We also communicated with residents about changes to NSW tenancy legislation relating to pets, informing them of the expanded tenants' rights and the new process for seeking approval to keep a pet in their home.





Repairs and maintenance

Maintaining high-quality homes in safe and connected communities is crucial for the safety and wellbeing of tenants. During the year, Evolve Housing expanded its Property Services team to enhance its capacity to support a growing portfolio. This included appointing a dedicated technical officer on the ground in Victoria to oversee properties and communal areas in Ascot Vale and Sunshine North as well as our new homes at Rosanna.

Stronger collaboration across internal teams, as well as improved planning, reporting and data analysis enhanced service responsiveness and operational efficiencies. Better coordination of inspections, contractor visits and tenancy processes helped to reduce repair response times and improve vacancy turnaround times for new tenants.

During FY 2025 – 26, all scheduled Property Assessment Surveys (PAS) were completed, providing up-to-date information on the overall condition of our properties and key elements such as kitchens, bathrooms, flooring and paintwork. The team is also reviewing and developing asset maintenance plans for every building managed by Evolve Housing. This work helps us to prioritise planned improvements to support asset renewal and long-term portfolio sustainability, while managing external challenges such as rising construction costs and cost-of-living pressures.

Expanding our volunteer Communal Caretakers program has helped our larger complexes identify unplanned repairs or maintenance needs earlier. These dedicated tenants help ensure common areas, such as lawns, gardens and communal spaces including bin areas are kept clean and well-maintained. Combined with feedback from the Maintenance Advisory Group and increased use of the Tenant Portal to report repairs and maintenance, this supported faster responses and improved tenant satisfaction.

Several priority capital works and asset improvement projects also progressed during the year. At our West Ryde complex, air conditioning was installed in all 30 dwellings. Our team also worked closely with government and other partners to improve the SDA group homes that we manage so they remain safe and fit-for-purpose for residents living with disability.

During the year, Evolve Housing appointed DICE Contracting as an additional repairs and maintenance provider. DICE is proudly an Indigenous-owned company and is servicing our portfolio on the NSW North Coast, including many of our SDA properties. Our long-term contractors SR Construction, Willowdene and Aruma, who is a disability employer, also continued to improve service delivery by integrating with Evolve Housing's online systems for more streamlined and coordinated services.

Looking ahead, improving vacant property turnaround times and delivering priority capital works and renewal programs will continue to be a focus. In the coming year, the team will develop 10-year asset maintenance plans for all properties and continue to prepare for the future portfolio growth through the HAFF. The team will also review its repairs and maintenance contracts ahead of new contractual arrangements commencing in July 2027.

Contact Centre

Responsive, consistent and high-quality customer service is essential to creating positive experiences for Evolve Housing's tenants and clients. In FY 2025 – 26, we restructured our Contact Centre and strengthened its capability to better manage Evolve Housing's growing call volumes, increasingly complex service arrangements and changing business needs.

Three senior officer roles were introduced, each with a distinct area of responsibility: overseeing our fee-for-service relationships; managing employee training, development and service level performance; and looking after the Contact Centre's day-to-day operations.

Two additional team members were recruited to focus on answering calls, helping reduce wait times and improve service levels. This has also enabled more experienced employees to focus on complex enquiries and service cases. A new customer service and business administration role was established to identify service gaps, analyse data and support ongoing improvements to processes, compliance and service quality.

More frequent team briefings have also strengthened information sharing and communication across the team. Together, these changes have improved call answer times, productivity and consistency, enabling the team to respond to tenants and clients more efficiently.

Evolve Housing also added Unity4 as another after-hours provider alongside Well Done. While the partnership is still in its early stages, Unity4's tailored service is supporting more consistent and informed responses outside business hours. This is strengthening the experiences for clients and tenants whenever they contact Evolve Housing, day or night.

In the coming year, the Contact Centre will focus on technology enhancements, including an interactive voice response pilot to triage common repairs and automatically create service cases. Evolve Housing will also explore the use of AI tools to summarise calls and identify follow-up actions. These initiatives aim to reduce call handling times, improve consistency of responses and further strengthen the client experience.




Merrylands (NSW)

Partnership with local councils

Through two partnerships formed in FY 2025 – 26, Evolve Housing manages properties owned by Cumberland City Council and Waverley Council in NSW. Both councils have designated these properties specifically for senior community members over the age of 55 in need of housing and support to maintain their tenancy.

Evolve Housing worked closely with Cumberland City Council to improve the quality of their portfolio, managing a capital works program to upgrade flooring, roofing and external areas. Our team also streamlined the repairs and maintenance process to address delays in vacant property turnaround times and strengthened financial reporting and portfolio oversight for arrears management and performance reporting.

Together with Waverley Council, Evolve Housing reviewed and updated the allocation and vacancy processes to improve turnaround times and minimise vacancies. Evolve Housing also provided input on the council's revised Affordable Housing Tenancy Framework and rent-setting arrangements to ensure its properties remained affordable and accessible for older people. Partnerships with local councils continue to be an effective way for Evolve Housing to diversify its housing portfolio and provide affordable housing programs in local communities.

Partnerships with local councils continue to be an effective way for Evolve Housing to diversify its housing portfolio and provide affordable housing programs in local communities.



Sunshine North (VIC)



Bacchus Marsh (VIC)

Evolve Housing Victoria

Growing our presence and impact in Victoria

Evolve Housing continued to strengthen its presence in Victoria during FY 2025–26, with new developments, new strategic partnerships with developers and expansion of our local operational capability. Strong renter outcomes, reflected in the Tenant Satisfaction Survey, also demonstrated our commitment to delivering quality services and supporting thriving communities.

Evolve Housing's first two projects delivered under the HAFF program came on board in Victoria during the year. The Sunshine North and Rosanna developments projects provide high-quality social and affordable housing within well-connected community settings. Evolve Housing now manages 419 social housing properties across Victoria.

Evolve Housing leased 35 social housing homes in Sunshine North and 30 in Rosanna, while EchoRealty leased 50 affordable homes and 15 affordable homes in the same locations respectively. Both developments reached full occupancy within around four weeks of handover, with Evolve Housing supporting the new renters to settle into their homes.

During the year, Evolve Housing also expanded its partnership with BlueCHP, taking over the management of an additional 95 rooms under Round 2 of the Victorian Government's Mental Health Supported Housing program. We worked closely with Victoria Health, Homes Victoria and local mental health service providers to identify eligible renters and support them to move into the homes and sustain their tenancy. Together with the properties allocated in Round 1, Evolve Housing now manages 176 tenancies in this program on behalf of BlueCHP.

As demand for quality housing continues to exceed supply, we will look for more opportunities to expand our portfolio.

Under the Mental Health Supported Housing program, Evolve Housing Victoria (EHVL) work closely with expert support services across Victoria including Goulburn Valley Health, Western Health, Northern Health and Royal Melbourne Health to ensure renters are provided with adequate and tailored support as part of moving to independent living under this program. Regular meetings with these partners provided opportunities to discuss emerging challenges, coordinate support and share positive outcomes for renters.

Our team continued to work collaboratively with Homes Victoria to support its housing objectives and strengthen our reputation as a trusted community housing provider in Victoria. At our annual partnership meeting, Homes Victoria representatives provided positive feedback on Evolve Housing's services and practices.

To support future growth and ensure we have the expertise to support our renter communities in Victoria, we expanded our local team by appointing an additional Housing Manager. This improved service delivery and contributed to a reduction in rental arrears. The team held the second Victorian planning day and brought together employees from across the organisation to reinforce our shared vision, strengthen collaboration and align our Victorian activities with Evolve Housing's strategic priorities and growth objectives.

In the coming year, Evolve Housing will continue to expand its presence in Victoria, with additional social housing properties coming on board through HAFF and partnerships with BlueCHP and other organisations. As demand for quality housing continues to exceed supply, we will look for more opportunities to expand our portfolio, strengthen communities and improve outcomes for individuals and families in need of a safe and secure home.

Looking ahead

Looking ahead, Evolve Housing will continue to strengthen client service by listening to residents, using feedback and data to guide improvements, and investing in the systems, partnerships and programs that support long-term housing stability. As our portfolio grows across NSW and Victoria, we will remain focused on delivering responsive services, maintaining quality homes and creating stronger, more connected communities.

GOAL 02

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 provide sustainable outcomes for clients with complex needs.	Ensure the Support Unit team delivers a holistic, strength-based and trauma informed service to better support residents with complex needs.	100% of clients requesting assistance are offered and/ or referred to appropriate services for support.	**Achieved** **All residents requesting support were offered assistance through the Support Pathways Program. Where immediate allocation to a case manager was unavailable, residents continued to receive interim support through regular contact, needs assessment and referral coordination. During FY 2025 - 26, the program received 295 referrals, providing tailored support across tenancy sustainment, housing stability, mental health and wellbeing, domestic and family violence, life skills development and referrals to specialist services.** **The Support Unit continued to deliver holistic, trauma informed support to residents with complex needs, with 70% of Personal Support Plan goals mostly or fully achieved within six months. This reflects positive outcomes in helping residents sustain their tenancies, build independence and improve wellbeing.**
We deliver services to address the diverse needs of our clients	Our commitment to First Nations peoples is evidenced in the work we do.	Implement our Reconciliation Action Plan (RAP)	95% compliance with set targets in RAP.	**Achieved** **Achieved 100% compliance against all applicable RAP targets.** **Evolve Housing continued to demonstrate its commitment to reconciliation through initiatives that strengthened relationships with First Nations peoples, increased cultural awareness and capability, and promoted greater inclusion across the organisation. Progress against RAP commitments supported the incorporation of First Nations perspectives into service delivery, engagement and organisational decision-making, reinforcing Evolve Housing's commitment to delivering culturally responsive services that meet the diverse needs of residents and communities.**

Objective	What does success look like?	Key actions	Success measure	Status
We deliver client centred, quality property and tenancy management	Our maintenance plans and practices are contemporary and deliver timely results.	Review maintenance delivery plans and practices in response to best practice and tenant feedback.	>75% tenant satisfaction with condition of home.	**Achieved** **Satisfaction with the condition of homes exceeded the 75% target across all portfolios, achieving 81% in Evolve Housing NSW, 88% in EchoRealty NSW, 93% in Evolve Housing Victoria and 97% in EchoRealty Victoria. These strong results demonstrate Evolve Housing Group's ongoing commitment to providing safe, well-maintained and fit-for-purpose homes that meet resident needs and support positive tenancy outcomes.**
We deliver client centred, quality property and tenancy management	We deliver best practice tenancy management.	Understand, implement and exceed regulatory and industry service delivery standards.	>75% tenant satisfaction overall with services provided.	**Achieved** **Tenant satisfaction with overall services exceeded the 75% target across all portfolios, achieving 82% in Evolve Housing NSW, 89% in EchoRealty NSW, 84% in Evolve Housing Victoria and 96% in EchoRealty Victoria. These strong results reflect Evolve Housing Group's commitment to delivering high-quality, resident-centred housing and tenancy services that are responsive to resident needs. The outcomes demonstrate continued confidence in service delivery and indicate that residents generally view services as professional, accessible and effective in supporting positive housing outcomes.**

Case Study

Martin's journey to independence

For Martin, moving into a brand-new home marked the beginning of a more independent chapter of his life.

Martin grew up in Blacktown and later lived with his parents in Windsor, NSW. Wanting greater independence, he moved out of the family home. The transition was difficult, and Martin found himself in shared accommodation in March 2021.

Over a year later in April 2022, Martin received a call from Evolve Housing offering him a pathway into secure housing in the Penrith LGA. With the support of our Support Pathways team, he was able to settle into a home of his own.

"Thank you Evolve Housing, for helping me find a house and for supporting me," Martin said.

Martin was aware that he was living with a disability but was unsure of the specific nature of his needs and was experiencing ongoing difficulties with daily functioning. His Evolve Housing case manager worked with him to understand the assistance he needed and connected him with the NDIS, where it was discovered that he has an intellectual disability. Through the NDIS and other support services, Martin now receives help with practical tasks such as cleaning, maintaining his home and accessing essentials, as well as opportunities to take part in activities and meet new people.

At home, cooking has become an important part of Martin's routine. His passion for cooking has seen him learn new recipes, which he hopes to one day share with other Evolve Housing residents. He also enjoys bike riding, going for walks and collecting model Volkswagen cars.

"This support helped me and changed my way of living. I had support from others around me," he said.

