



ESG Statement 2024

1 July 2023 - 30 June 2024

bridge 



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 2024

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.

We will continue to champion change through sector leadership and advocacy to deliver improved outcomes for residents and communities. We are an early adopter of the CHIA ESG Reporting Standard for community housing, aligning our reporting to actively support the growth of a national standard that will provide clarity, accountability and comparable data for stakeholders.

ESG at Bridge Housing



Focus area



Environmental

Theme

Aligned to ESG Reporting Standard

- Climate change
- Ecology
- Resource management

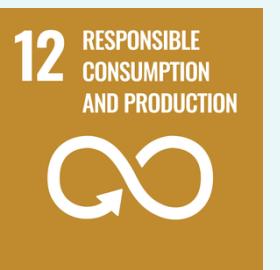
Contributing to UN Sustainable Development Goals (SDG's)



Climate action



Life on land



Responsible consumption and production

Social

- Affordability and security
- Building safety and quality
- Resident voice
- Resident support
- Placemaking



Sustainable cities and communities



No poverty

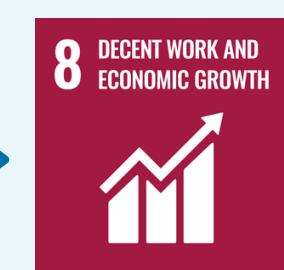


Reduced inequalities

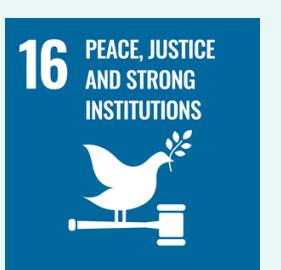


Governance

- Structure and governance
- Board and trustees
- Staff wellbeing
- Supply chain management



