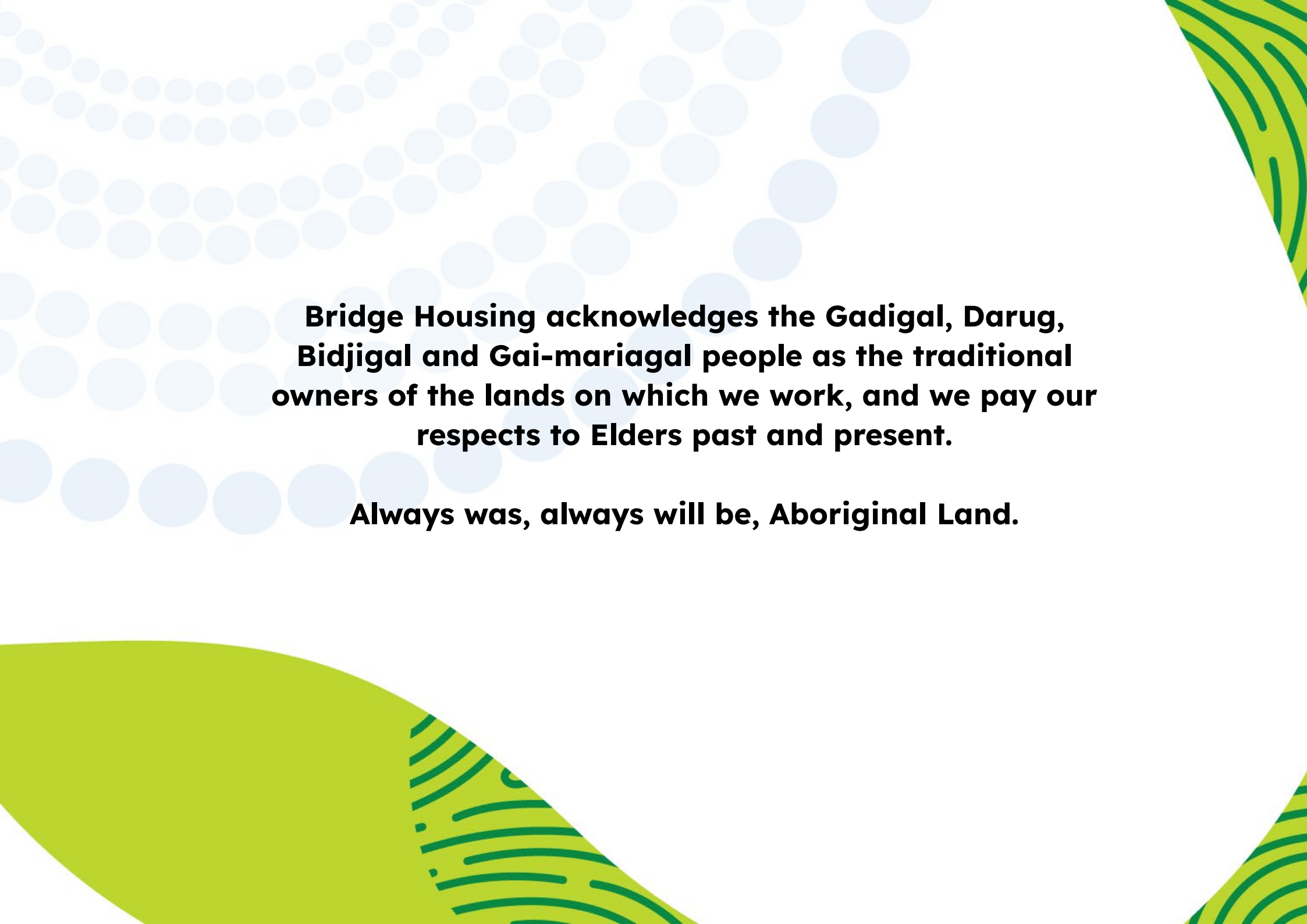




ESG Statement 2025

1 July 2024 - 30 June 2025



**Bridge Housing acknowledges the Gadigal, Darug,
Bidjigal and Gai-mariagal people as the traditional
owners of the lands on which we work, and we pay our
respects to Elders past and present.**

Always was, always will be, Aboriginal Land.