Having the right support in place has also encouraged Martin to become more involved in his community. Through Evolve Housing events and programs, including the Vivid cruise and art therapy program, he has made friends, tried new activities and built new connections.

For Martin, secure housing and personalised support have provided the stability he needed to move forward. Today, he feels happy, comfortable and supported in his home.

"I finally reached my goal of being independent and I feel better about the future," he said.

His advice to others who may be facing a difficult time is simple: "There is help out there if you need it."

Watch Martin's story



Pictured: Martin, Evolve Housing tenant

This support helped me and changed my way of living. I had support from others around me.

- Martin, Evolve Housing tenant

05

Improving lives and strengthening communities









At Evolve Housing, we believe that stable, well-maintained housing in supportive and inclusive communities is the vital step towards building positive lives.

Our priority is to enable people to live in safe, cohesive communities, where they feel connected and supported. By linking people to specialist support, services, local activities and programs, we help strengthen their wellbeing, independence and housing stability.

For people in housing stress, secure, stable housing may be impacted by other aspects of their lives, such as their financial, health or employment situation. Evolve Housing provides support, financial grants, and capacity building programs to help residents overcome social and economic challenges, be active members of their community and achieve positive life outcomes. We also facilitate activities and connections to build thriving and supportive communities.

Sustaining residents through early intervention

With the number of residents with complex needs increasing, Evolve Housing continued to strengthen its early intervention approach, identifying emerging risks for tenants and connecting them with assistance before issues escalated. More proactive use of resident information and reporting enabled teams to recognise potential risks earlier and provide more timely and targeted support.

The Tenancies at Risk Panel (TARP) is a unique early intervention model developed in-house by Evolve Housing. It uses a person-centred, holistic approach to provide individualised support to residents whose tenancies are at risk, helping prevent avoidable evictions. The model relies on strong collaboration and shared accountability across Housing Managers, the Rent Review team, Debt Recovery, the Community Engagement team, Governance and Legal, Property Services and Support Pathways to gain a shared understanding of residents' circumstances. Each team contributes to a support plan in line with their roles and responsibilities and is committed to ensuring residents at risk of losing their tenancy receive the support they need to sustain it.

This year, the TARP supported more than 200 residents whose tenancies were at risk due to rental arrears, lack of property care and anti-social behaviour associated with complex support needs.

During the year, Evolve Housing presented on the TARP at several sector conferences, sharing the model with other community housing providers and highlighting how the collaborative approach supports vulnerable tenants to maintain stable housing.

Our priority is to enable people to live in safe, cohesive communities, where they feel connected and supported.



Support Pathways Program

At Evolve Housing, we do everything we can to support our residents to sustain their tenancy and enjoy productive, positive lives. A stable home provides an important foundation for wellbeing and independence. We understand some residents may need additional assistance to maintain their tenancy and manage challenges affecting their housing.

Evolve Housing's Support Pathways Program provides intensive, tailored support to residents whose tenancy may be at risk. Most referrals come from Evolve Housing's Housing Managers and other employees including through our TARP, with external referrals also received from the community such as from NSW Police or other community services. Residents can also self-refer to the program if they would like support with maintaining their tenancy and accessing relevant services.

Case managers work with residents to develop a support plan tailored to their needs and goals.

Residents are connected to appropriate support to help them stabilise their housing and have the best chance at improving their lives. Assistance may include support with education, employment, property care, financial assistance, mental health, alcohol and other drug issues, domestic and family violence, legal matters and access to government programs and services such as My Aged Care and the NDIS.

Depending on the resident's circumstances, case managers aim to connect with residents at least weekly, including meeting with them in person every two weeks. Our support continues until the resident has overcome challenges impacting their lives, achieved their support goals or connected with ongoing support.

In FY 2026 – 27, we will continue to expand the program to ensure more people who live in our properties have the support they need to increase their independence and improve their lives.

FY 2025 – 26 outcomes

295 referrals — **with 192 related to financial, My Aged Care, mental health and/or NDIS support. 30 of these referrals were from EchoRealty.**

82 residents — **supported at any one time, with 270 people supported across the year. This includes 30 affordable housing residents referred by EchoRealty.**

199 residents — **exited the program with positive outcomes.**

Residents are invited to complete a survey when they exit the Support Pathways Program. In FY 2025 – 26, 57 tenants provided feedback. Of these:

- **94%** were satisfied with our support.
- **93%** said they felt safer in the community.
- **89%** were satisfied with the external services Evolve Housing connected them with.
- **89%** said their mental health had improved.
- **87%** said they felt safer at home after receiving support.
- **80%** said their independence had improved.
- **78%** said they felt more confident to go out in the community or try a new activity.
- **64%** said their financial situation had improved.
- **53%** said their physical health had improved as a result of support to attend appointments.

Community engagement

Resident Engagement Strategy

This financial year was the second year of our Resident Engagement Strategy. This important framework sets out how we will improve connections between employees and residents to enhance experiences and outcomes for the people and communities we support. Through the Strategy we aim to improve employee understanding of resident engagement, while also providing guidance on engagement activities and opportunities to increase connections between residents and empower them to have a stronger voice in the way we support them.

The strategy has eight actions across three priority areas:

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

Achievements against the Strategy

In FY 2025 – 26, Evolve Housing met or exceeded all actions outlined in the Strategy. Some of the highlights are detailed below.

- 92% of employees, including Board Members, (146 out of 157) volunteered at one or more resident engagement activity, exceeding the target of 85%. Activities included our Imaginate school holiday program, place-making events, our Money Minded and Commonwealth Rent Assistance workshops, social outings for all ages and end of year festive events.
- All five business units consulted residents on at least one project or issue affecting them and used their feedback to make improvements. For example, the Growth, Governance and Legal team used tenant feedback to improve how Evolve Housing promotes its feedback process to clients and residents. The Marketing team also refined the language and content of the Victorian newsletter based on reader feedback.
- As part of the Resident Engagement Strategy, teams are encouraged to survey tenants about their experiences at our events or programs to help us better shape future activities. We aim to conduct at least four surveys or evaluations with a completion rate of 30% each year. In FY 2025 – 26, we ran six surveys with four achieving a completion rate of 30% or above. These included asking participants in our Women's Coffee Clubs for suggestions of guest speakers and gathering feedback from attendees at our Christmas event about what they liked or disliked about the celebration.
- During the year, we conducted three in-person workshops with residents from our Phillip Street development and two workshops with participants in our Women's Coffee Clubs. These workshops enabled employees to have in-depth conversations with residents to gather feedback and brainstorm ideas together.
- Ten meetings were held with our Resident Advisory Group (RAG), and five meetings were held the Maintenance Advisory Group (MAG), meeting targets set in the Strategy.
- Following feedback from our residents, we launched a new men's group as a way for male tenants to connect in a safe, supportive and inclusive setting.

All five business units consulted residents on at least one project or issue affecting them and used their feedback to make improvements.

Community engagement with our NSW residents

Our Community Engagement team facilitates programs, activities, groups and events to promote connection between residents and support thriving communities. Some activities are targeted at specific cohorts of tenants or communities, while others are offered across our entire resident population.



6 community roadshows with **89** attendees

Community Roadshows

During the year, the Community Engagement team hosted six community roadshows events with 89 attendees in North Ryde, Guildford, Gladesville, West Ryde and Westmead. With communities identified by our Housing Managers and Team Leaders, these pop-up events are an opportunity to informally share information from Evolve Housing and connect residents with different parts of the business. Residents are invited to participate in a fun engagement activity and enjoy food during the event. The roadshow for our West Ryde community was a particular highlight, with 22 tenants attending. Evolve Housing executives as well as representatives from our external contractors were on hand to talk with residents, who also enjoyed participating in a terrarium making workshop.



104+

women attended our Women's Coffee Clubs

Women's Coffee Clubs

We now run two Women's Coffee Clubs where female residents come together to connect, make friends, share experiences, learn and share skills and link to local community services. Our long running South West Sydney group meets bi-monthly in Bankstown and has around 40 members. Due to the success of this coffee club, in August 2025, we commenced a new group for women living in Western Sydney. Based in Parramatta, this club meets bi-monthly and has grown to 34 current members. The meetings provide opportunities for Evolve Housing to share information about free local events and other community services relevant to residents. In addition, women living in the same blocks have re-connected through the groups, forming new friendships. This year, highlights included knitting, flower bouquet making and chair yoga workshops, some which were run by residents, employees and external facilitators.

Imaginate school holiday program

For our residents with school-aged children, we offer free activities and outings so children, parents and carers can spend time together while having fun or learning a new skill. Ideas for activities come from consultations with families and children. In FY 2025–26, activities included an outing to Flip Out, a NAIDOC week tour, rock climbing, a visit to Aquatopia, ice skating and arts and crafts. A highlight was Imaginate: Bikes and Brakes, a learn-to-cycle workshop run in partnership with Revolve Recycling with support from our maintenance contractor, Willowdene Constructions. During this workshop, children learnt cycling skills, safety and maintenance. Revolve Recycling facilitated the workshop, providing bikes for the children to ride, as well as completing bike repairs for tenants who brought along their own bikes. We are also grateful to Willowdene, who donated 30 helmets to children participating in the workshop.



189

children and 98 parents and carers attended Imaginate activities



Social outings

To reduce social isolation and support residents to connect with each other, we organise special outings that cater to different ages and interests, guided by residents' feedback. Three outings were offered to our senior residents including lunch by the beach in Cronulla, a trip to the NSW Seniors Comedy Show and an outing to the NSW Premier's Gala. Our most popular event for residents of all ages was our annual outing to Vivid Sydney. This year, we hosted an evening cruise and dinner for 15 children and 48 adults.

For tenants who volunteered their time for initiatives such as our Resident Advisory Group, Maintenance Advisory Group, Communal Caretakers program and Friendship Aged Network, we hosted an appreciation and thank you lunch during National Volunteers Week in May 2026. 24 volunteers accepted our invitation to join Evolve Housing representatives at our office.

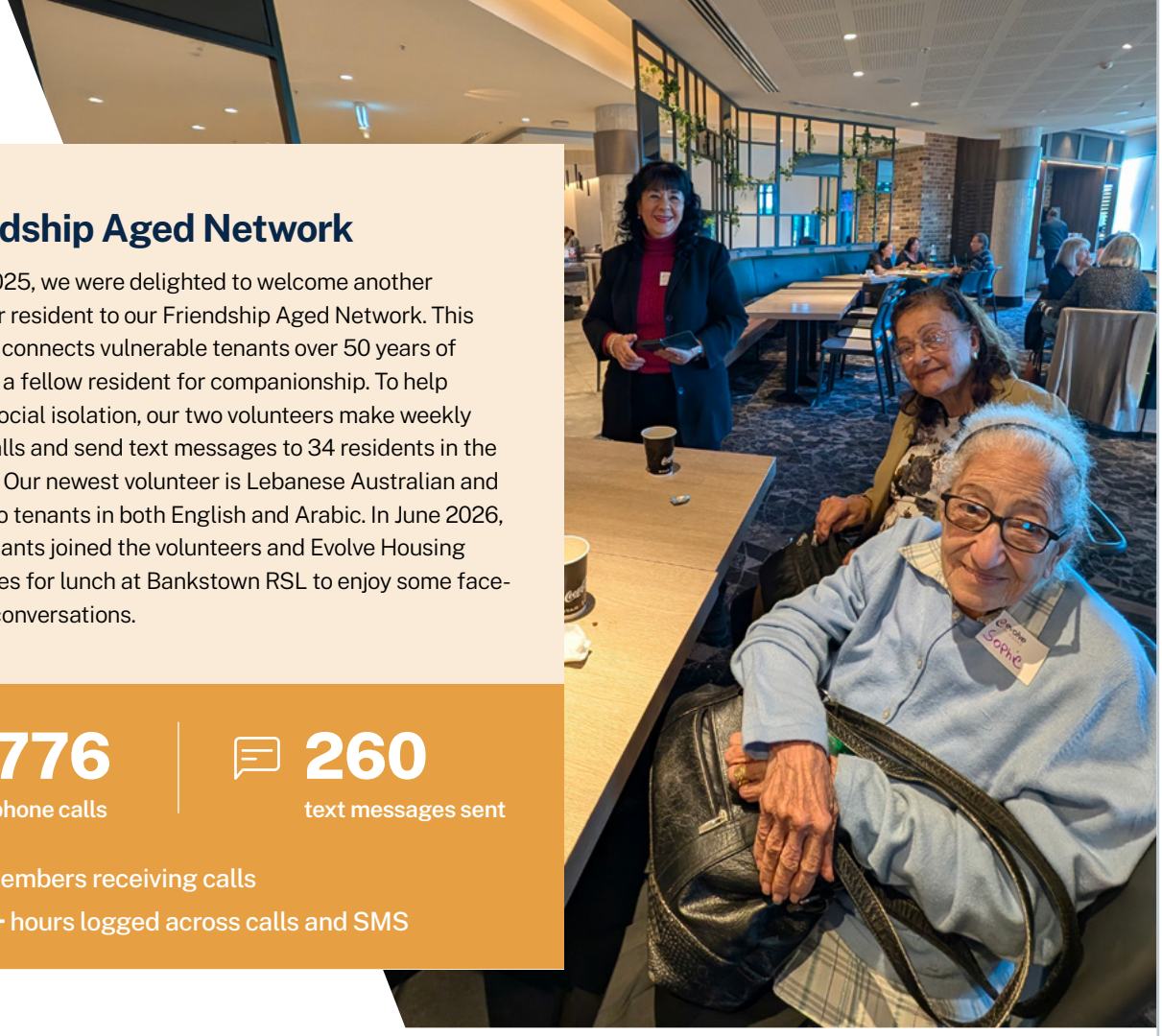
106
residents participated in social outings



7
tenants attended our Men's Den fishing day

Men's Den

During FY 2025–26 we commenced a new men's group as a way for male tenants to connect in a safe, supportive and inclusive setting. Still in the early stages of development, Evolve Housing organised a fishing day in Kurnell for interested tenants. We have since called for feedback from male residents on other activities that may be of interest to them. The first formal meeting of the Men's Den was held in July 2026 and we hope to grow this group over the coming year.