Decent work and economic growth



Peace, justice and strong institutions

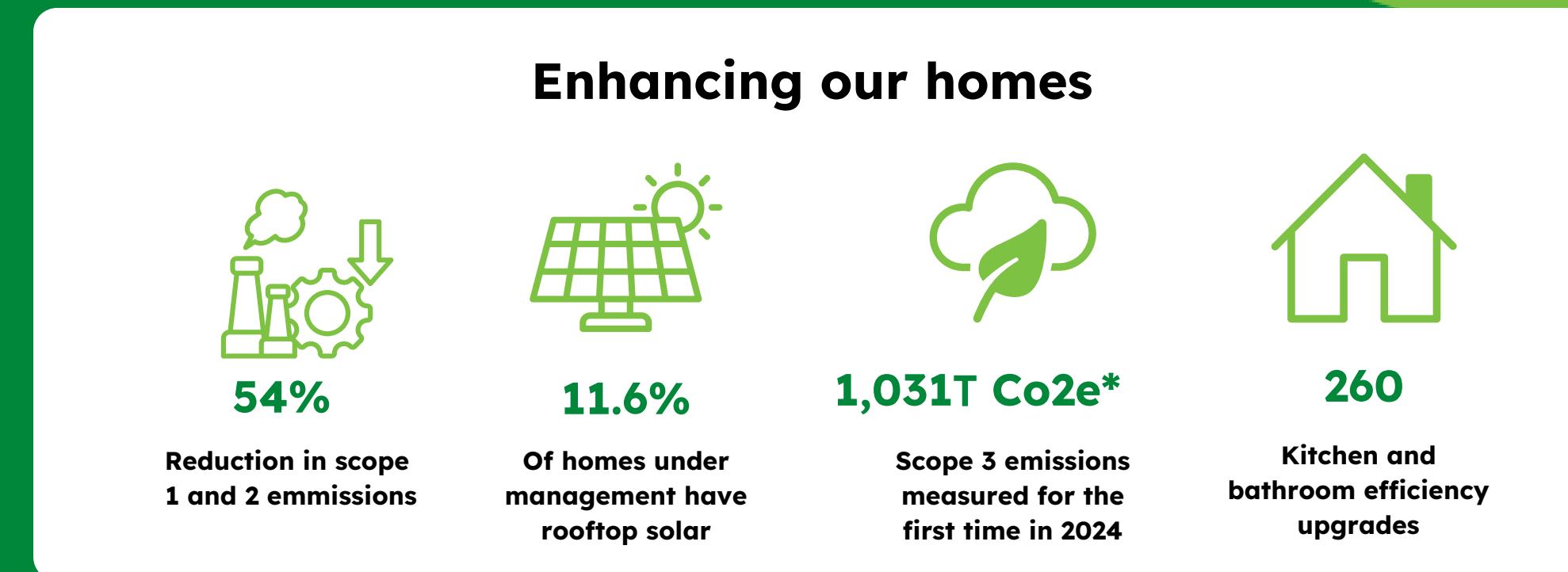
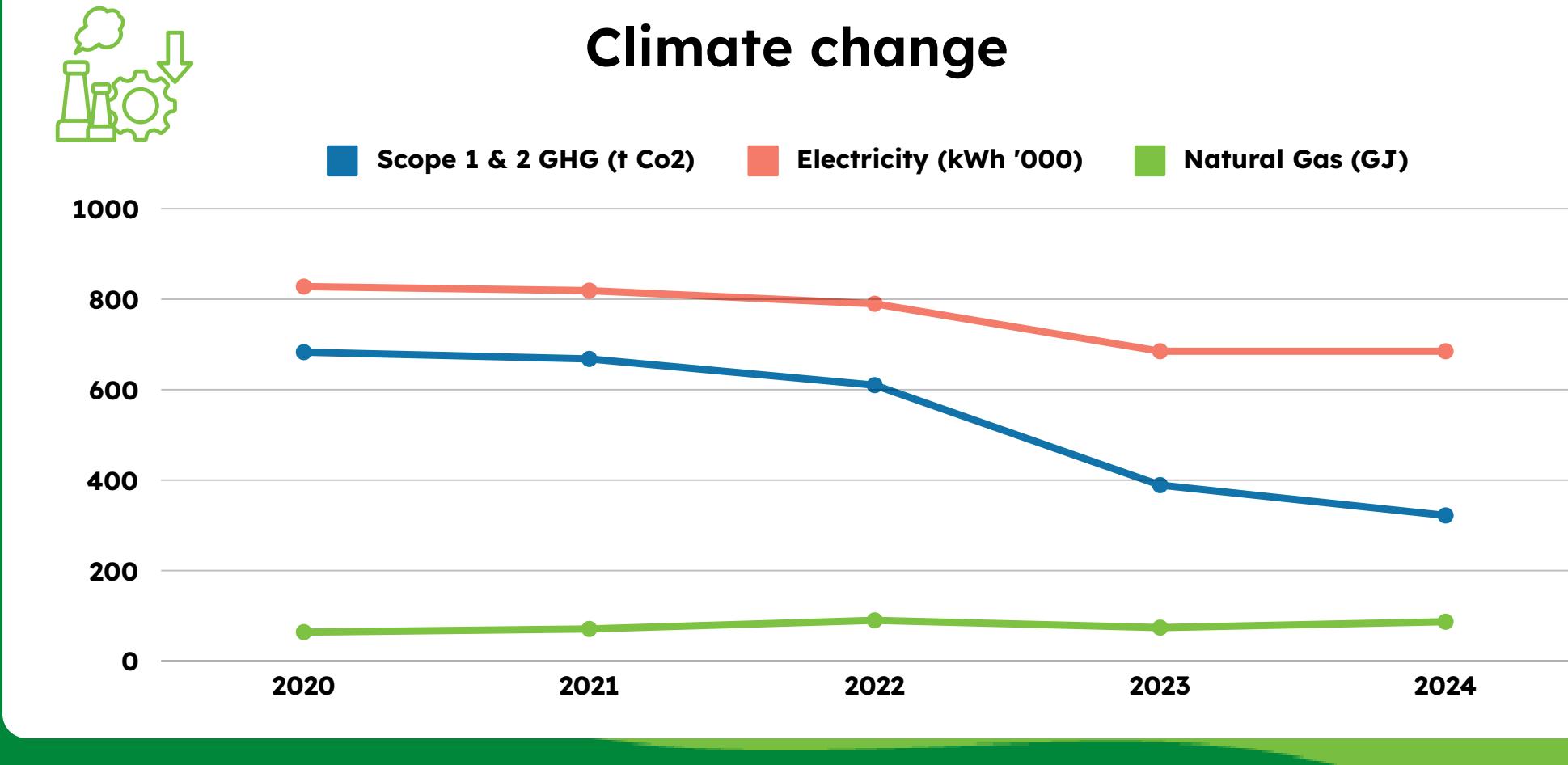
Environmental

'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.