ESG Statement 2025

At Bridge Housing we are changing people's lives for the better through more homes and quality services. We consider **environmental, social and governance** factors to ensure we are operating sustainably with impact.

We are committed to measuring, managing and reporting our progress and challenges to stakeholders in line with our values of integrity, inclusion, and innovation.

We are on a journey to identify and reduce negative impacts. We recognise the nature of our organisation means strengths across the social and governance factors, and historical and structural challenges in environmental factors.

Our ESG approach is aligned to the:

- UN Sustainable Development Goals (SDGs)
- Global Reporting Initiative (GRI) Standards
- International Sustainability Standards Board (ISSB) Standards for climate-related disclosures
- Australian Community Housing ESG Reporting Standard

Our ambition is to lead ESG in the community housing sector through a **commitment to transparency and innovation**. We work with values aligned partners to **influence genuine systems change**.



ESG at Bridge Housing

Focus areas

Themes

Aligned to ESG
Reporting Standard

Contributing to UN Sustainable Development Goals (SDG's)

Environmental

Climate change
Nature
Sustainable procurement



Changing lives
through more
homes and
quality services
in line with
our values
of integrity
inclusion,
and innovation.

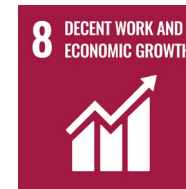
Social

Affordability and security
Resident voice
Resident support
Placemaking



Governance

Corporate governance
Board and trustees
Staff wellbeing



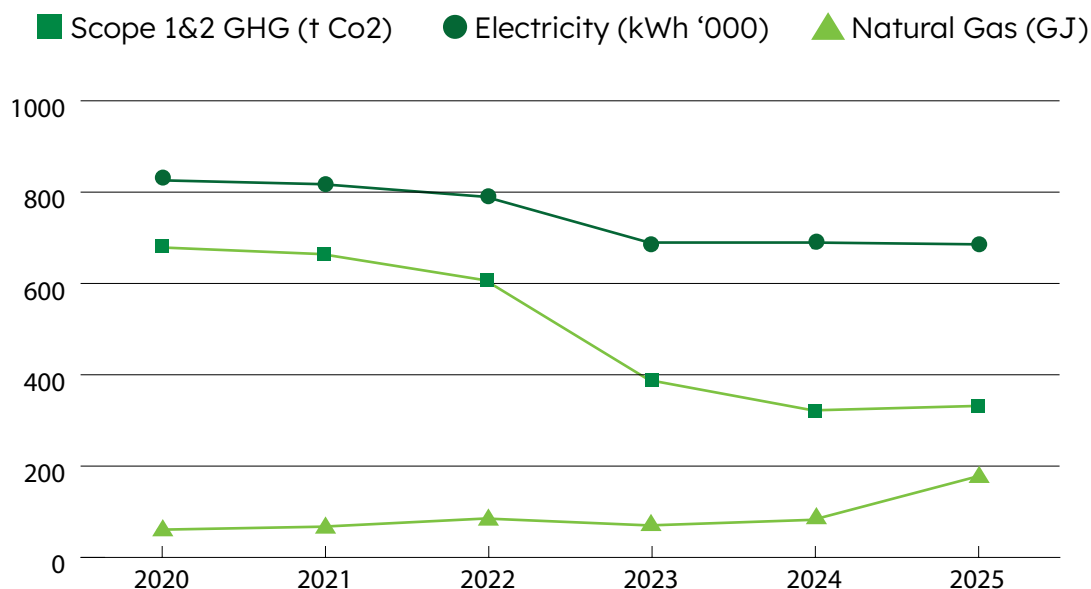
Environmental

Playing our part for a healthy planet

We recognise our greatest opportunity for improvement is in the environmental performance of the homes we manage, own and develop.