Friendship Aged Network

In July 2025, we were delighted to welcome another volunteer resident to our Friendship Aged Network. This initiative connects vulnerable tenants over 50 years of age with a fellow resident for companionship. To help reduce social isolation, our two volunteers make weekly phone calls and send text messages to 34 residents in the network. Our newest volunteer is Lebanese Australian and speaks to tenants in both English and Arabic. In June 2026, eight tenants joined the volunteers and Evolve Housing employees for lunch at Bankstown RSL to enjoy some face-to-face conversations.

776
phone calls

260
text messages sent

- **34** members receiving calls
- **500+** hours logged across calls and SMS



Christmas celebration

In early December, we hosted an End of Year Christmas Cheer celebration at Liverpool Catholic Club for adults and seniors from across our communities. The sit-down, buffet style lunch brought together residents for some Christmas cheer, bingo, musical performances and a magician act. Santa also made an appearance giving away lucky door prizes.

In response to feedback from families with children, this year we offered an entertainment gift voucher in lieu of a group social event for this cohort. Families had the choice of receiving a gift card valued at $50 per person for Hoyts Cinemas, Flip Out or Zone Bowling. Up to 400 tenants with children could apply, with 70% of those who registered picking up their vouchers from Evolve Housing representatives. In early 2026, we asked tenants whether they would prefer gifts cards or a Christmas event in December 2026. Most told us they would prefer gift cards because they could choose an activity and time that suited their family.



Financial Assistance Grants

$68,707 in grants awarded to 109 residents in our NSW properties

Our financial assistance grants support residents to pursue educational and sporting opportunities by easing some of the financial burdens associated with these types of activities. Following a review, a revised program was introduced in April 2026. Changes to the guidelines have made the grants more accessible to residents, who are impacted heavily by cost-of-living pressures.

Previous name	New name	Grants awarded	Grant focus
Keep Educating Yourself (KEY) Grants	Tertiary Essentials	23	Assists adults with pursuing TAFE, university or trade courses by helping to cover the costs of tools, uniforms and equipment.
Primary School Help	Primary Essentials	33	Assists residents with children in primary school to cover the cost of school fees, uniforms, stationery and excursions.
High School Help	High School Essentials	39	Assists residents with children in high school to pay for school fees, uniforms, stationery and equipment.
Go! Grants	Active Essentials	14	Helps tenants with school-aged children to cover the cost of fees, equipment and uniforms for sport, dance or cultural activities.

Phillip Street place-based community approach

This year, Evolve Housing implemented a targeted place-based approach at its Phillip Street apartment complex in St Marys to improve tenant wellbeing, strengthen community connection and support a safer, more welcoming environment. The initiative brought together teams from Housing Services, Property Services, Investigations, Support Pathways and Community Engagement to provide a more coordinated onsite response.

With employees visiting the apartment complex an average of three times a week, residents had more opportunities to raise concerns, share priorities and be connected with tailored support. Referrals included employment, health, disability, mental health, family and domestic violence and aged care services.

Community initiatives, including Chill & Chat sessions and a 12-week art therapy program funded through a Penrith City Council grant, helped create positive opportunities for residents to connect with one another and Evolve Housing employees. Practical site improvements, including sharps disposal bins, additional cleaning and a CCTV review, also supported a safer and more welcoming environment.

Outcomes

21 residents took part in community engagement activities

21 residents participated in a community consultation with Evolve Housing

Supporting women and children escaping family and domestic violence

Funded under the NSW Government's Core and Cluster program, Evolve Housing's two refuges in the Guilford and Penrith LGAs, offer on-site supported accommodation for women and children fleeing unsafe housing situations. Delivered through a crisis and transitional accommodation approach, this model provides individual self-contained accommodation within a shared complex, with onsite 24/7 access to support services such as counselling, legal assistance, education and employment support. Evolve Housing proudly delivers these services in partnership with Women's Community Shelters.

In FY 2025 – 26, 320 women and children accessed accommodation and support across the two services. Strong housing outcomes were achieved at both refuges, with 79% of women exiting the Guildford service and 72% exiting the Penrith service and moving into social housing, affordable housing or private rentals accommodation.

As a trusted partner of Women's Community Shelters, we continued to expand this partnership to respond to the increasing demand for housing by women and children escaping family and domestic violence in NSW and Victoria.

Community engagement with our Victoria renters

During FY 2025 - 26, Evolve Housing Victoria increased its engagement with renters at our Ascot Vale and Sunshine North complexes. Guided by our Community Connections and Placemaking Framework, the Community Connections Officer worked with renters to understand their needs and priorities for their communities. Our goal has been to connect with renters, while also providing services and support to help them sustain their tenancies, develop a sense of belonging and live in welcoming, safe and thriving communities. In the coming year, we will expand our community engagement activities to renters moving into our new Rosanna development.

192 people attended our activities



Community Garden

In partnership with Cultivating Communities, the community garden at Ascot Vale has become a thriving space where renters connect over gardening. Each month, between five and 10 renters come together to learn new skills from an external facilitator. As their confidence and skills have grown, the renters have started taking a more active role in maintaining the garden, harvesting and sharing the produce they grow.



Women's Coffee Group

Women renters from Sunshine North and Ascot Vale meet monthly at the Ascot Vale Leisure Centre Café to share experiences, develop friendships and learn about local events and services. One renter is a community representative who shares what is happening at a community or council level. Evolve Housing Managers have attended meetings to get to know the renters and there have been opportunities for the women to attend community events together. Increasing the meet-ups to once a month has helped the women build stronger connections with each other and the Evolve Housing team.

Mums and Bubs group

Young mums from Sunshine North and Ascot Vale have enjoyed meeting up regularly for activities where they can socialise and build connections, while their babies and young ones interact. In response to requests from the mothers for support around interacting with their children, our Community Engagement Officer connected the group to interactive sessions at the local council library. Other activities have included picnics and playtime in local parks and community settings.



KidZonia

Throughout FY 2025–26, our school holiday events were popular among families with school-aged children. Evolve Housing offers one free activity each holiday period, with activities focused on the children having fun and gaining a new skill. This year's program included visiting UrbanSurf to learn water safety, spending a fun afternoon at Bounce Inc, enjoying active play and social connection at Super Park, and exploring wildlife and nature at the Melbourne Zoo. Attendance has continued to grow and both children and parents have formed strong friendships through involvement in the fun activities.



External service providers

We work closely with external service providers to ensure renters have access to the support they need to sustain their tenancies, look after their health and wellbeing and be active community members. Partnerships help us connect renters to tailored supports across a range of areas including financial assistance, mental health, family and domestic violence support, financial literacy and utility set-up. As our presence in Victoria has continued to grow, so too have our relationships with other service providers.

Renter Advisory Group

This newly established group is one of the key ways Evolve Housing involves its Victorian renters in decisions affecting their communities. Following a renter survey, the Renter Advisory Group (RAG) was refreshed with a clearer strategy and stronger renter-led approach. Six renters from Ascot Vale and Sunshine North joined at the start of 2026. To improve engagement, meetings are now held monthly with members taking a greater role in decision-making and agenda setting. Since the refresh, RAG members have been proactively working on a recycling and rubbish initiative that has included improving signage by translating information into multiple languages, facilitating council-led education sessions and developing an educational video on managing rubbish and recycling. RAG members have also heard from Evolve Housing leaders, helping them learn more about the organisation beyond its Victorian operations.





Welcome event at Sunshine North

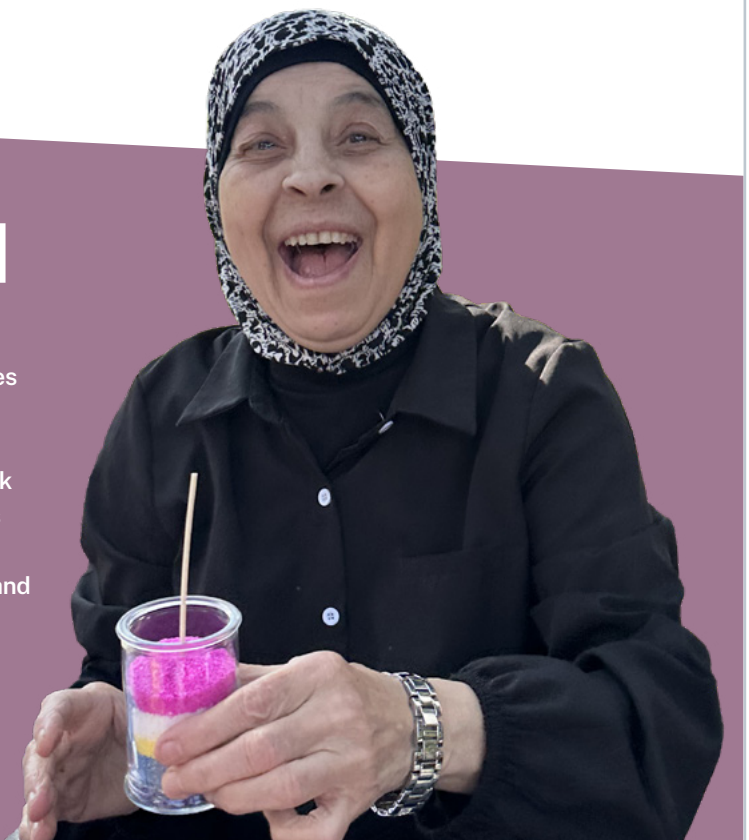
In September 2025, Evolve Housing Victoria partnered with EchoRealty Victoria to host a welcome event for all Sunshine North renters. With fun activities on offer, including tote bag making and lucky door prizes, the event was a great opportunity for renters to meet one another and our employees in a relaxed environment. As part of the event, renters named the complex's communal space "Sunshine Community Connections Room". Evolve Housing has been working with renters and Urban Art Australia to design a mural for the communal room, with installation planned for September 2026.

Ascot Vale Community Barbecue

In April 2026, our Victorian renters were invited to provide feedback as part of our Tenant Satisfaction Survey for the first time. To encourage and assist renters with completing the survey, we hosted a community barbeque at Ascot Vale. Employees were on hand to help people answer the survey questions. More than 20 renters enjoyed the barbecue and candle-making activity, while completing the survey.

Looking ahead

In the coming year, we will continue to increase renter engagement by creating more opportunities for people to connect, build skills and shape activities in their communities. With the new Rosanna development fully occupied, we will work with our renters to establish groups and activities that reflect their interests and needs, while continuing to strengthen support for individuals and families across our Victorian communities.



Case Study

A stable home and a renewed dream

When Lily first applied for housing support, she was navigating one of the most difficult periods of her life.