Aligning with the UN SDG's:

- Climate action
- Life on land
- Responsible consumption and production



*this figure does not yet include tenant energy consumption

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 our tenants and communities.

Aligning with the UN SDG's:

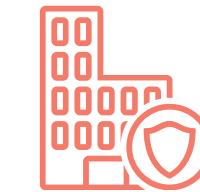
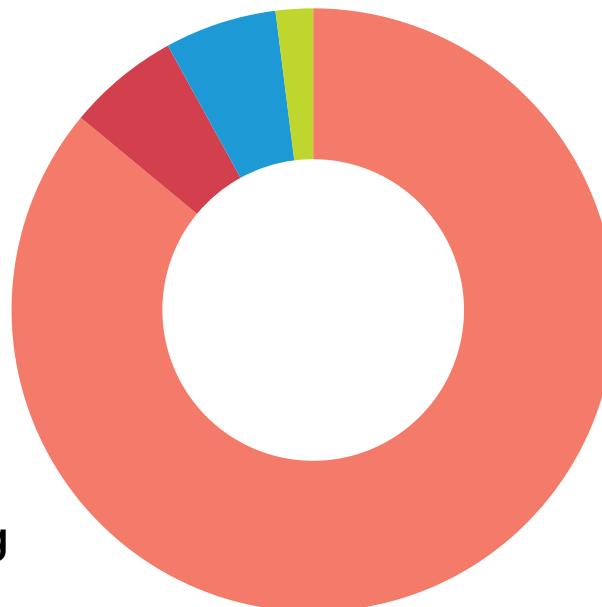
- No poverty
- Reduced inequalities
- Sustainable cities and communities



Affordability and security

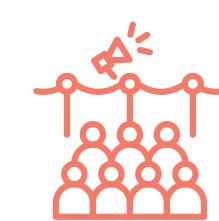
- 84% of tenants rely on income support
- 87% of tenants report increased ability to manage their costs of living

Social Housing
Affordable Housing
Market Housing
Other



Building safety and quality

- 100% compliance with Annual Fire Safety Statements at properties where it is required.
- 98% of homes meet NSW Government condition standard
- \$3,931 average maintenance spend per home



Placemaking

- 1,579 attendances at our community events
- 196 resident led initiatives and events

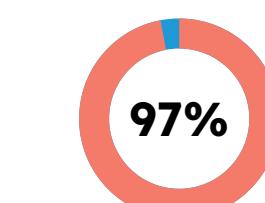


Resident voice*

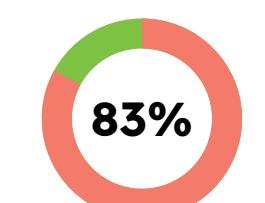
- 78% tenant satisfaction rate in most recent survey (FY2023)
- 73% agree Bridge treats them with respect
- 65% agree Bridge listens to and acts on their views

Resident support

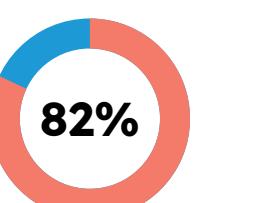
30 partnerships in place to support tenants.



of tenants sustained their tenancy for over a year



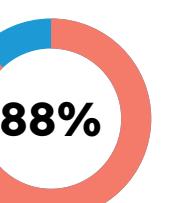
of tenants reported improved wellbeing



of tenants can better manage their physical health



of tenants can better manage their mental health



of tenants can access the services they need

*From the 2023 Tenant Satisfaction Survey, this is a biannual survey and will run again in 2025.

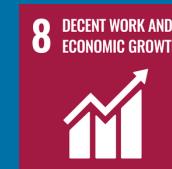
Governance

'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.

Aligning with the UN SDG's:

- Decent work and economic growth
- Peace, justice and strong institutions



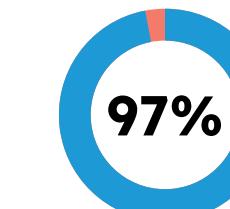
Corporate governance

- 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.

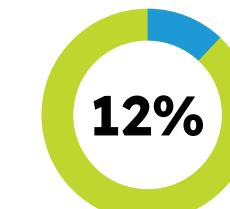


Staff wellbeing

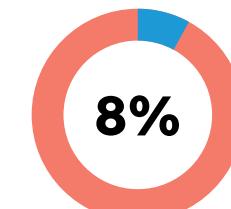
Our [Total Rewards](#) program supports the physical and mental health of staff.