Climate Change



Enhancing our homes



51%

Reduction in scope 1 and 2 emissions



300k kwh

211kw of solar PV installed across 191 units



8,245 Co2e

We included household waste in Scope 3 measurements



329

Kitchen and bathroom efficiency upgrades



45

Gardening and biodiversity workshops

Going green

Green power in place for our offices and common spaces

30%



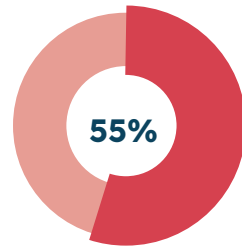
Social

The difference we make to our communities

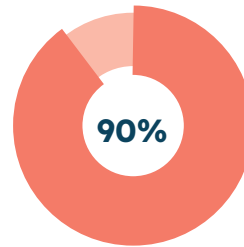
Our purpose is to change lives through safe, secure, affordable housing. Innovative support services and programs ensure deep social impact for tenants and communities.



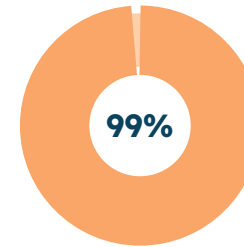
Affordability & security



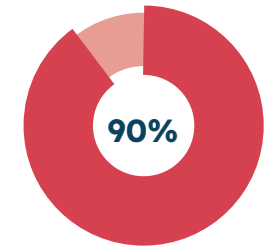
Of tenants rely on income support



Of tenants can better manage their costs of living



Of tenants pay less than 30% income in rent



Of tenants feel more stable since moving in

Our homes

- **85%** social housing
- **12%** affordable housing
- **2%** crisis and disability housing
- **1%** private housing



Placemaking

- **1,601** attendances at 'Building Bridges' events
- **19** resident-led initiatives and events
- **3** Block Blitzes



Resident support



98%

Tenants sustaining their tenancy for over a year



89%

Tenants reported improved wellbeing



89%

Tenants can better manage their physical health



84%

Tenants can better manage their mental health



88%

Tenants can access the services they need

Governance

Good governance to support our purpose

We operate in a highly regulated sector with robust governance and strategic oversight through a skilled board and the National Regulatory System for Community Housing.

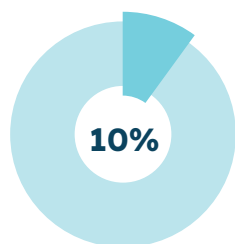


Corporate governance

Tier 1 status under National Regulatory System for Community Housing (NRSCH).

Although we are not a listed entity, our statement of Corporate Governance is derived from the ASX's Corporate Governance Council Corporate Governance Principles and Recommendations.

Board and trustees



Director turn-over - 1 person retired after 9 years.

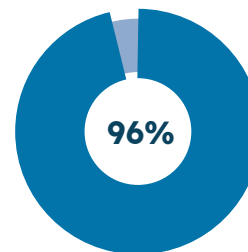


RAP (Reconciliation Action Plan)

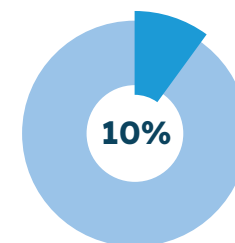
85% of our [2024-2026 RAP](#) actions are completed or in progress.

Staff wellbeing

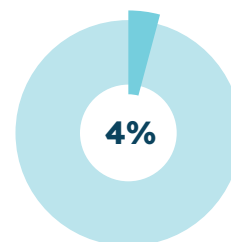
Our [Total Rewards](#) program supports the physical and mental health of staff.



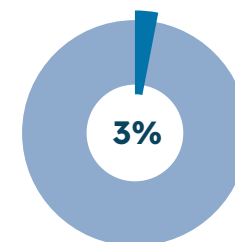
Staff believe in our purpose



Annual staff turnover



Median gender pay gap



Staff identify as Aboriginal

Supply Chain

- We voluntarily publish a [Modern Slavery Statement](#)
- Our responsible procurement policy reflects our sustainability values
- Circular economy approaches to asset management are embedded, ensuring that whole of life is considered and ESG risks minimised



Looking ahead

What's in store for 2026?