Her son, Josh, was only 19 months old, and Lily had recently lost her partner after a serious illness. At a time when everything felt uncertain, she was looking for stability, structure and a safe place to raise her young son.

After six years of moving between different homes and living arrangements, Lily was offered a home from Evolve Housing, giving her and Josh the stability they needed to settle, grow and plan for the future.

Now 53, Lily has been with Evolve Housing for more than eight years and has reconnected with her passion and interest of becoming a chef. With Evolve Housing's grant support, Lily was able to buy a uniform and laptop to continue her Certificate III in Commercial Cookery through TAFE. Due to complete the course at the end of 2027, Lily explained that the support has helped her recognise what she can achieve.

"The support has helped me realise I am able to get where I am trying to get to. I can achieve more, and I'm looking forward to the next direction," Lily said.

Lily currently works as a kitchen hand and catering assistant through a hospitality agency, where she has developed strong industry connections and built a reputation for reliable, high-quality work. Some clients request her by name and book her months in advance, something that has helped her feel recognised and valued in her work. For Lily, each connection and opportunity has helped move her closer to the future she has dreamed of.

Beyond housing and employment support, Lily has been an active member of Evolve Housing's community programs and events. She was part of the Resident Advisory Group (RAG) for two years and contributed to the food support directory, attended our Annual Resident Meetings (ARM) and took part in activities with Josh, including our school holiday Imaginate program and end-of-year Christmas celebrations.

These experiences helped Lily and Josh, who is now in year 10, connect with other residents and access activities that may otherwise have been out of reach. As Josh was growing up, Lily says her focus was on creating opportunities for him, helping him build confidence and enjoy new experiences. Inspired by his mother and grateful for Evolve Housing's support, Josh hopes to one day become a carpenter.

Today, Lily is proud of the progress she has made and the example she is setting for her son. With stable housing, study underway and meaningful work in an industry she enjoys, Lily is focused on continuing to build her independence and future career.

Her message to other residents is to keep moving towards their goals and to seek support when they need it.

"Never give up on your dreams," Lily said.



Pictured: Lily, Evolve Housing tenant

The support has helped me realise I am able to get where I am trying to get to. I can achieve more, and I'm looking forward to the next direction.

- Lily, Evolve Housing tenant

GOAL 03

Improving lives and strengthening communities

Objective	What does success look like?	Key actions	Success measure	Status
Our clients receive the support they need	We help clients improve their wellbeing (health, education and employment).	Extend our support services outside of existing locations and target groups.	Support services reviewed and extended (locations and target groups) as appropriate.	**Achieved** **Support services were reviewed and adapted throughout FY 2025 - 26 to meet and respond to resident needs, tenancy risks and organisational priorities. The Tenancy at Risk Panel (TARP) was expanded to Victoria, supporting early intervention for 49 tenancies experiencing complex issues. Support Pathways remained a key service, receiving 295 referrals throughout the year and providing tailored tenancy sustainment, wellbeing and capacity building support to residents. The Support Unit also delivered trauma-informed support, with 70% of Personal Support Plan goals mostly or fully achieved within six months. Together, these initiatives strengthened tenancy sustainment and resident outcomes.**
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.	>35% resident response rate in annual tenant satisfaction survey.	**Achieved** **Resident satisfaction survey response rates exceeded the target of 35% across all portfolios, with response rates of 46% for Evolve Housing NSW, 39% for EchoRealty NSW, 45% for Evolve Housing VIC and 63% for EchoRealty VIC.** **These results also exceeded the National Regulatory System for Community Housing (NRSCH) minimum response rate threshold of 25% and the Community Housing Industry Association (CHIA) benchmark of 35%. The strong participation rates demonstrate Evolve Housing Group's commitment to resident engagement and provide a robust evidence base to inform service improvements, operational planning and organisational decision-making. Resident feedback continues to play an important role in shaping services and ensuring they remain responsive to resident needs.**

Objective	What does success look like?	Key actions	Success measure	Status
We listen to our clients	Our clients are engaged in the shaping of our services and programs.	Evaluate and refresh our Resident Engagement Strategy.	Resident Engagement Strategy reviewed and updated every four years.	**Achieved** **The Resident Engagement Strategy continued to guide resident participation, consultation and engagement activities throughout FY 2025 - 26. Evolve Housing provided a range of opportunities for residents to contribute feedback and help shape service delivery through resident surveys, the Resident Advisory Group (RAG), the Maintenance Advisory Group (MAG) and community engagement activities.** **During FY 2025 - 26, these activities generated 1,166 resident engagements, including 898 adults and 268 children, demonstrating strong participation across programs, events and consultation opportunities. The strategy remained aligned with organisational priorities and continued to support meaningful engagement, service improvement and positive resident outcomes.**

06

Sustaining organisational excellence



As Evolve Housing embarks on the most significant growth phase in our history, ensuring the strength of our systems, governance and technology platforms is critically important. These foundations enable us to grow sustainably, respond effectively to change, manage growing risk and empower our people to work efficiently and creatively. This chapter outlines the work our Information Communication Technology (ICT), Project Management Office (PMO) and Growth, Governance and Legal (GGAL) teams have done this financial year to sustain and strengthen Evolve Housing's organisational excellence.

ICT

In FY 2025 – 26 we made significant progress on our digital transformation agenda. This is critical to making Evolve Housing more resilient and better placed to manage the significant growth expected in the next few years. Leveraging the latest digital solutions is key to empowering our people to work more efficiently, improving the experience of our tenants and managing risk across our organisation.

Cybersecurity

The ICT team engaged in several activities this year to improve Evolve Housing's cybersecurity posture. This included a thorough review of all our digital platforms to identify potential cybersecurity threats as well as the development of a new governance framework to deal with the risk of data leakage. To increase awareness of cybersecurity issues across the organisation, we engaged FTI Consulting to conduct training for our entire workforce on how to identify and respond to cyber threats. We also ran multiple phishing campaigns to improve education on this critical issue.

To demonstrate our commitment to cybersecurity best practice, we began the process of completing Essential 8 accreditation. Created by the Australian Signals Directorate, Essential 8 is designed for companies of our size to measure our response to cyber threats. We are currently working through the final stages of the accreditation process with our external partners.

Integrating data storage and reporting platforms

In FY 2025 – 26, the ICT team began merging and integrating our two primary platforms (TechOne and ServiceNow) onto Microsoft Fabric. Bringing these two data sets together on the same platform will deliver significant benefits across the business. Reporting will become much simpler and more efficient, and the insights and business intelligence delivered by the new platform will provide a more cohesive picture of how the organisation is tracking, and where we are headed.



Leveraging the latest digital solutions is key to empowering our people to work more efficiently, improving the experience of our tenants and managing risk across our organisation.

Artificial Intelligence (AI)

AI was another key focus area for the ICT team this year with Evolve Housing selecting Microsoft Copilot as the best-placed AI platform to protect and enhance our business intelligence and growth. Existing within our current technical infrastructure environment, Copilot limits the risk of tenant and organisational data being exposed to the public.

In FY 2025 – 26 we commenced a range of initiatives exploring how Copilot could best be used to uplift efficiencies and productivity across the business. This included an initial cohort of 36 team members receiving a premium Copilot subscription and training. Lessons emerging from this pilot included how Copilot could be used to improve scheduling and allow frontline workers to spend more face-to-face time with tenants. More than 50% of our workforce have now received Copilot training. We are currently exploring how AI might be used to reduce wait times and increase tenant satisfaction on our Genesys Contact Centre Phone System.

Hardware refresh

In FY 2025 – 26, we undertook the most comprehensive refresh of digital hardware in Evolve Housing's history. This included providing new laptops to around 50% of our workforce as well as many new screens and mobile devices. By improving user experience, this new equipment will allow our people to work smarter and more efficiently, with less time lost to faulty or inefficient technology.

New employee portal

A key achievement for the ICT team this year was the rollout of a new Employee Service Centre Portal on the ServiceNow platform. The portal will save valuable time by allowing team members to more easily log and monitor requests for ICT support. Together with our decision to bring more day-to-day ICT functions in-house, this will ensure faster response times and result in fewer hours lost to unresolved problems.

Looking ahead

As we turn our attention to next year, the ICT team will be focused on maximising the potential of new platforms and technology for the organisation. This includes exploring how to get the best out of the business intelligence, analytics, data and information provided through Microsoft Fabric. It will also include further investigations of how AI can drive efficiencies across the business.

Cybersecurity and data protection will continue to a key focus area in the year ahead with initiatives already underway to clean and wrap additional layers of security around our data. This includes a project to cull and protect links to sensitive information shared in emails.

Other key projects for FY 2026 – 27 include ramping up in the use of SharePoint for file-sharing and collaboration across the organisation and the rollout of a new email archive system.



Project Management Office

Evolve Housing's Project Management Office (PMO) supports the delivery of complex, organisation-wide initiatives that help ensure we achieve our purpose of enabling more people in need to live in quality homes in thriving and inclusive communities.

During FY 2025 – 26, the PMO focused on embedding consistent governance, reporting and project management processes across the organisation. This included formalising a suite of project management frameworks and tools to build capability across the business and support individual teams to better manage all aspects of their projects. This work covered areas including project governance, status reporting, risk and issue management, financial tracking, project requirements, testing, approvals and implementation readiness. The team established steering committees and working groups to support clearer accountability and informed decision-making for projects and worked with senior leaders to build individual skills in project prioritisation and resource allocation. Together, these improvements supported a more structured, consistent, sustainable and effective approach to delivering change across the organisation.

To meet the growing scale and complexity of Evolve Housing's projects, the PMO expanded its specialist capability during the year. The team welcomed a solution architect to provide internal guidance on system design and integration, along with two business analysts to support major projects. This strengthened Evolve Housing's in-house expertise and reduced its reliance on external vendors.

In addition to building organisation-wide capability, the PMO provided oversight, governance and delivery support for major projects including the delivery of the ServiceNow digital transformation, data governance, cybersecurity and new enterprise systems.

In the coming year, the PMO will continue to oversee delivery of critical organisation-wide projects. We will also expand our internal capability to support key focus areas including change management, SharePoint integration and reporting expertise.

Growth, Governance and Legal (GGAL)

HAFF projects

FY 2025 – 26 was another busy one in the GGAL team. While the previous financial year was primarily about setting up the business to deliver 10 new HAFF projects, this year the focus shifted to drafting, signing and finalising contracts to enable Evolve Housing to purchase these properties on their completion, supported by funding from Housing Australia and in some cases, other state governments. Additional Special Purpose Vehicles (SPVs) were also established over this period to cater for the additional HAFF projects. This significant and complex body of work has involved close collaboration between the GGAL team and all areas of the business. Its success is reflected in the fact that all these projects have now entered the construction phase and remain on budget and on track to be delivered by June 2029.

Policy review

In FY 2025 – 26, a thorough review of Evolve Housing's policies was completed to bring them into line with business growth and requirements under new legislation. The GGAL team reviewed 287 governance, board management and procedure documents under this project, resulting in a raft of new, streamlined and updated policies which are all now available on the Evolve Housing intranet.

Data governance, privacy, complaints, cybersecurity and AI were all key areas of focus for policy development under the review process. By December 2026, over 200 additional procedures, forms and templates will be made available, providing employees with easy access.

Complaints and appeals

The GGAL team continued to work towards improving and streamlining our complaints and appeals processes to create better outcomes for tenants. This involved the development of a new formal complaints and appeals brochure to provide simpler, easier-to-access information for tenants. Content on these processes was also refreshed on the Evolve Housing website and numerous changes were made to the ServiceNow complaints digital platform to better capture and document tenant complaints.

Privacy

The GGAL team undertook significant work in the privacy space in response to legislative changes and increased scrutiny by the Office of the Australian Information Commissioner (OAIC) on privacy policies and compliance with the Australian Privacy Principles (APPs). Evolve Housing's Privacy Policy was reviewed and updated, with the GGAL team also supporting the uplift of Evolve Housing's privacy framework through updates to the Personal Information Request Procedure. Privacy training and awareness materials were also reviewed and updated.

This year the focus shifted to drafting, signing and finalising contracts to enable Evolve Housing to purchase these properties on their completion, supported by funding from Housing Australia and in some cases, other state governments.

Intranet

A new GGAL intranet site was set up to provide employees with better access to complaints, appeals and investigations, privacy, governance, legal, policy and risk resources.