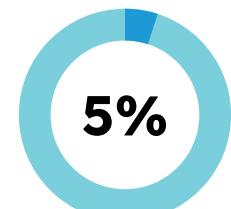
of staff believe in our purpose



annual staff turnover



median gender pay gap



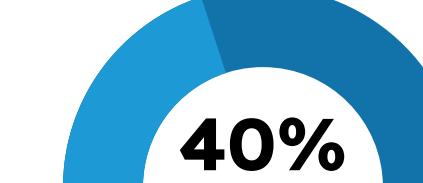
of staff identify as Aboriginal



Board and trustees



Director turn over
• 1 person retired after 9 years.



Executive turn over
• CEO took up position as CEO Homes NSW
• 1 person retired after 8 years.



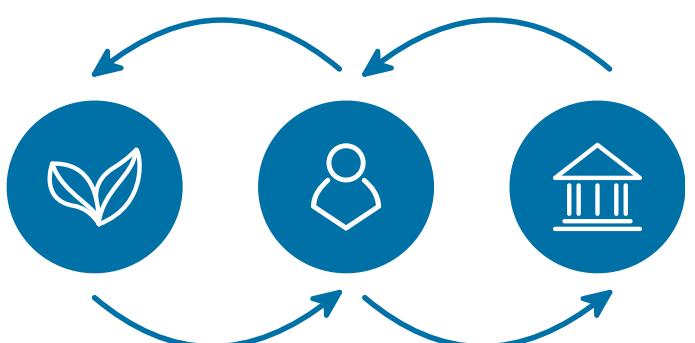
Supply chain

- 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 2025?

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

- Develop a home retrofit program to improve thermal comfort and reduce energy consumption
- Upgrade common area lighting and install solar to reduce energy consumption
- Pilot a circular economy approach to reduce waste to landfill through our repairs and maintenance program
- Engage with our tenants, staff and stakeholders to develop waste reduction and biodiversity pilot programs

Social

- Grow our portfolio of social and affordable homes
- Refresh our Support Partner Strategy to ensure our tenants can sustain their tenancies
- Develop 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

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Environmental

Bridge Housing, like many of our peers, has a mixed portfolio of varying age, typology and location that results in a diverse standard. 84% 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.

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Taking action on climate impacts by building climate resilience into our asset portfolio and taking steps to minimise our emissions.	Update the Strategic Asset Management and Asset Maintenance Plans to incorporate a transition to low carbon assets	Our energy efficiency program includes rollout of rooftop solar installation, replacement of common area lights with sensor LED lighting, installation of heat pumps and continued energy efficient measures in our planned and vacant works program.	Climate Change	c3/c4	12. Responsible Consumption and Production 
	Ensure all new homes to incorporate passive design principles to achieve 7 Star NaTHERS	Bridge Housing Design Guidelines mandates approaches to minimise waste, water, and energy, emphasising eco-friendly materials. 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, 64% are 7 Star NaTHERS or higher.	Climate Change	c1	12. Responsible Consumption and Production 
	Report Scope 1, 2 and 3 greenhouse gas emissions	Scope 1: 35,713 kg Co2 equivalent; Scope 2: 286,157 kg Co2 equivalent; Scope 3: 1,031,310 kg Co2 equivalent; (Market based method)	Climate Change	c2	13. Climate Action 
	Invest in renewable energy including on and off-site renewables, where feasible.	11.6% of all homes under management have rooftop solar, 30% green power across operations (Bridge Housing offices, common areas)	Climate Change	c5	13. Climate Action 

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Efficiently using resources by delivering energy, waste and water efficiency programs in both operations and tenancies.	Implement an energy efficiency program across common areas and homes including LED upgrades and insulation and draft sealing upgrades	Implemented an LED roll out program at block in Parramatta and completed roof replacements at 7 of our sites, including fitting R3 roof blankets to improve energy efficiency. We continue to install energy saving measures where possible when we undertake planned works and vacant restoration works on our properties, including LED lighting, rooftop insulation, energy and water efficient appliances and water efficiency devices	Resource management	c3	12. Responsible Consumption and Production 
	Purchase energy and water efficient appliances for both our operations, assets and tenancies.	Collaborating with Sydney Water on their Water Fix Residential program, which conserves water by repairing leaks and installing water-efficient devices in our properties. 206 bathrooms were upgraded with water and energy efficiency improvements, and 54 kitchens were upgraded with energy efficient appliances.	Climate Change	C12	13. Climate Action 
	Implement a tenant waste management program across the portfolio	We are working with resource companies to implement circular economy approaches to reduce waste across our portfolio, including pilot programs with 2nd Life and ReUse.	Resource management	c11	12. Responsible Consumption and Production 
Enhancing ecology and biodiversity to provide access to greener places and opportunities for our tenants to connect with nature.	Deliver 'Our Place Green Space' initiatives including community gardens Identify opportunities to increase green space and biodiversity through the implementation of 'Places people want to live' placemaking program and our lawns and grounds maintenance contract.	Tenants participate in the Royal Botanic Garden Community Greening program, offering gardening workshops and awards, fostering biodiversity and community engagement.	Ecology	c8	15. Life on Land 

