

ESG Statement 2026

1 July 2025 – 30 June 2026

bridge

Bridge Housing acknowledges the Gadigal, Darug, Bidjigal and Gai-mariagal people as the traditional custodians 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 2026

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

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

The nature of our organisation means strengths across social and governance factors, and historical and structural challenges in environmental factors. We continually strive to identify and reduce negative impacts.

Our ESG approach is aligned to the:

- United Nations Sustainable Development Goals (SDGs)
- Global Reporting Initiative Standards
- International Sustainability Standards Board's climate related disclosure standards
- Australian Community Housing ESG Reporting Standard



As we grow, we advocate and work with values aligned partners to influence genuine systems change. Our ambition is to lead ESG in the community housing sector through a commitment to transparency and innovation.

ESG at Bridge Housing

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

Focus areas	Environmental	Social	Governance
Themes Aligned to ESG Reporting Standard	Climate change Nature Sustainable procurement	Affordability and security Resident voice Resident support Placemaking	Corporate governance Board and trustees Staff wellbeing
Contributing to UN SDGs Sustainable Development Goals			

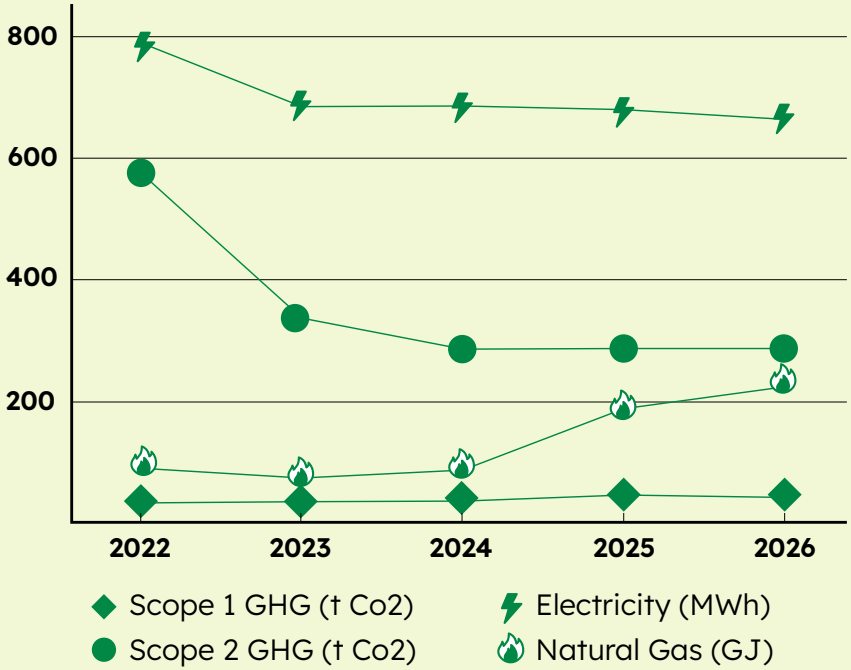
Environmental

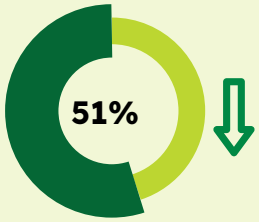
Playing our part for a healthy planet

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



Sustainable Operations





Reduction in scope 1 and 2 emmissions (since 2021)



111kg

E-waste, printer cartridges and mixed batteries diverted from landfill to specialised recycling

Enhancing our homes



99

Dwellings upgraded through the SHEPI retrofit program



556Mwh

411KW of solar PV installed across 290 properties



9,920t Co2e

Scope 3 emissions (first year including tenant recycling)



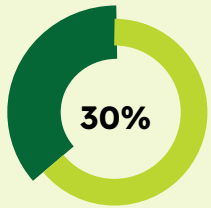
12

Community gardens in the Royal Botanic Gardens Community Greening program



2

Native bee colonies introduced to promote biodiversity in our community gardens



Green power in place for our office and common spaces

Social

The difference we make to our people and communities

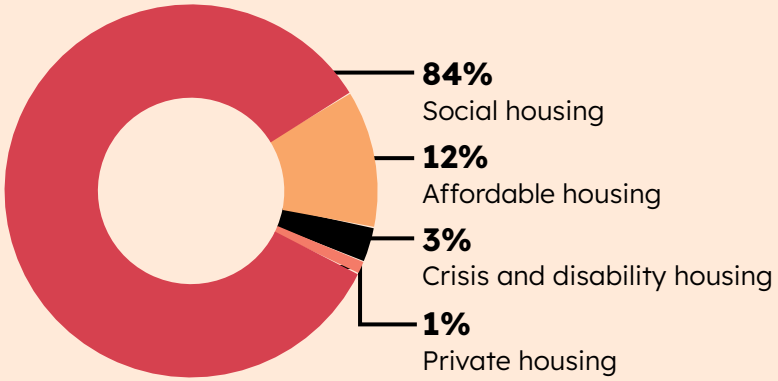
Our ambition is that our tenants can access the choices, freedom and opportunity that stable housing enables.