Investigations

During FY 2025 – 26, Evolve Housing's Investigations function played an important role in supporting community wellbeing, resident safety and organisational accountability. The team provided specialist support across a range of complex tenancy matters, helping ensure decisions were informed, consistent and procedurally fair while promoting positive outcomes for residents and communities.

The function supported Housing Services policy, employee training, risk reduction and improvement efforts across the organisation.

Training was given on investigations and anti-social behaviour, aiding Evolve Housing's commitment to safe, responsive, resident-focused services and handling of challenges in a growing portfolio.

Modern Slavery

The GGAL team continued to strengthen Evolve Housing's framework for preventing modern slavery in our supply chains this year. A Modern Slavery Questionnaire was developed by GGAL for the Finance team to send to new and existing suppliers. Attestations were also obtained from the Group Executive Team confirming their divisions' compliance with the Modern Slavery Policy and their ongoing commitment to identifying, preventing and responding to modern slavery risks. We also strengthened Evolve Housing's rights under our precedent contracts, allowing us to now terminate contracts where we identify modern slavery practices by the contracting party or in their supply chain.

Governance activities

This year the GGAL team made significant improvements to our Conflict of Interest and Gifts and Benefits declaration procedures, moving from a paper-based process to a centralised electronic register. As a rapidly growing organisation, this is an important component of good governance.

A project to review and improve the Evolve Housing contract database commenced this year with a view to improving efficiency, streamlining the process and maintaining complete and accurate contract data. A key outcome of this project will be merging two parallel contracts.

Risk Management

With the rapid growth of Evolve Housing over the past 12 months the continued need to identify, manage and mitigate risk remains high. The GGAL team has bolstered risk management across the organisation in three ways over this period.

In FY 2025 – 26 we implemented a new Enterprise Risk and Audit Management platform within our existing Diligent platform. This is an important step towards improving our maturity in risk and audit process management, reporting and analysis.

In addition to an Enterprise Risk Register, functional risk registers were also added to Evolve Housing's Risk Management Framework, with all Senior Managers trained in this framework.

This year, we tested our Crisis Management Plan in a data breach simulation with third-party support. While improvements were noted, the simulation confirmed Evolve Housing's strong foundation for cyber-attack response.

Audits

A new Internal Audit Framework was developed and approved by the Board. The Framework aligns with the Institute of Internal Auditors (IIA) Three Lines Model, which helps identify structures and processes that best assist the achievement of objectives and facilitate strong governance and risk management.

In FY 2025 – 26, two internal audits were completed:

- **Customer Service Standards audit:** This ensures we have a clear and defined Evolve Housing Group customer service strategy. It also demonstrates that we understand our customer needs, our customer service performance and areas we need to improve as an organisation. This audit resulted in a refreshed Customer Service Framework, Strategy and Charter.
- **NDIS and SDA audit:** As part of maintaining our registration as a SDA provider, Evolve Housing is required to undertake a triennial audit against the NDIS (Provider Registration and Practice Standards) Rules. An internal audit was completed this financial year.

We also conducted two external audits:

- **NDIS Practice Standards SDA:** This was conducted by Intertek SAI Global. Stage 1 was completed in June with zero non-conformances, and Stage 2 was completed at the end of July with one minor non-conformance. The auditors noted that SDA tenant feedback for Evolve Housing was very positive and that tenants felt happy and safe in their homes. Evolve Housing has successfully been recommended for re-registration.
- **Australian Service Excellence Standards (ASES) Accreditation:** ASES is an internationally accredited quality improvement program for community and health services in operation since 2000. As a provider of specialist homelessness services, Evolve Housing is required to maintain ASES accreditation. This provides an independent assessment of our systems, governance, service quality and commitment to continuous improvement. Most importantly, it helps confirm that the foundations we have in place support better outcomes for residents and stronger performance across the organisation. Evolve Housing achieved 100% conformance against the ASES framework, as part of its recent re-accreditation process. This is a significant result and one that reflects the maturity, discipline and care that sit behind the way we operate. The Auditor went on to say that Evolve Housing has become an "exemplar for the sector".

Compliance

Rapid growth over the last year has significantly increased the compliance obligations on Evolve Housing. To increase our capability and capacity in this area, we added a new compliance officer to our team. This helped ensure we met all our compliance reporting obligations, on time and in full across the year.

The GGAL team also created a Regulatory Compliance calendar available to the entire organisation on the intranet. This helps provide company-wide visibility of key reporting dates and enables us to more effectively meet deadlines. We also implemented Microsoft Fabric, a powerful, user-friendly reporting and analytics platform to drive efficiency improvements in regulatory reporting.

This year we launched a new Contractor Work Health and Safety (WHS) Compliance process, which helps ensure our contractors have the right WHS credentials and safeguards in place for a safe work environment and for the protection of our people and clients.

We continued to maintain strong compliance with NRAS requirements. This is critical to our partnership with the Department of Social Services to deliver affordable housing outcomes.

Homes NSW (LAHC) leases

Over the course of FY 2025 – 26, in consultation with Land and Housing Corporation (LAHC), the GGAL team conducted a review of properties leased from LAHC in an effort to ensure leases are current and valid. Renewals and extensions of leases are in progress with LAHC.

Looking ahead

Much of the GGAL team's focus in FY 2026 – 27 will be on finalising contracts that enable Evolve Housing to purchase the HAFF properties currently under construction. We will also continue to look for ways to strengthen governance, risk and policy frameworks to prepare the organisation for continued strong growth in the coming years.

GOAL 04

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 well-being and safety and foster an inclusive and supportive workplace.	>75% of workforce rate organisational culture as inclusive.	**Achieved** **Employee Experience Survey results exceeded the target of 75%, with 89% of employees reporting positive perceptions of diversity and inclusion within the workplace. This strong result reflects Evolve Housing Group's ongoing commitment to fostering an inclusive, supportive and respectful workplace culture, contributing to employee engagement and retention.**
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** **During FY 2025 - 26, Evolve Housing Group strengthened its focus on emissions reduction and energy efficiency across its operations and housing portfolio. Key achievements included our first carbon emissions baseline report, the installation of solar systems across 153 social housing dwellings through the SHEPI program, generation of 488,000 kWh annually of renewable electricity (avoiding an estimated 386 tonnes of CO_2e emissions annually), delivery of 45 new 7-Star NatHERS-rated homes through the HAFF, scoping of the organisation's first Power Purchase Agreement, delivery of energy literacy training to 25 employees and development of a resident Energy Saving Workshop in partnership with the Resident Advisory Group (RAG).**
We understand and act on our environmental responsibility	Our residents and staff understand their impact on the environment and what they can do to minimise this impact.	Expand programs to include environmental education and training opportunities that include residents, clients and employees.	Quarterly workshops conducted with residents.	**Achieved** **During FY 2025 - 26, Evolve Housing Group promoted environmental awareness through ESG updates at RAG meetings and in tenant newsletters. In response to cost-of-living concerns, it co-designed an Energy Saving Workshop with residents and distributed a practical guide with simple, low-cost ways to reduce household energy use and utility costs. These initiatives support more sustainable behaviours and help ease cost-of-living pressures.**

07

Our people

At Evolve Housing, our ability to create positive outcomes for people and communities starts with our own people. With a workforce of 153, we support each individual to have the skills, capability and confidence to be there for the people and communities we serve.



While FY 2024 - 25 focused on establishing the frameworks and structures required to support Evolve Housing's future growth, FY 2025 – 26 was about embedding and operationalising them. The frameworks and structures we introduced in recent years have become central to the way we work, creating a more stable, capable and responsive workforce.

During the year, we increased our workforce, adding capability in change management, data governance and technology to support future growth and organisational transformation. We also continued to expand our Victorian team to strengthen our capacity to deliver a growing portfolio of homes and services across the state. Importantly, our employee voluntary turnover fell to its lowest level since 2022, highlighting that the supportive and inclusive culture we foster is attracting new employees while retaining existing team members.

Performance and succession planning

Our Performance Framework and Talent and Succession Framework work together to set clear expectations, support employee development and prepare our people for future opportunities.

Each employee is expected to participate in an Annual Performance Review. This process evaluates their performance against Role Objectives, Organisational Objectives, Standard Competencies and, for Leaders, an additional two Leadership Competencies.

Managers use the Talent and Succession Framework to calibrate performance across different roles and plan each employee's potential and development needs. Collaborative discussions help managers build a shared understanding of what good performance looks like and how best to support each individual with career development and succession opportunities. The framework uses a nine-box model that measures three levels of performance against three levels of potential.

This financial year, all employees completed their performance review and Talent and Succession evaluation in June, with 88.71% of the workforce meeting or exceeding their performance expectations. Six employees earned promotions and an additional 22 acted in roles with increased responsibilities to grow their skills and further their career prospects. This resulted in 19% of the workforce securing career progression opportunities. A further five employees explored development opportunities through secondments or lateral transfers.

Leadership Program

The Evolve Housing Leadership Program continued to support leaders at all levels, including employees identified as emerging leaders. In its 5th year, the program involved 59 employees, representing 39% of our workforce.

Co-designed by Maximus International, the program comprised three streams tailored to the different stages of leadership. Twenty-five participants were Senior Leaders, including the Group Executive team, eight were Team Leaders and 26 were emerging leaders, including seven employees who joined the emerging stream for the first time in FY 2025 – 26.

Through hands-on masterclasses, 360-degree leadership assessments, coaching and immersions, participants strengthened their leadership capabilities and connected with peers. Sessions aimed to build participants' skills in strategic execution, enterprise thinking, trust-building, succession development and leading through change.

An on-Country experience led by Indigenous cultural practitioner, Peter Swaine, a Dabee Wiradjuri man, brought together all emerging leaders. Themed "Stronger Together", this forum reinforced the importance of connection, shared purpose and collaboration across the organisation.

This program continues to strengthen leadership capability, support employee engagement and retention and build a strong pipeline of future leaders.



Training and development

Evolve Housing provides organisation-wide training to ensure employees are up-to-date on their core competencies, technical skills and mandatory compliance training. We facilitate courses and workshops on a range of topics such as safety, wellbeing, culture, diversity, inclusion and customer service and client-facing skills. In FY 2025 - 26 the following training opportunities were provided:

- **Cybersecurity Awareness**
  To build employee capability to recognise and respond to cyber threats, protect sensitive information, strengthen data security practices and reduce organisational cyber risk.
- **Asbestos Awareness and Waterproofing**
  Technical building and construction training for the Property Maintenance team.
- **Social and Affordable Housing Industry Induction training**
  24 new employees completed this through the Australian Housing Institute, as part of Evolve Housing's standard induction training.
- **Certificate IV in Housing**
  Offered to Assistant Housing Managers, appointed under our succession framework to enable them to achieve an accredited qualification.
- **Continued Professional Development training**
  Team members within EchoRealty completed this to ensure compliance of their Real Estate licences. The team was also trained in using the Property Tree financial system.
- **Microsoft Copilot Chat training**
  Completed by 48% of the workforce to strengthen digital capability and AI literacy. This covered use of Copilot across all Microsoft 365 applications, prompt writing, responsible use of AI and productivity and workflow optimisation, with participants reporting increased confidence and high levels of satisfaction.
- **Embrace AI: Super User Premium Licence Copilot training**
  A further 31 nominated employees completed this 12-week program, facilitated by an AI expert. With live demonstrations, hands-on activities, one-on-one coaching and experiential collaboration workshops, the program covered practical prompt-writing techniques, responsible and safe AI use. This training significantly increased the use of Copilot as a productivity tool, from 46% to 72% over the 12-week period. At the end of the program, participants rated their confidence in using Copilot at 4.09 out of 5.

To ensure employees feel confident supporting vulnerable tenants and clients, we also offered training to help them deal with and respond to complex issues such as mental health, trauma and domestic and family violence.

During FY 2025 - 26, Evolve Housing partnered with the Workplace Mental Health Institute (WMHI) to deliver a suite of mental health programs, including Mental Health Essentials and accredited Mental Health First Aid. Ninety-two employees completed Mental Health Essentials, equipping them with the skills to recognise mental health concerns, respond with empathy, reduce stigma and connect people with appropriate support services.

As our case managers and housing managers increasingly support tenants with complex mental health situations, we provided more in-depth training in responding to suicidal ideation, psychosis and drug and alcohol dependency. This training strengthened the confidence and capability of employees to provide safe and effective support to tenants.