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Sourcing responsibly with consideration to environmental and social impacts.	Ensure existing building stock purchased meets environmental standards outlined in our due diligence process or has a retrofit plan in place to meet the standards	Bridge's urban property portfolio reduces flood and bushfire risk. Mitigations include climate resilience strategy, ESG Framework implementation, and business continuity planning.	Resource management	c10	12. Responsible Consumption and Production 
	Update procurement plans and guidelines to include environmental and social considerations	Bridge suppliers complete an assessment checklist to ensure the transparent assessment of environmental and social considerations in the procurement process	Resource management	c11	12. Responsible Consumption and Production 
	Pilot projects which will enhance a circular economy.	Project concept developed with Aileen Sage Architect for a Net Zero Refurb. The proposal was presented at Vivid Sydney 2024 and proposed a series of adaptable and cost-effective interventions that will extend the building's usable lifespan, improve environmental performance, increase amenity, and lower household bills.	Resource management	c10	12. Responsible Consumption and Production 

Social

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

We provide quality housing and offer a range of services that support community connection and participation. This includes engagement programs and partnerships that support health and wellbeing, mental health, education, employment, creative and economic outcomes.

Social factors are the priority of our resource and investment decisions; we invest back into the communities we serve for improved outcomes. We do this through increased housing supply, tenant engagement programs, placemaking activities and services.

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Creating healthy and safe living to ensure our tenants feel safe in their homes and neighbourhoods and are connected to the services and supports they need.	Implement our 'Innovate Reconciliation Action Plan' to drive reconciliation and cultural safety across our workplace and community	Our Innovate Reconciliation Action Plan (RAP) is in place. Please visit our website for more information.	Staff wellbeing Resident support	c39	10. Reduced Inequalities 
	Deliver our 'Hand Up' program to help participants connect with the services and supports they need to pay off their debts and save their tenancy	Delivered to 26 participants.	Resident support		11. Sustainable Cities and communities 
	Support positive and active ageing through our tenant engagement and participation programs.	Delivered Place Planning in Narrabeen on the Northern Beaches with our local resident community and other stakeholders including representatives from local support services, health services and the police. Bridge Housing delivered 20 events for local residents and collaborated to deliver 3 free health events and 50 food distribution sessions.	Placemaking	c24	11. Sustainable Cities and Communities 

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Delivering a quality housing experience by ensuring the homes we provide and support we give is people-focused.	Increase the supply of social and affordable housing through the development and acquisition of more homes.	Our portfolio grown to 3714 homes with 81 additional homes in FY24. We have ~850 new homes in our committed development pipeline, and more in our planned pipeline.	Affordability and security	c15	10. Reduced Inequalities 
	Deliver our wellbeing approach to ensure our tenants can sustain their tenancies. Partner with local organisations under our 'Support Partner Strategy' to link our tenants to the supports and services they need	Bridge Housing has a Wellbeing Policy and Support Partner Strategy underpinned by 30 partnerships with third party providers to ensure tenants have access to the services they need to sustain their tenancies and overall wellbeing. Our Support Coordination team develop a Wellbeing Plan to support tenants, outcomes for FY24 include: <ul style="list-style-type: none">• 97% of tenants sustain their tenancy for over a year• 83% of tenants report improved wellbeing• 82% of tenants can better manage their physical health• 80% of tenants can better manage their mental health• 88% of tenants can access the services they need	Resident support	c23	11. Sustainable Cities and Communities 
	Use a 'Housing First' approach to help end rough sleeping and homelessness	<ul style="list-style-type: none">• 205 clients supported with temporary accommodation• 70% of new tenancies were for people at risk of or experiencing homelessness• 158 residents in dedicated housing first programs	Affordability and security	c14	1. No Poverty 
	Undertake a proactive asset management approach to ensure our properties are at a high standard and exceed industry benchmarks	98% of homes meet Homes NSW maintenance standard	Building safety and quality	c18-19	11. Sustainable Cities and Communities 
	Deliver our 'Customer Experience Strategy and Action Plan' to drive higher levels of tenant satisfaction.	Our Tenant & Community Engagement Strategy, Building Bridges, emphasises empowering tenants to influence service design and delivery. We undertake a bi-annual Tenant Satisfaction Survey (TSS) of all residents as well as ongoing feedback surveys immediately following phone calls and repairs. The Results are reviewed by our tenant advisory groups and used to inform our annual Customer Experience Strategy and Action Plan. We also undertake customer journey mapping of key processes to provide more detailed feedback on improvement opportunities. Overall satisfaction scores over the last three years are: <ul style="list-style-type: none">• 78% (2023)• 81% (2022)• 78% (2021) Our next biannual tenant satisfaction survey will be conducted in FY25.	Resident voice	c21	11. Sustainable Cities and Communities 