Our ESG action plan ensures progress towards our goals. It is overseen by our ESG working group, with progress reported to our Executive and Board bi-monthly.

Environmental

- Implement a home retrofit program to improve thermal comfort and reduce energy consumption
- Consider the ESG credentials of our suppliers as part of the procurement process
- Expand the WaterFix program to reduce water consumption
- Expand the 2ndLife circular economy program to reduce waste to landfill

Social

- Grow our portfolio of social and affordable homes
- Develop and implement our Building Bridges Tenant Participation and Engagement Strategy 2025-28 to ensure our tenants have a say and are part of strong communities
- Deliver the Hand Up and Wellbeing programs to enable tenants experiencing crisis to access the support they need




Governance




- Implement our Innovate Reconciliation Action Plan (RAP) and begin working towards a Stretch RAP
- Implement our Modern Slavery action plan to identify, prevent and address risks
- Measure and transparently report our environmental, social and governance impacts in line with global best practice standards





Environmental

Bridge Housing, like many of our peers, has a mixed portfolio of varying age, typology and location that results in a diverse standard. 83% of our portfolio is managed on behalf of the NSW Government, where we have responsibility for maintenance over an agreed timeframe. Ownership of these assets belongs to the NSW Government, meaning the long-term investment, life-cycle planning and consideration of upgrades for climate resilience are factors we can advocate to influence change, not directly control.

These structural factors have an impact on how we prioritise our limited resources and we encourage and explore opportunities, for example co-funded programs that invest in energy efficiency upgrades, and decarbonisation strategies that benefit residents and improve the asset for the owner.

Theme	Criteria	Performance in FY24/25	UNSDG
Climate Change	C1 Number and percentage of our homes assessed against an energy rating scheme.	22% of Bridge Housing properties were built following the introduction of BASIX minimum requirements in 2004. 8% of Bridge Housing properties have a NaTHERS rating. Of these, 91% have a rating of 6 stars or higher.	
	C2 Scope 1, 2 and 3 greenhouse gas emissions.	Scope 1: 45,598 kg Co2 equivalent; Scope 2: 286,738 kg Co2 equivalent; Scope 3: 8,244,550 kg Co2 equivalent; (Market based method) Note: we have included tenant household waste in our calculation of scope 3 emissions for the first time accounting for the significant increase since 2023-24	
	C4 Energy efficiency actions (previous year).	Energy saving measures are included in our maintenance program: <ul style="list-style-type: none"> • 269 bathrooms upgraded with water efficient appliances • 60 kitchens upgraded with energy efficient appliances • 2 unit block roofs replaced with R3 insulation included Our tenant newsletter includes tips to improve energy efficiency and reduce bills.	

Theme	Criteria	Performance in FY24/25	UNSDG
Climate Change	C5 Energy efficiency and renewable energy measures (next year).	We are implementing a \$1.1m retrofit program which includes solar panels, ceiling insulation, ceiling fans, LED lights and draught sealing for 99 properties. We will continue to implement energy efficiency measures through our standard maintenance program when appliances and fixtures require replacement.	13 CLIMATE ACTION 
	C6 Renewable energy proportions of our organisation's total energy consumption.	30% of the energy used in our offices and common areas is from purchased Green Power. 211kw of solar PV systems are installed across 191 units, generating around 300k kwh per annum.	13 CLIMATE ACTION 
	C7 Mitigating physical climate risks.	Climate risks are included in our corporate risk register, with mitigations including: <ol style="list-style-type: none"> 1. Developing our climate resilience strategy 2. Implementing our ESG Framework and actions, overseen by the ESG working group and board 3. Undertaking business continuity planning 4. Flooding: for new developments, we follow relevant planning legislation and consult with architects, builders and specialists to introduce design elements that mitigate flood risk 5. Overheating: for new homes, meeting planning legislation. For existing homes, through our retrofit strategy, thermal comfort and cross ventilation design considerations, retrofitting homes with ceiling fans and draught proofing 6. Weather risk: 24hr response line to refer tenants to relevant authorities. Mitigations for climate change impacts on our property portfolio include: Business Continuity and Disaster Recovery Plans; insurance policies in place to cover damage; access to Emergency Response Plans from state government agencies such as SES; strategic acquisition policy informed by our ESG framework to mitigate geographical climate risks, and our ESG maintenance budget which helps us deliver initiatives to improve climate resilience.	13 CLIMATE ACTION 