Many employees also completed conflict management and personal safety training with specialist training provider MAYBO. Covering both physical safety and proactive risk awareness, this training taught individuals how to position themselves safely and respectfully in people's homes and how to de-escalate a volatile situation before it reaches crisis point. This has enabled employees to better support tenants experiencing distress while maintaining a safe environment for both themselves and our residents. This training is an important control measure within Evolve Housing's Work Health and Safety framework, helping manage risks associated with potentially hostile or aggressive tenant interactions.

To ensure employees feel confident supporting vulnerable tenants and clients, we also offered training to help them deal with and respond to complex issues such as mental health, trauma and domestic and family violence.





Work Health and Safety

Recognising that safety isn't only physical, Evolve Housing continued to support the wellbeing, health and safety of employees.

The Work Health and Safety (WHS) Committee plays a key role in supporting a safer, healthier and more positive workplace for everyone. The Committee champions employee wellbeing, promotes consultation and drives continuous improvement in workplace health and safety. They meet quarterly to review hazards and incidents and proactively discuss mitigations to reduce risk and ensure an optimally safe and healthy environment for our employees, contractors and visitors. During the year, four new members joined the Committee, replacing members who had reached the end of their 12-month term.

Throughout the year, frontline employees and leaders continued to participate in the Group Reflective Supervision Program, facilitated by WMHI. This provided a safe environment in which to discuss challenges, learn from peers and develop practical coping strategies. Delivered through structured psychosocial support and reflective practice opportunities, the sessions focused on burnout prevention, compassion fatigue, vicarious trauma, resilience, self-care, emotional regulation, effective communication, client case reflection and personal wellbeing. Across all sessions, facilitators consistently reported strong participation, meaningful reflection and positive engagement, supporting Evolve Housing's commitment to employee wellbeing and psychosocial risk management.

During FY 2025 – 26, we also offered a resilience training program, with 90 employees participating. This program provided education and awareness on topics including emotional regulation, managing responses under pressure, coping with complexity and stakeholder pressure, sustainable performance and avoiding burnout, stress management and adaptability and psychological safety and self-care practices. Post training evaluations showed the program was one of our highest-rated wellbeing initiatives.

Twice a year we measure employee wellbeing across four dimensions: social, physical, mental and financial. This helps us to monitor psychosocial risks and support a positive, productive work environment. In our March 2026 survey, 73% of employees rated their wellbeing as 'reasonable' or 'good', while a further 11% rated it as 'exceptional'. In addition, 94% of employees rated their safety as 'good' or 'exceptional'.

Diversity and Inclusion

Evolve Housing's workforce is as diverse as the communities we serve. Our employees are aged from 22 to 65 and over and come from a range of cultural backgrounds. 38% are multilingual, speaking at least one language other than English, strengthening our ability to connect with and support the diverse communities we serve.

We offer flexible working arrangements to cater to the needs of our employees who are parents and/or carers of elderly relatives and family members with a disability. As a disability-friendly workplace, we are passionate about equal opportunity and supporting individuals with a disability. 3% of our employees have a reported disability or impairment.

Our Diversity and Inclusion Strategy provides a cohesive and intentional action plan for how we continue to foster a workplace that is diverse, inclusive, respectful and supportive to all. One way we do this is to host and facilitate events and activities that encourage connection between employees through the sharing of cultural knowledge, practices and history. Through these activities we promote respectful relationships and raise awareness about the diversity of our workforce and the communities we support.

During FY 2025 – 26, we celebrated the following awareness days:

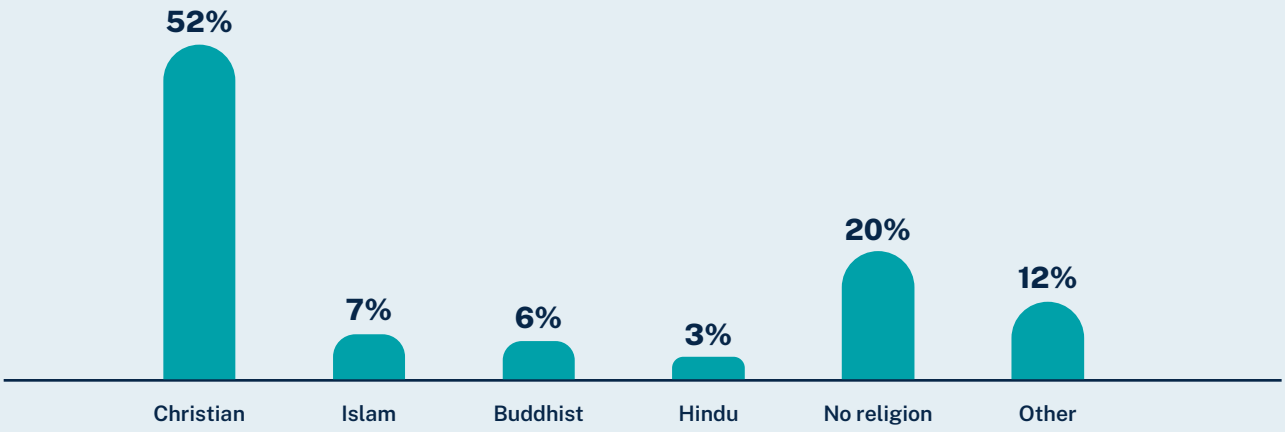
- Lunar New Year
- International Women's Day
- Pride Month
- NAIDOC Week
- R U OK Day (Mental Health)
- Global Diversity Awareness Month
- International Men's Day

A standout event was our International Women's Day celebration featuring two Evolve Housing Board Directors alongside three employees who all shared their own stories of adversity and strength as women in the workforce.

Recognising the cultural diversity of our tenant community, we continued to explore ways to provide more accessible and inclusive support. During the year our Contact Centre called on multilingual employees to support tenants directly in their preferred language, rather than relying on external translation and interpreting services. This created a more natural and engaging experience for tenants. Among those who assisted was Helen, our Rent Review Team Leader, who occasionally supported Vietnamese-speaking tenants who called the Contact Centre.

We recognise and celebrate the diverse faiths and beliefs represented across our workforce by acknowledging significant religious and cultural events throughout the year including Easter, Ramadan and Hanukkah. This helps to foster understanding, respect, belonging and inclusion for all employees.

Employee faith breakdown FY 2025 - 26



Workplace gender equality

Under the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023, Evolve Housing is required to publicly report its gender pay gap data. In the recent reporting period, Evolve Housing's gender pay gap was 22.6%, a modest improvement on the prior year.

We are implementing targeted measures to further reduce this pay gap and strengthen gender equality. Over the next three years, we aim to increase male representation within our workforce by 2% and female representation in management by 2% through recruitment campaigns and social media. Other actions include seeking employee feedback on gender equality through exit surveys and our annual Employee Experience Survey, as well as strengthening policies and practices to prevent sexual harassment. These measures reflect Workplace Gender Equality Agency guidance and are tailored to Evolve Housing's workforce profile. With 153 employees, relatively small changes to our workforce composition can have a meaningful impact on our gender equality outcomes.

Reconciliation Action Plan

This financial year marked the end of our three-year Reflect Reconciliation Action Plan (RAP). Endorsed by Reconciliation Australia in June 2023, the plan represents Evolve Housing's commitment to working collaboratively and respectfully with First Nations people. Guided by commitments within the RAP and advice from the RAP Working Group, reconciliation actions are now embedded in practices and decision-making across Evolve Housing.

In FY 2025–26, Evolve Housing completed five of the remaining RAP primary actions which resulted in the completion of 100% of our Reflect RAP commitments. To continue our journey, Reconciliation Australia advised that Evolve Housing is ready to move to an Innovate RAP.

One of our proudest RAP achievements is increasing procurement from Aboriginal and Torres Strait Islander businesses. Since implementing a RAP, Evolve Housing's annual expenditure with Supply Nation businesses has increased from zero to $292,401, including an 11% increase this reporting year. A new partnership with Indigenous-owned maintenance contractor, DICE Contracting, contributed significantly to this growth. This has also created employment opportunities for Aboriginal and Torres Strait Islander people, while helping to address maintenance service gaps in regional areas that had previously been difficult to resource.

Our 2026 NAIDOC Week celebrations were the biggest yet, with a record 34 tenants participating and strong engagement from external partners and employees. Highlights included a special didgeridoo performance by resident Todd and a powerful performance by Kadul – Keeping Culture Alive Through Song and Dance.

The group's incredible energy saw tenants, contractors and employees joining in. We were grateful to our partners DICE Contracting, Willowdene Constructions Pty Ltd and Western Sydney University for their contributions to the event. The General Manager of Willowdene was so engaged by our NAIDOC celebrations that he has since expressed interest in joining our RAP Working Group. Along with marking other culturally significant dates, our NAIDOC Week event is an ongoing RAP commitment aimed at creating opportunities to learn, connect and strengthen relationships with First Nations communities.

Our partnership with Western Sydney University (WSU) also deepened during FY 2025-26. In addition to continuing to support the development of a future Indigenous Centre of Excellence at WSU, Evolve Housing supported the Badanami Centre for Indigenous Education and First Nations students facing hardship through sponsorship and attendance at the WSU Chancellor's Golf Cup in November. Members of our RAP Working Group also attended the Yarramundi Lectures, where Karen Mundine, CEO of Reconciliation Australia, delivered the keynote address. Evolve Housing was also proud to sponsor the WSU Dinner and Awards, which brought together community, culture and connection during NAIDOC Week. This event recognised the outstanding achievements, leadership and contributions of Indigenous students, employees and community at WSU.

During 2025, Evolve Housing partnered with DeadlyEd to deliver Cultural Awareness Training, strengthening organisational cultural competency and supporting our Reflect RAP commitments. Combining cultural education with an on-Country immersion experience, the program was completed by 89% of employees.







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Employee Experience Survey

We gave our employees the opportunity to tell us what they most enjoy about working for Evolve Housing and what we can improve through our Employee Experience Survey. Conducted in August 2025, the survey was completed by 92% of employees, with participation across all business units. This represented a 2% increase on the 2024 survey.

Results improved year on year, with employees continuing to report a highly positive experience working at Evolve Housing and EchoRealty. Of the 42 survey questions, 19 received a score above 90% and 33 received a score of 80% or higher. Only two questions received a score below 70%.

While feedback was very positive overall, the survey identified an opportunity to further strengthen change management, particularly as Evolve Housing undertakes significant system and process transformation. While 78% of employees felt leaders managed changed effectively, we wanted to improve this further. During FY 2025–26, we appointed a dedicated Change Manager and made change leadership a specific focus of the Leadership Program.

Key findings



99% of respondents understood how their work contributed to Evolve Housing's goals and objectives.



96% said their team members helped one another, even with tasks outside their core roles.



94% said their team continually looked for better ways to serve clients.



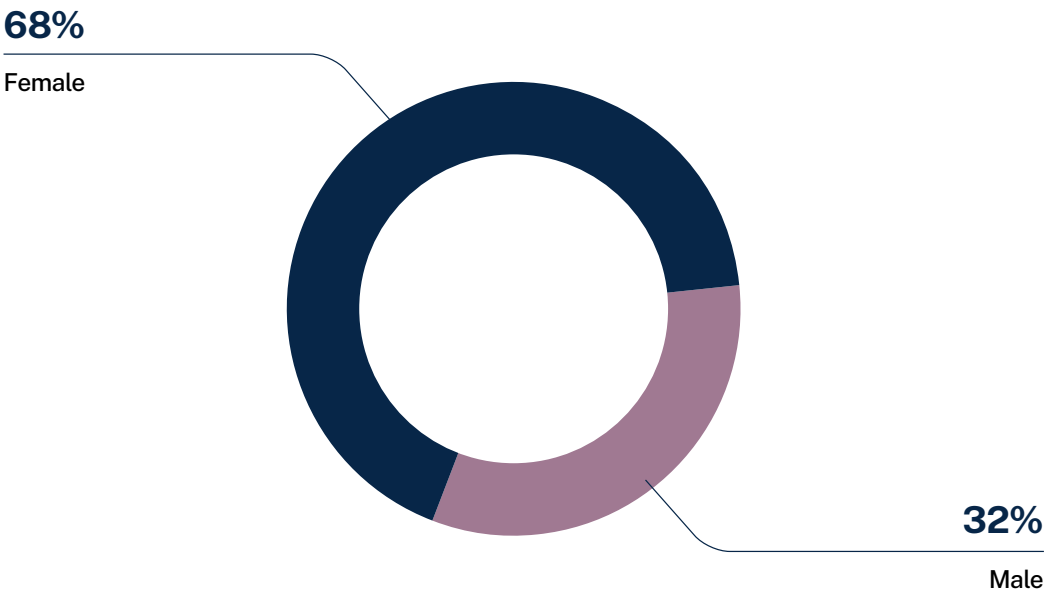
93% felt empowered to make decisions needed to do their job well.