Our homes



Connected communities

9 Tenant Advisory Groups

22 resident-led activities

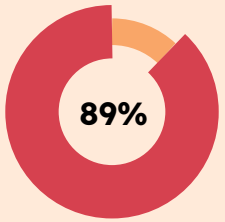
1,470 attendance at community events

82% tenants feel their lives have improved

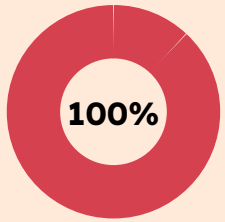
Support

3,851
Wellbeing visits

30
Active partnerships

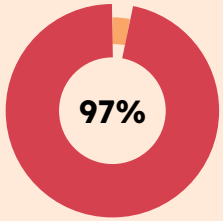


Tenants can access services

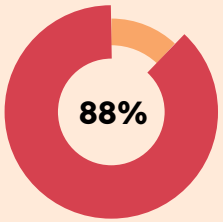


At-risk tenancies sustained through Hand Up program

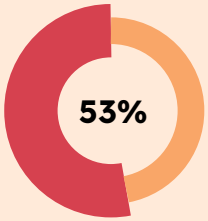
Affordability and security



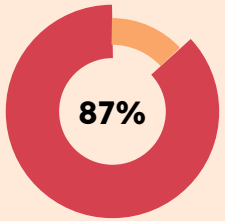
Tenants sustained their tenancy for over a year



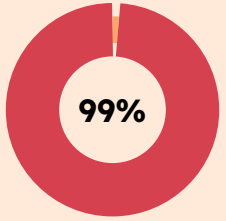
Tenants report that they can better manage their costs of living



Tenants rely on income support



Tenants report that housing has provided them with stability



Tenants pay <30% of their income in rent

Governance

Good governance to support our purpose and growth

We are a sustainable and efficient organisation backed by engaged people, strong systems and good governance.



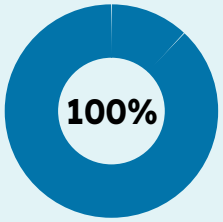
Corporate governance

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.

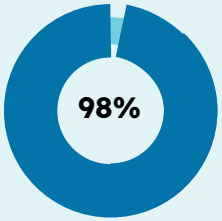
Board and trustees

Independent non-executive directors



Reconciliation Action Plan (RAP)

We continued to implement our **2024-2026 Innovate RAP**

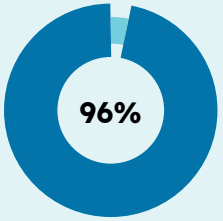


Innovate RAP actions completed or in progress.

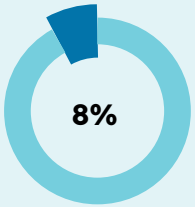
In 2027 we will be launching our first **Stretch RAP**

Staff wellbeing

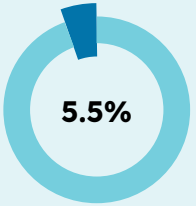
Our **Total Rewards** program supports the physical and mental health of our staff.



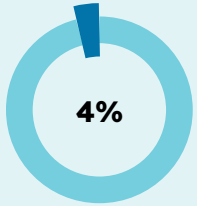
Staff believe the work we do is important



Annual staff turn over



Median gender pay gap



Staff identity as Aboriginal or Torres Strait Islander

Supply chain

- We voluntarily publish a **Modern Slavery Statement**
- Our responsible procurement policy reflects our sustainability values.
- We embed a circular economy approach to asset management to minimise ESG risks.

Looking ahead to 2027

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

Environmental

- Implement our Retrofit Strategy to improve the thermal comfort, energy efficiency, and climate resilience of our homes.
- Investigate a whole-of-portfolio shared solar solution.
- Evaluate the impact of our retrofits to understand the benefits for tenants and inform future investment.
- Improve the environmental performance data we hold for our properties.
- Design staff-led practical initiatives that support a more environmentally sustainable workplace.

Social

- Grow our portfolio of social and affordable homes.
- Implement our Building Bridges Tenant Participation and Engagement Strategy to strengthen tenant voice and build connected communities.
- Measure the impact of our tenant programs in line with our Difference We Make framework for continuous improvement.
- Spotlight tenant voice by sharing tenant impact stories.
- Develop and begin implementing our Stretch RAP.