Theme	Criteria	Performance in FY24/25	UNSDG
Nature	C8 Expanding green spaces and promoting biodiversity.	9 blocks are formally part of the Royal Botanic Garden Community Greening program with 45 gardening and biodiversity workshops held. New developments include minimum deep soil areas and native planting.	
Sustainable procurement	C9 Considering ESG credentials of suppliers and assessing supplier ESG performance.	Our Procurement Policy integrates ESG values as a core evaluation criterion for major tenders including internal audits, maintenance suppliers, lift contractors, and fire safety providers. Contracts include a formal criteria to assess supplier ESG performance, with a strong focus on governance and environmental standards, particularly for high-value development projects. Social impact is evaluated, especially in support partnerships and investor selection, where ESG metrics are scored. These assessments will expand further into asset maintenance, acquisition, and finance-related contracts, reinforcing our commitment to responsible procurement.	
	C10 Embedding environmentally friendly building materials into resource management.	Bridge Housing Design Guidelines mandate approaches to minimise waste, water, and energy use, emphasising eco-friendly materials. Our Procurement Policy also evaluates suppliers based on their sourcing and usage of environmentally friendly building materials. To support this, we are working with CHIA NSW's Schedule of Rates Group to include more environmentally friendly materials in our maintenance specifications.	
Sustainable procurement	C11 Managing water use and waste	Our Environmental Action Plan includes a 10% water usage reduction target and a 10% waste reduction target by 2030. We have partnered with Sydney Water on their Water Fix Residential program to reduce water usage through fixing leaks and installing efficiency devices. Our Water Charge Policy outlines our commitment to managing water use to avoid waste and excess use, including prompt response to leaks, taps and pipes. We have partnered with 2nd Life to reduce waste to landfill from vacant properties. 2nd Life collect and refurbish unwanted goods and rubbish, then reselling for an affordable price or donating to charity. We also partner with City of Sydney Council, Randwick Council and Northern Beaches Council to deliver recycling workshops to reduce household waste to landfill.	





Social




At the heart of Bridge Housing is our commitment to improving the lives of our residents. We support people on low to moderate incomes to live a life of dignity in safe, secure and affordable housing.

We enable our residents to sustain their tenancies and thrive, connecting them to essential services, programs, and supports through our network of local partners and in-house initiatives. Our approach is grounded in an evidence-based social impact framework, co-designed with residents and staff, which guides our service improvement, quality assurance, and investment decisions.

We prioritise social outcomes by investing in safe, secure, and affordable homes, supporting economic participation, health and wellbeing, and fostering social connection and empowerment. Our impact is measured through annual surveys, tenant feedback, and program evaluation, ensuring that our work delivers meaningful improvements in residents' lives and the communities we serve.