Looking ahead

In the year ahead, the People and Culture team will help prepare Evolve Housing for continued growth while maintaining service excellence for clients and residents. Priorities include workforce and succession planning, leadership development, employee engagement, diversity, inclusion and reconciliation, health and wellbeing, talent attraction, performance and reward, governance and digital transformation. This work will support an inclusive, capable and engaged workforce equipped to deliver better outcomes for residents, clients, communities and stakeholders.

Workplace profile

Gender



Other demographics

51 different cultural backgrounds

44% of employees speak multiple languages

40 different languages spoken

5 employees are Aboriginal or Torres Strait Islander

52% of our employees are carers *(of children, elderly, or family with a disability or combination)*

7% care for a family member with a disability

Case Study

First voice, lasting impact: Celebrating our Contact Centre teams



For many tenants, the Evolve Housing and EchoRealty Contact Centres are the first point of contact when they need information about their tenancy, help accessing support, or reaching out for repairs and maintenance at the properties where they live. Behind each conversation is a team whose diversity reflects the communities we serve.

Across Evolve Housing and EchoRealty's Contact Centres, team members represent a broad range of cultural backgrounds and experiences. Together, the team spans three generations and speaks 10 languages, including English, Hindi, Punjabi, Māori, Samoan, Tongan, Farsi, Dari, Maltese and Italian.

While English is the primary language used across both teams, several team members use other languages to help residents understand information and feel more comfortable seeking support.

For some tenants, being able to speak with someone who understands their language or cultural background can make it easier to ask questions, access support and feel more confident in the information they receive.

The diversity within our Contact Centres extends beyond language. Team members bring cultural perspectives and lived experiences connected to the Pacific, Māori and New Zealand, Indo-Fijian, Indian, Afghan, European and Australian communities, strengthening the team's ability to connect with residents from different backgrounds.

Kristelle Taylor, Senior Manager, Evolve Housing Customer Contact Operations, believes this diversity is one of the team's greatest strengths.

"Every conversation matters. By leveraging the rich cultural and linguistic diversity within our Contact Centre, we make services more accessible, more inclusive, and more responsive to the communities we serve."

Natasha McDonald, Team Leader, EchoRealty Customer Experience, explains that the diversity of the team helps employees connect with tenants in a more authentic way.

"Our team is made up of people with different backgrounds, cultures and languages, and that diversity is something I'm proud of. It helps us connect with our tenants in a more genuine way."

Our Diversity and Inclusion Strategy recognises that a workforce that reflects the communities it serves can create stronger connections and more responsive support. In our Contact Centres, this is reflected in everyday interactions with our tenants across NSW and Victoria.

While every enquiry is different, the goal remains the same: ensuring residents feel heard, respected and supported.

As Evolve Housing and EchoRealty continue to grow, the Contact Centres show how diversity delivers benefits beyond the workplace. Through language, cultural understanding and shared experience, the team helps build stronger connections with residents and more inclusive communities.



Pictured: Evolve Housing and EchoRealty Contact Centre teams

Our Contact Centres at a glance

13 team members across Evolve Housing and EchoRealty Contact Centres

Multilingual support provided in 10 languages including English, Hindi, Punjabi, Māori, Samoan, Tongan, Farsi, Dari, Maltese and Italian

Diverse cultural backgrounds spanning the Pacific, Asia, Europe, New Zealand and Australia, including Māori, Indo-Fijian, Indian and Afghan communities

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'.



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, place-making, 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. He currently sits on the boards of Ability Options and Sydney Festival, and is Chair of 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 is an experienced executive and non-executive director with expertise across the health, property and services sectors. He is currently Executive Director at Randwick Health & Innovation Precinct and a Board member of Menzies School of Health Research. His previous executive roles include positions with Melanoma Institute Australia, the George Institute for Global Health, Mirvac Group and the Sydney Organising Committee for the Olympic Games. Tim has also held Board positions across commercial and not-for-profit organisations.



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 and holds an advisory role with the UNSW Advisory Committee Institute for Industrial Decarbonisation.



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 from residential, commercial, industrial, retail, infrastructure and retirement. Tim is currently on the Board of Urban Development Institute of Australia (UDIA) NSW.



Dr Andy Marks

Non-Executive Director

Andy is an experienced executive and non-executive director with a PhD and first-class honours in political science and literature, and is a Graduate of the Australian Institute of Company Directors. He has led major strategic initiatives across government, industry and the community, including in senior roles at Western Sydney University and Western Sydney Community Forum. Andy is currently Executive Director at the Australian Technology Network of Universities and serves on several Boards, including Wentworth Healthcare Limited, Nepean Blue Mountains Local Health District and Infrastructure NSW. He is also a Trustee of the Royal Botanic Gardens and Domain Trust.



Kate Melrose

Non-Executive Director

Kate is a strategic property executive and Non-Executive Director with 30 years' experience across ASX-listed and private sectors. She has held senior executive roles at Lendlease and Ingenia Communities and currently serves as a Non-Executive Director of Charter Hall Social Infrastructure REIT and Charter Hall Retail Fund, and was the founding Chair of the UDIA NSW Land Lease Committee. A Graduate of the Australian Institute of Company Directors, Kate also has qualifications in property economics and continued education in governance, AI, machine learning and affordable housing.

The Evolve Housing Group Board

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 eight 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.

Each entity comprising the Evolve Housing Group is a registered CHP in the relevant jurisdiction.

Evolve Housing strives to meet and exceed the highest standards of governance. The Board of Directors and the Evolve Housing team are committed to sound corporate governance as the foundation for achieving the Group's vision, missio and strategy, while remaining accountable and transparent in their dealings.

In FY 2025-26 there were six Evolve Housing Group Board meetings (excluding Board subcommittee meetings).

The Board has established various committees comprising Director and non-Director members with relevant specialist expertise. The Evolve Housing Group CEO attends committee meetings under standing invitation. 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.

Evolve Housing Group Committees

Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee (FRAC) is responsible for overseeing the Evolve Housing Group's risk management, financial performance, internal audit, compliance and control frameworks.

The FRAC reviews financial reporting, budgets and reforecasts, audit planning and outcomes, insurance, regulatory compliance, cyber and data governance risks and other material risks, and makes recommendations to the Board where approval or further oversight is required.

The FRAC's members are: Tim Regan (Chair), Robert Lang, Tim Spencer (to 29 April 2026), Rex Validakis-Betar, Kate Melrose and Chris Eccles. There were five FRAC meetings in FY 2025-26.

Goverance, Nomination and People Committee

The Governance, Nomination and People Committee (GNPC) assists the Board in overseeing the Evolve Housing Group's governance framework, Board and committee effectiveness, succession planning, delegations of authority and key people and culture matters.

The GNPC considers Board and director performance, CEO performance, organisational structure, remuneration and retention settings, employee engagement, diversity and inclusion, wellbeing, training and ESG-related initiatives.

The GNPC members are: Kay Veitch (Chair), Tim Spencer, Andy Marks, Davina Rooney and Chris Eccles. There were four GNPC meetings in FY 2025-26.

EHL Group Directors' Meetings*
(EHL, EHVL, ERNAL & ERVL)

Director	Entitled	18-Aug-25	28-Oct-25	18-Nov-25	10-Feb-26	29-Apr-26	18-Jun-26	Total
Chris Eccles (Chair)	6	Y	Y	Y	Y	Y	Y	6
Kaylee Merrilyn Veitch	6	Y	Y	Y	Y	Y	Y	6
Robert David Lang	6	Y	Y	Y	Y	Y	Y	6
Davina Rooney	6	Y	Y	Y	N	Y	Y	5
Tim Regan	6	Y	Y	Y	Y	Y	Y	6
Tim Spencer	6	Y	Y	Y	Y	Y	Y	6
Kate Melrose	6	Y	Y	Y	Y	Y	Y	6
Dr Andy Marks	6	Y	Y	Y	Y	Y	Y	6
Lyall Norman Gorman (Standing Invitation)	6	Y	Y	Y	Y	Y	N	5

FRAC Meetings

Member	Entitled	14-Aug-25	14-Oct-25	12-Feb-26	14-Apr-26	11-Jun-26	Total
Tim Regan	5	Y	Y	Y	Y	Y	5
Robert David Lang	5	Y	Y	Y	Y	Y	5
Tim Spencer**	4	Y	Y	Y	Y	N/A	4
Rex Valdakis-Betar	5	Y	Y	Y	Y	Y	5
Chris Eccles	5	Y	Y	Y	Y	Y	5
Lyall Norman Gorman (Standing Invitation)	5	Y	Y	Y	Y	N	4
Kate Melrose***	1	N/A	N/A	N/A	N/A	Y	1

GNPC Meetings

Member	Entitled	29-Aug-25	31-Oct-25	24-Mar-26	26-Jun-26	Total
Kay Veitch	4	Y	Y	Y	N	3
Tim Spencer	4	Y	Y	Y	Y	4
Dr Andy Marks	4	Y	Y	Y	Y	4
Chris Eccles	4	Y	Y	Y	Y	4
Lyall Norman Gorman (Standing Invitation)	4	Y	Y	Y	Y	4
Davina Rooney****	1	N/A	N/A	N/A	N	0

* Board Meetings only. Does not include teleconference

** Tim Spencer resigned from the FRAC on 29 April 2026

*** Kate Melrose appointed to the FRAC on 29 April 2026

**** Davina Rooney appointed to the GNPC on 29 April 2026

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 President of the Australian Chamber of Commerce and Industry (ACCI) and recently concluded a five-year term as President of Business NSW having served as a Director for 12 years. 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 brings more than 35 years of strategic and operational experience to social and affordable housing, combining deep sector expertise with a clear commitment to purposeful community outcomes. A senior leader renowned for building partnerships and navigating stakeholder negotiations, he drives innovative housing solutions for people in need. He holds an Executive Master of Public Administration, a Bachelor of Building and a 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 in 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, Social Housing & Communities

Jo is a social housing executive with over 30 years' experience spanning the NSW Government and the community housing sector. With a background of more than nine years leading service delivery and operational improvements at Evolve Housing, she specialises in strategic housing program delivery, team leadership and client outcomes. Jo serves on the CHIA NSW Board and holds tertiary qualifications in Public Administration, Social Policy and Mental Health.



Brett Manwaring

Group CFO and General Manager Corporate Finance

Brett brings 30 years' experience as a senior executive and board director, specialising in cash-flow, risk management, innovative capital funding and strategic execution. He currently serves as Joint Trustee of the Illawarra First Fund and Brand Ambassador for Spoke to a Bloke. Brett's previous governance and leadership roles include Vice President and Audit & Risk Chair at Business NSW, Chair of Recruitment Solutions Group Australia, and senior executive positions with GE Capital, PPB Advisory, Manly Warringah Sea Eagles and the Bruck Group.



Melissa Scardino

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

Melissa is an experienced senior executive, board director and lawyer with extensive experience in leading strategy, commercial transactions, governance, legal, risk and compliance across private, government and not-for-profit sectors. She is a Non-Executive Director of Greenfleet and Chair of its Audit and Risk Committee, as well as Deputy Chair of Guthrie House, having previously served as Chair of the Aboriginal Women's Children and Crisis Service. Melissa is a Graduate of the Australian Institute of Company Directors (GAICD) and holds a Master of Commercial Law, a Certificate in Governance Practice, and dual degrees in Law and Arts.



Charlie Souma

Group General Manager Affordable Housing Services

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

08

Finance



Melrose Park (NSW)

Financial commentary

In FY 2025 - 26, Evolve Housing continued to make strong progress on its HAFF projects.

A major focus during the year has been the continued negotiation and execution of funding arrangements with Housing Australia and Evolve Housing's private capital partners. These long-term funding partnerships represent an important milestone for Evolve Housing, providing a strong platform to support the delivery of over 1,000 new social and affordable housing dwellings over the coming 25 years and beyond.

While some projects are now operational, the majority of Evolve Housing's remaining HAFF projects will become operational in FY 2026 - 27 and FY 2027 - 28.