Governance

- Strengthen how we manage and report greenhouse gas emissions through a new emissions policy and procedure.
- Review the ESG implications of our development activities as we grow.
- Implement our Modern Slavery Action Plan to identify, prevent and address risks in our operations and supply chain.

ESG Reporting standard

We are an early adopter of the **ESG Reporting Standard for Australian Community Housing**, a voluntary disclosure framework designed for consistent reporting across the community housing sector. Below is a summary of our environmental, social, and governance performance from FY25/26, in line with the ESG Reporting Standard.

Environmental

At Bridge we prioritise social impact, directing our resources towards providing safe, secure and affordable housing and improving outcomes for our residents. At the same time, we are committed to doing all we can to improve the environmental sustainability of our operations, while working within the financial constraints of a not-for-profit community housing provider.

Where properties are managed on behalf of the NSW Government, we are responsible for maintenance over an agreed timeframe, while long-term investment, life-cycle planning and climate resilience upgrades remain matters we can advocate for and seek to influence rather than directly control.

We continue to pursue practical opportunities to improve energy efficiency, reduce emissions and deliver benefits for residents. This includes participating in programs that support energy-efficiency upgrades and decarbonisation. This year, we retrofitted 99 dwellings in Western Sydney through the **Social Housing Energy Performance Initiative**.

See our full environmental performance results from FY25/26 below.

Theme	Criteria		Performance in FY25/26	UNSDG
Climate Change	**C1**	Number and percentage of our homes assessed against an energy rating scheme.	22% of our properties were built following the introduction of BASIX minimum requirements in 2004. 8% of our properties have a NaTHERS rating. Of these, 91% have a rating of 6 stars or higher. 2% of our properties have a Green Star rating, which came under our management in FY2026. Of these, 100% have a 6 star rating.	

Theme	Criteria		Performance in FY25/26	UNSDG
Climate Change	**C2** **C3**	Scope 1, 2 and 3 greenhouse gas emissions.	• Scope 1: 41,800 kg Co2 equivalent Scope 2: 286,730 kg Co2 equivalent Scope 3: 9,920,350 kg Co2 equivalent *(Market based method)*	
	C4	Energy efficiency actions (previous year).	We completed energy retrofits to 99 dwellings as part of the Social Housing Energy Performance Initiative. Retrofits included: • Solar panels • SolShare technology • Draught proofing • LED lights • Ceiling fans • Ceiling insulation across 7 sites. We also carried out energy efficiency improvements across our broader planned works program. To support tenant knowledge and understanding of our energy efficiency actions, we provided tenants with resources via the tenant newsletter and factsheets. These materials aim to help tenants improve their own energy efficiency behaviours and reduce their energy bills.	
	C5	Energy efficiency and renewable energy measures (next year).	We continue to develop our Retrofit Strategy and implement energy retrofit measures when undertaking vacant restoration works and planned liefcycle upgrade works.	
	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. We have also installed an additional 200kw of solar PV across 99 units, generating on average 256Mwh per annum. When combined with existing solar PV, we now have 411kw of solar PV installed across 290 units with an average of 556Mwh generated per annum.	

Theme	Criteria		Performance in FY25/26	UNSDG
Climate Change	**C7**	Mitigating physical climate risks.	Climate risks are included in our corporate risk register, with mitigations including: 1. Developing our climate resilience strategy 2. Implementing our ESG Action Plan, 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 to cover damage; access to Emergency Response Plans from state government agencies such as SES; strategic acquisition policy to mitigate geographical climate risks, and our ESG maintenance budget which helps us deliver initiatives to improve climate resilience. Mitigations for climate change impacts to our staff and residents include: reporting to our board; increasing our use of clean energy across our properties and offices; and tenant wellbeing checks.	