Theme	Criteria	Performance in FY24/25	UNSDG
Affordability and security	C12 C13 Portfolio and pipeline.	<p>Our portfolio has grown to 3791 homes, including assistance for people experiencing homelessness with 148 tenants in dedicated Housing First programs. 80% of new social housing tenancies were allocated to people experiencing or at risk of homelessness and 239 households were assisted with Temporary Accommodation.</p> <p>We have 892 new homes in our committed development pipeline, and more in our planned pipeline.</p> <p>The breakdown of our portfolio is:</p> <ul style="list-style-type: none"> • Social Housing: 85%; • Affordable Housing: 12%; • Market Housing: 1% • Others (Disability Housing and Crisis Housing): 2% 	
	C14 Number and breakdown of homes completed within FY24/25.	<p>Total homes: 181</p> <ul style="list-style-type: none"> • Temporary Accommodation: 23 - 12% • Social Housing: 24 - 13% • Affordable Housing: 134 - 74% 	

Theme	Criteria	Performance in FY24/25	UNSDG
Affordability and security	C15 Distribution of homes by length of rental tenure.	Our average tenure is 8.8 years: <ul style="list-style-type: none"> • <1 Y: 12% • 1 to 3Y: 17% • 3 to 10y: 37% • >10Y: 34% 	11 SUSTAINABLE CITIES AND COMMUNITIES 
Resident voice	C16 How residents can hold Bridge accountable for the quality of services.	Our tenant participation and community engagement strategy, “Building Bridges” outlines how we enable tenants to have a say in service design and delivery. This includes: <ul style="list-style-type: none"> • Complaints and Appeals process, including escalation to the NSW Housing Appeals Committee • Action at the NSW Civil and Administrative Tribunal (NCAT) • Tenant Advisory Groups • Time to Talk forums for tenants to raise issues with the CEO • Service improvement workshops 	10 REDUCED INEQUALITIES 
	C17 Resident satisfaction.	We conduct a biannual Tenant Satisfaction Survey to assess resident satisfaction and gather feedback. This feedback informs our Customer Experience Action Plan to improve our services. Overall resident satisfaction over the last surveys are: <ul style="list-style-type: none"> • 79% (2025) • 78% (2023) • 81% (2022) We have made significant improvements in tenant engagement metrics – listening and acting on tenant views and influencing decision making - which increased by 5%.	11 SUSTAINABLE CITIES AND COMMUNITIES 
Resident voice	C18 Formal complaints.	There were 25 complaints against Bridge lodged with NCAT. 13 related to Real Estate Agents formalising end of tenancy charges related to our leasehold program and 12 were matters raised by tenants. Of the matters raised by tenants, 5 were dismissed, 3 were withdrawn, 2 were upheld and 2 were adjourned. 100 service complaints were recorded.	10 REDUCED INEQUALITIES 





Theme	Criteria	Performance in FY24/25	UNSDG
Resident support	C19 Support services available for residents.	<p>We have 30 active partnerships with support partners to sustain tenancies, build financial resilience and enhance wellbeing. Our Tenant Wellbeing Policy outlines our structured approach to support, including an 8-week visit after moving in, an annual wellbeing visit (at minimum), additional visits tailored to individual needs and a wellbeing plan for tenants experiencing crisis to ensure access to appropriate services.</p> <p>The success of our services and approach is highlighted by the following outcomes:</p> <ul style="list-style-type: none"> • 98% of tenants sustain their tenancy for over a year • 89% of tenants report improved wellbeing • 89% of tenants can better manage their physical health • 84% of tenants can better manage their mental health <p>We also deliver a scholarships program (33 awarded).</p>	
	C20 Information for residents about ventilation, damp and mould prevention, overheating, waste and recycling.	<p>Our quarterly tenant newsletter includes seasonal updates on ventilation, damp and mould prevention and overheating. We partnered with City of Sydney Council, Randwick Council and Northern Beaches council to deliver waste reduction workshops to tenants. Information and signage on waste and recycling is provided in common area bin rooms in our properties.</p>	
Placemaking	C21 Placemaking activities.	<p>We continued our placemaking partnership with Northern Beaches Council through 41 tenant-led activities in Narraweena, including wellness days, chair yoga, zumba, Qi Gong, Tai Chi, health workshops, falls prevention, and financial wellbeing sessions.</p> <p>We expanded our Block Blitz program, combining repairs, maintenance, fire safety, property inspections and service partner panels into a one day pop-up at our blocks. This includes planning for future community initiatives.</p>	






Governance

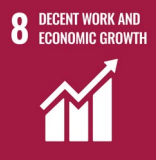
Bridge Housing understands good governance will ensure maximum impact is correctly understood, achieved, measured and reported. We are guided by our value of integrity to act ethically and honestly and we are committed to transparency and accountability.