Evolve Housing is also in advanced negotiation to deliver two additional HAFF Round 1 projects in South Australia, totalling over 100 affordable housing properties. This will be Evolve Housing's first entry into South Australia and another important milestone in expanding our services into new geographies.

FY 2025 - 26 largely saw the conclusion of NRAS grant funding incentives for Evolve Housing. While this scheme had a notable contribution to Evolve Housing's financial position over the years, through strong financial management and organic growth, the business is now well positioned to retain all the affordable-owned properties initially supported through scheme.

Evolve Housing's commitment to creating quality additional community housing has been unwavering, with a continuous focus on adding new housing supply. As part of our strategy, we have a dedicated program focused on asset recycling where we identify non-core or non-performing assets that can be sold with proceeds reinvested into new property assets that are safer, secure and more affordable for individuals and families.

The recent legislative changes around the capital gains tax and the investment property market in general are starting to impact the property sector, particularly in regard to investor confidence and feasibilities of new projects in an uncertain environment. Evolve Housing's deliberate strategy to partner with developers and focus on turnkey acquisitions for its current committed projects has largely mitigated these risks.

While the full impact of any sustained downturn is yet to be determined, we are confident Evolve Housing is well positioned to sustain any short-term volatility in property values, given its current balance sheet strength of more than $524 million in property assets. Furthermore, the underlying cashflow of our properties remains resilient, ensuring Evolve Housing can meet all its debt servicing obligations and ongoing maintenance programs to enhance future value.

In the background, Evolve Housing continues to invest in both its systems and people to ensure we continue to deliver high quality services to tenants, even as we grow.

The Group recorded a surplus of more than $40 million over FY 2025 - 26, largely driven by strong asset values and recognition of grants related to the HAFF projects.

Looking ahead, the Group is preparing upcoming HAFF projects for operation and looks forward to delivering much-needed new housing stock for the sector.

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

Auditor's letter

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Level 25, 252 Pitt Street
Sydney NSW 2000
Australia

DECLARATION OF INDEPENDENCE IAN HOOPER 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 2026.

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

Ian Hooper
Director

BDO Audit Pty Ltd

Sydney, 20 October 2026

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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 2026, 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 2026 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.

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.

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Auditor's letter

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/apzlwn0y/ar3_2024.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

BDO

Ian Hooper
Director

Sydney, 20 October 2026

Summary report

	2026	2025	2024	2023	2022
Tenant Satisfaction					
Overall satisfaction with the organisation (%)	85*	82	80	80	83
Service Development					
Total housing properties	5,573	5,461	4,965	4,773	4,522
Finance Management					
Staff costs as % of total revenue (%)*	21	22	22	21	22
Property costs as % of total revenue (%)*	49	60	58	60	58
Administration costs as % of total revenue (%)*	6	8	9	9	9
Profitability ratio – EBITDA/Operating revenue (%)*	12	11	11	9	11
Liquidity ratio – Current rssets/Current liabilities	1.8	0.9	1.1	1.3	1.3
Cash at end of year ($m)	54.1	44.5	27.3	33.1	37.1
Net profit ($m)	40.2	22.8	33.6	16.1	31.7
Operating net profit ($m)*	4.8	3.2	3.3	2.6	4.1
Retained profit ($m)	421.0	380.5	357.6	323.9	307.9
Total equity	426.0	386.1	363.3	329.6	313.5
Housing Management					
Rent outstanding/arreas (BM 2.5%)	0.21	0.21	0.45	0.25	0.38
Rent foregone due to tenantable vacancies as a percentage of total potentail rental income (BM 5%)	0.1	0.3	0.3	0.3	0.4
Average no. of days to house a tenant after an untenantable unit becomes vacant (BM 28 days)	35	40	34	28	31
Average no. of days to house a tenant after an tenantable unit becomes vacant (BM 14 days)	12	11	13	14	14
Number of tenants exiting the service because of possession order enforcement	3	5	5	4	12
Human Resources					
Ratio of staff to lettable properties	1:36	1:41	1:36	1:35	1:38
Number of full-time equivalent staff*	153	131	138	138	117

* Evolve Housing Group comprising its four entities

Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2026

	2026	2025
Revenue	**89,652,033**	77,853,711
Other Income	2,480,137	1,368,421
Total income	**92,132,170**	**79,222,132**
Employee Benefits Expenses	(18,718,528)	(18,667,791)
Expected credit losses	(456,516)	(527,843)
Property expenses	(33,087,720)	(29,273,916)
Finance costs	(9,519,458)	(7,689,112)
Other expenses	(7,713,721)	(7,041,655)
Total expenses	**(69,495,943)**	**(63,200,317)**
Surplus from operating activities	**22,636,227**	**16,021,815**
Change in fair value of investment property	28,587,335	19,070,437
Change in fair value of right of use asset classified as investment property	(10,964,140)	(12,276,416)
Surplus for the year attributable to members	**40,259,422**	**22,815,836**
Income tax expense		
Surplus after income tax expense for the year attributable to members	**40,259,422**	**22,815,836**
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	**40,259,422**	**22,815,836**

Consolidated statement of financial position

For the year ended 30 June 2026

	2026	2025
Assets		
Cash and cash equivalents	54,195,376	44,528,259
Accounts receivable and other debtors	4,404,270	5,755,374
Other current assets	39,549,305	22,905,823
Total current assets	**98,148,951**	**73,189,456**
Non-current assets		
Property, plant and equipment	11,528,799	11,093,818
Right of use assets	0	14,863
Other non-current assets	1,664,593	1,813,972
Investment property	620,889,958	603,554,478
Total non-current assets	**634,083,350**	**616,477,131**
Total assets	**732,232,301**	**689,666,587**
Liabilities		
Trade and other payables	38,244,221	22,537,214
Borrowings	0	38,916,125
Employee benefits	2,253,466	2,139,497
Lease liability	14,043,472	14,512,871
Total current liabilities	**54,541,159**	**78,105,707**
Non-current liabilities		
Borrowings	186,463,658	158,209,400
Lease liability	64,177,143	66,792,503
Employee benefits	720,293	488,350
Total non-current liabilities	251,361,094	225,490,253
Total liabilities	305,902,253	303,595,960
Net assets	**426,330,048**	**386,070,627**
Equity		
Reserves	5,546,810	5,546,810
Accumulated surplus	420,783,238	380,523,817
Total Equity	**426,330,048**	**386,070,627**

Consolidated statement of changes in equity

For the year ended 30 June 2026

	Reserves	Retained surplus	Retained surplus restricted	Total accumulated funds
Balance 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 comphrehensive 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**
Balance as at 1 July 2025	5,546,810	171,557,558	208,966,258	386,070,626
Surplus after income tax expense for the year		40,259,422	-	40,259,422
Other comphrehensive income for the year net of tax	-	-	-	-
Total comprehensive income for the year	**-**	**40,259,422**	**-**	**40,259,422**
Balance 30 June 2026	**5,546,810**	**211,816,980**	**208,966,258**	**426,330,048**

Consolidated statement of cash flows

For the year ended 30 June 2026

	2026	2025
Cash flows from operating activities		
Receipts from customers (inclusive GST)	72,483,748	83,553,036
Payments to suppliers and employees (inlusive GST)	(52,386,494)	(60,909,460)
Interest received	1,788,001	875,747
Interest paid on lease liability	(2,728,268)	(2,875,069)
Interest paid on borrowings	(6,791,190)	(4,814,043)
Net cash from operating activities	**12,365,797**	**15,830,211**
Cash flows from investing activities		
Payment from property, plant and equipment	(905,344)	(391,909)
Payment for investment properties	(7,910,667)	(59,447,870)
Proceeds from disposal of investment properties	5,052,241	
Net cash used in investing activities	**(3,763,770)**	**(59,839,779)**
Cash flows from financing activities		
Proceeds from borrowings	15,133,158	74,172,523
Repayment of borrowings	0	0
Repayment of lease libilities	(14,068,068)	(12,943,839)
Net cash from/(used in) financing activities	**1,065,090**	**61,228,684**
Net increase in cash and cash held	9,667,117	17,219,116
Cash at the beginning of the financial year	44,528,259	27,309,143
Cash at the end of the financial year	**54,195,376**	**44,528,259**

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 $150 million funding to expand social housing capacity by supporting the growth of CHP-owned portfolios. The CHIF is a co-contribution model which leverages government grants with additional resources from 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. It works 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 (HAFF): 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, healthcare, 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.

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 RAGs, 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 25-30% 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

A partner is an organisation, contractor, consultant, service provider, government agency, community organisation or business that maintains an active and ongoing relationship with Evolve Housing. Partners contribute to the delivery, maintenance, improvement, sustainability or growth of Evolve Housing's services, asset management outcomes, tenant outcomes or strategic objectives.

For commercial suppliers and contractors, partner status generally applies where the organisation has been engaged more than once during the financial year and there is an ongoing working relationship.

Partnerships may be strategic, operational, service-related, development-focused, maintenance-related or community-based. This approach aligns with Evolve Housing's partnership framework, which recognises community, industry, government and other collaborative arrangements that contribute strategic value and service delivery outcomes.

- 3Columns
- Ability Options
- ALAND Group
- Allens
- Aruma
- AC3 (Australian Centre for Advanced Computing and Communication)
- Australian Business Lawyers & Advisors
- Australian Community Housing (ACH)
- Australasian Housing Institute (AHI)
- Barings
- Barnardos
- Bayside Council
- BDO Australia
- Billbergia Group
- Birribee Housing
- Bridge Housing
- BlueCHP
- Bonnies Support Service
- Capital Alliance
- Cassab & Associates
- Catholic Care
- Cerberus Capital
- Cerebral Palsy Alliance
- Charlani Group
- CHIA – LLA
- Coffs Harbour Support Services
- Coastwide

Community Greening Program – Royal Botanical Gardens

Community Housing Industry Australia (CHIA) NSW, VIC and National

ConnectAbility

Coronation

Corrs Chambers Westgarth

Cultivating Communities

Cumberland City Council

CVT (Global)

Department of Communities and Justice

Department of Planning, Industry and Environment

Development Victoria

DICE Contracting

Disability Services Australia (Scope)

Djerring Flemington Hub

Donald Cant Watts Corke (Vic) Pty Ltd

DV NSW Service Management

DV West Ltd

Energy On

Evolut

Evolution Support Services (ESS Care)

Fighting Chance

Finding Yellow

Flemington Police

Flemington Works

Good House Partners

Good Shepherd

Good Thanks Media

Hall & Wilcox

Hawkesbury Council (Heat Resilience Program)

HCM Group

Herbert Smith Freehills Kramer (aka Freehills)

High St Youth Health Centre

Homes NSW

Homes Victoria

Housing Australia

Hume Housing

HWL Ebsworth Lawyers

iCare

Indigi Print

Inside Out Recovery

Interaction Disability Services

JSM Holdings

Kingston Building — Property Owner/Builder SDA

LikeMinds

Legal Aid

Linking Hearts

Marist180

Mars Building

Maximus International

MBM

MBE Parramatta

Melbourne Health

Mercy Health

Mettle Design Co

Mission Australia

Partners

- Mitch Morgan Design
- MoneyMinded
- MOVE Moonee Valley Council
- Multitask – SDA
- My Connect
- Murra Mia
- NASR Group
- New Horizons
- Northcott
- North Projects
- 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
- PKF Corporate Finance Services
- Property & Housing Solutions
- Presync
- Rapid Relief
- Relove
- Royal Rehabilitation
- Ryde Area Supported Accommodation for Intellectually Disabled (RASAID)
- SA Housing Trust
- Sage Intacct
- ServiceNow
- Seton Villa
- Shelter NSW
- Signature Project Management
- SleepSafe
- Soho Built
- SR Constructions
- St Vinnies – Welfare Assistance
- Sustainability Advantage
- The Haven – Nepean Women's Shelter
- Thirdi
- Unity4
- Uniting
- Urban Development Institute of Australia NSW (UDIA)
- Urban Property Group
- VITG
- Vivo Care
- Walker Corporation
- Waverley Council
- Well Done
- Western Sydney University
- Western Sydney Community Legal Centre
- Willoughby City Council
- Willowdene Constructions
- Wingate Community Centre
- Wombat Housing & Support Services
- Women's Community Shelters
- Workplace Mental Health Institute
- WTP Australia Pty Limited

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