Theme	Criteria		Performance in FY25/26	UNSDG
Nature	**C8**	Expanding green spaces and promoting biodiversity.	We expanded our partnership with the Royal Botanic Gardens through their Community Greening program. This year we added 3 new gardens and continued supporting 9 others, taking our total number of gardens to 12. This includes gardening and biodiversity skills workshops, provision of seedlings, soil, mulch and other resources. We have also added two native bee colonies to gardens which promote biodiversity by supporting specialised pollination relationships, ensuring the reproduction of native plants and preventing the ecological strains caused by over-relying on non-native species. These native bee colonies are cared for by tenants. To further promote green space and biodiversity at our homes, our new developments include minimum deep soil areas and native planting as part of the landscaping.	
Sustainable procurement	**C9**	Considering ESG credentials of suppliers and assessing supplier ESG performance.	Our Procurement Policy integrates our ESG values and commitments and embeds these considerations throughout the procurement process, from supplier selection and due diligence through to tender evaluation and contract award. ESG-related criteria are currently being used as part of the evaluation of our fire safety procurement, internal audits, maintenance suppliers and lift contractors, ensuring ESG factors are considered alongside quality, service delivery and value for money. As part of our ongoing commitment to helping prevent modern slavery, we undertake due diligence and supply chain investigations to ensure our contractors are upholding our ESG commitments as part of their service. We have also incorporated modern slavery clauses into our development contracts and consultant service agreements, creating a contractual obligation for key suppliers to comply with our standards and provide information regarding their supply chains where requested. 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, development, acquisition, and finance-related contracts, reinforcing our commitment to responsible procurement.	

Theme	Criteria		Performance in FY25/26	UNSDG
Sustainable procurement	**C10**	Embedding environmentally friendly builing materials into resource management.	Bridge Housing Design Guidelines mandate approaches to minimise waste, water, and energy use, emphasising eco-friendly materials. Our Design and Construct Contracts require contractors to comply with the environmental performance components detailed in our Design Guidelines. Contractors, sub-contractors, and any consultants cannot complete their scope without demonstrating compliance. Our Procurement Policy also evaluates suppliers based on their sourcing and usage of environmentally friendly building materials. Our Strategic Asset Management Plan guides the implementation of our maintance program across our portfolio. It includes a commitment to driving environmental sustainability across the property portfolio through electrification, energy efficiency upgrades, renewable power, adherence to passive house principles and waste reduction through our construction and maintenance activities. We are also working with the Community Housing Industry Association NSW's Schedule of Rates Group to include more environmentally friendly materials in our maintenance specifications.	
	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 watse 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 our heart is a 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 our evidence-based social impact framework, which was co-designed with residents and staff and guides our service improvement, quality assurance, and investment decisions.

We prioritise positive social outcomes by investing in safe, secure, and affordable homes, providing opportunities for social connection, education and economic participation, and supporting health and wellbeing. Our impact is measured through annual surveys, tenant feedback and program evaluation, ensuring that we understand, demonstrate, and continually improve the difference we make in our residents' lives.

Theme	Criteria		Performance in FY25/26	UNSDG
Affordability and security	**C12** **C13**	Portfolio and pipeline.	Our portfolio has grown to 3,831 homes, including assistance for people experiencing homelessness with 150 tenants in dedicated Housing First programs, the Haymarket Centre crisis accommodation and 727 Supported Temporary Accommodation. 86% of new social housing tenancies were allocated to people experiencing or at risk of homelessness and 288 households were assisted with Temporary Accommodation. We have over 2,000 new homes in our planned development pipeline, and more in our planned management pipeline. The breakdown of our portfolio is: • Social Housing: 84% • Affordable Housing: 12% • Market Housing: 1% • Others (Disability Housing and Crisis Housing): 3%	
	C14	Number and breakdown of homes completed within FY25/26.	Total new homes: 126 • Crisis Accommodation: 35 - 28% • Social Housing: 75 - 59% • Affordable Housing: 16 - 13%	

Theme	Criteria		Performance in FY25/26	UNSDG
Affordability and security	**C15**	Distribution of homes by length of rental tenure.	Our average tenure is 8.8 years: • <1 Y: 12% • 1 to 3Y: 15% • 3 to 10Y: 41% • >10Y: 32%	
Resident voice	**C16**	How residents can hold Bridge accountable for the quality of services.	Our tenant partipcation and community engagement strategy, “Building Bridges”, outlines how we enable tenants to have a say in service design and delivery. This includes: • 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 directly with the CEO • Service improvement workshops • Our Code of Conduct which explains the minimum standards of conduct and behaviour expected of Bridge Housing Directors and employees. This publicly accessible document keeps us accountable for the quality of our services.	
	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 satsifcation from the most recent surveys is: • 79% (2025) • 78% (2023) • 81% (2022)	
	C18	Formal complaints.	There were 26 complaints lodged against Bridge Housing with NCAT. 9 of these were lodged by Real Estate Agents/Landlords for compensation with 5 withdrawn or dismissed, 1 money order, and 3 terminations. Of the 17 matters raised by tenants, 9 were withdrawn or dismissed, 1 was a specific performance order to complete repairs, and 7 were adjourned or remain ongoing. 108 service complaints were recorded.	