We operate in a highly regulated environment as a Tier 1 provider in the National Regulatory System for Community Housing, This means we meet the highest level of performance requirements and regulatory engagement with the Regulator based on the complexity of our operations.

Our organisation has strong governance in place which is the responsibility of a skills-based board with directors demonstrating skills in key areas set out in the constitution. Our senior management team has the skills and experience to manage the diverse range of business operations associated with the provision of social and affordable housing.

Theme	Criteria	Performance in FY24/25	UNSDG
Corporate governance	C22 Adverse regulatory findings.	Bridge Housing has not been subject to any adverse regulatory findings that resulted in enforcement or other equivalent action.	
	C23 Managing ESG risks.	Our Risk Management Plan identifies and records risks, with high-level strategies to avoid or mitigate their impact. Our risk register includes ESG risk and is overseen by the Investment and Development Committee of our Board. ESG is a standing agenda item for this committee, with an update on key matters to the Board.	
Board and trustees	C24 Modern slavery.	As part of our ongoing leadership and commitment to ending modern slavery, we have voluntarily prepared and submitted a Modern Slavery Statement . We have undertaken a supply chain investigation of major suppliers to inform our understanding of our supply. Existing major suppliers are complying with modern slavery requirements and in line with their contractual requirements.	
	C25 Relevant Board and financial experience.	The Finance, Risk and Audit Committee has three non-executive directors. In the period, these were Graham Monk, Vivienne Yu and Matthew Knight. 100% have recent and relevant financial experience which is detailed on our website. Board Chair Stephen Bull also has relevant financial experience.	

Theme	Criteria		Performance in FY24/25	UNSDG
Board and trustees	C26	Board-effectiveness reviews.	External board effectiveness reviews are regularly undertaken and internal reviews are performed annually to ensure effective governance practices despite not being a listed entity. Hatton Eale conducted our external board effectiveness review.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
	C27	Managing conflicts of interest.	Each of our directors are required to sign a conflict of interest and reputation declaration. This is updated annually, and updated declarations are sought at the beginning of each meeting of the board and its committees. Conflicts of interest are managed in accordance with the register of interest and the applicable policy. This policy is currently under review to reflect the new compliance requirements of the Department of Communities and Justice and intercompany risks.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
Staff wellbeing	C28	Gender pay gap.	Our median gender pay gap was 4.2%.	8 DECENT WORK AND ECONOMIC GROWTH 
	C29	Supporting the physical and mental health of staff.	<p>We provide a range of programs and services to support the physical and mental health of our staff. Some of our programs and services include: monthly recharge days for staff, comprehensive learning and development programs, including a focus on a physically and psychologically safe workplace. We also have several feedback loops for staff to provide feedback on ways to improve how we support wellbeing and high performance.</p> <p>See our Total Rewards Program for more details of these programs and services.</p>	8 DECENT WORK AND ECONOMIC GROWTH 
	C30	Reconciliation Action Plan.	<p>Our Reconciliation Action Plan (RAP) is our third Innovate RAP endorsed by Reconciliation Australia. Practical actions include increasing Aboriginal and Torres Strait Islander staff representation, delivering cultural competency training, forming partnerships with Aboriginal organisations, and engaging Aboriginal suppliers.</p> <p>With 85% of actions complete or underway, we aim to progress a Stretch RAP.</p>	8 DECENT WORK AND ECONOMIC GROWTH 

Theme	Criteria	Performance in FY24/25	UNSDG
Staff wellbeing	C31 Aboriginal and Torres Strait Islander staff	4% of our staff and Board are of an Aboriginal and Torres Strait Islander background.	 8 DECENT WORK AND ECONOMIC GROWTH

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