Theme	Criteria		Performance in FY25/26	UNSDG
Resident support	**C19**	Support services available for residents.	We have 30 active partnerships with support partners to sustain tenancies and enhance wellbeing. Our Tenant Wellbeing Policy outlines our structured appraoch 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. The success of our services and approach is highlighted by the following outcomes: • 98% of tenants sustain their tenancy for over a year • 89% of tenants live in a location that enables them to access the services they need • 88% of tenants report increased ability to manage their costs of living • 82% of tenants report improved quality of life We also delivered: • 33 Advance Scholarships to help pursue education, training, or skills development that improves their employment and future opportunities. • 23 Start Work Incentives to help encourage workforce participation and cover the upfront costs of starting a new job, such as clothing, equipment, licences, transport, or other work-related expenses.	 
	C20	Information for residents about ventilation, damp and mould prevention, overheating, waste and recycling.	Our quartery tenant newsletter includes seasonal updates on ventilation, damp and mould prevention and overheating. We partnered with 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.	

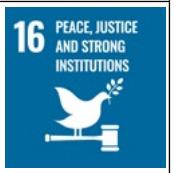
Theme	Criteria		Performance in FY25/26	UNSDG
Placemaking	**C21**	Placemaking activities.	Our partnership with the Northern Beaches Council continued with 178 tenant attendances at Narraweena Place Plan activities, including wellness days, chair yoga, zumba, Qi Gong and Tai Chi classes, health workshops, falls prevention programs, and financial wellbeing sessions. In South Coogee, we engaged tenants to shape the activities and social opportunities available in their neighbourhood, leading to an ongoing partnership with the Junction Neighbourhood Centre. This collaboration has delivered regular community-building activities with 48 attendances in FY26, including a weekly walking group, first aid training, wellbeing and health information sessions, and social events such as trivia and bingo. In Glebe, we have partnered with the University of Technology Sydney to gather insights into what tenants want from partnerships with their housing provider and how they would like to contribute to local community life. The findings are being used to develop practical resources and tools that can support tenant-led placemaking initiatives, enabling residents in Glebe to establish and sustain local activities. We have also continued 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.	

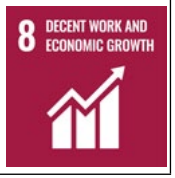
Governance

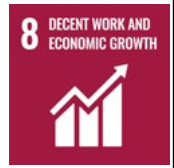
We understand good governance ensures maximum impact is achieved, measured and reported. We are guided by our value of integrity to act ethically and honestly and we are committed to transparency and accountability.

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 FY25/26	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.	
Board and trustees	**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 provided to the Board.	
	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.	 

Theme	Criteria		Performance in FY25/26	UNSDG
Board and trustees	**C25**	Relevant Board and financial experience.	The Finance, Risk and Audit Committee has four non-executive directors. In the period, these were Vivienne Yu (Committee Chair), Stephen Bull (Chair), Karen Cooper (Deputy Chair) and Matthew Knight. 75% have recent and relevant financial experience which is detailed on our website. Ms Cooper has senior governance experience including in relation to finance.	
	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. Hall & Wilcox provided governance workshops and advice on Board and Special Purpose Vehicle (SPV) structures, including directors' duties, conflicts of interest, board composition, investor participation, and governance arrangements for SPVs. McGuirk Remuneration conducted an independent Board remuneration review, including stakeholder consultations, benchmarking and remuneration modelling.	
	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 was reviewed in FY26 to reflect the new compliance requirements of the Department of Communities and Justice as well as a focus on the potential for intercompany risks arising.	
Staff wellbeing	**C28**	Gender pay gap.	Our median gender pay gap for FY26 was 5.5%.	

Theme	Criteria		Performance in FY25/26	UNSDG
Staff wellbeing	**C29**	Supporting the physical and mental health of staff.	We are committed to creating a workplace where our people feel supported, valued and empowered to thrive. We provide a range of programs, initiatives and services designed to promote the physical, mental and emotional wellbeing of our staff. Our **Total Rewards Program** outlines the comprehensive benefits and wellbeing initiatives available to our employees. Key initiatives include monthly Recharge Days to support rest and renewal, ongoing learning and development opportunities, and programs that foster a physically and psychologically safe workplace. We actively seek feedback from our people through a range of engagement channels, ensuring our wellbeing initiatives continue to evolve and reflect the needs of our workforce. Through listening, learning and continuous improvement, we remain focused on building a culture that supports wellbeing, connection and high performance.	
	C30	Reconciliation Action Plan.	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. 98% of current actions are completed or in progress, and we are currently developing a Stretch RAP.	
	C31	Aboriginal and Torres Strait Islander staff.	4% of our staff and Board are of an Aboriginal and Torres Strait Islander background.	

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