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Enabling social connections and building strong communities by providing ways and reasons to bring people together.	<p>Implement 'Building Bridges 2021-24 Strategy' for tenant participation and community development.</p> <p>Enable tenant input via Tenancy Advisory Groups, 'Time to Talk' sessions, and 'Your Views' e-panel.</p> <p>Foster community connections through initiatives like 'Big Ideas' grants.</p> <p>Engage tenants and communities in 'Places People Want to Live' placemaking program for improved housing delivery.</p>	<p>8 tenant advisory groups meet quarterly for feedback and issue resolution.</p> <p>Quarterly open forums allow direct interaction with the executive team.</p> <p>Wellbeing Policy and Support Partner Strategy are supported by 30 third-party partnerships.</p> <p>Place Planning initiative in Narrabeen, Northern Beaches, facilitated by Bridge Housing.</p>	Resident voice Resident support Placemaking	c20 c23 c24	11. Sustainable Cities and Communities 
Supporting work, learning and improved financial wellbeing through the delivery of programs that will enable people to thrive.	<p>Scholarships aid education for all age groups.</p> <p>'Start Work' program provides rent freeze incentives.</p> <p>Volunteering opportunities serve as pathways to work and engagement.</p>	<p>Awarded \$27,665 in scholarships</p> <p>26 residents found stable employment</p> <p>19% of residents participated in volunteer activities</p>	Resident support	c23	11. Sustainable Cities and Communities 

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 volunteer 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.

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Mitigating climate and human risks by ensuring our risk processes incorporate strategies to address climate and human rights risks.	Improve our ESG data collection and measurement, leveraging technology and working with tenants to capture tenant environmental performance Publish an impact report annually	The Risk Management Plan identifies and records risks, with high-level strategies to avoid or mitigate their impact. Annual reviews at executive and board levels include the risk register and strategic risks. Environmental, social, financial, and governance risks are all integrated into the risk register and budget monitoring.	Board and trustees	C28	16. Peace, Justice, and Strong Institutions 

Goal	Actions	Performance in FY23/24	Theme	Criteria	UN SDG
Operating with integrity in all that we do.	Embed accountability for this ESG statement into our governance framework	Governance Principles are publicly disclosed on its website. Directors and management are dedicated to upholding sound governance principles. The company's Corporate Governance statement aligns with ASX's recommendations, serving as a robust framework. Reviewed in 2023, it ensures effective governance practices despite not being a listed entity.	Corporate and governance	C25	16. Peace, Justice, and Strong Institutions
	Ensure adherence to our code of conduct and Statement of Business Ethics Partner effectively to broaden the scale of our impact.	We voluntarily publish a Modern Slavery Statement to identify and minimise risks in our supply chain. Our updated 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.	Supply chain	C41	12. Responsible Consumption and Production
Developing a skilled, engaged and inclusive workforce to enable us to deliver the services and support our tenants need to thrive.	Implement our People and Culture strategic objectives Ensure our workplace health and safety framework is aligned to best practice Maintain a staff feedback loop through staff engagement and pulse surveys Ensure each staff member is clear about what success looks like through the administration of the performance and career development system.	12% Staff turnover 8% Gender pay gap 5% Staff who identify as Aboriginal and/or Torres Strait Islander We provide a range of programs and services to support physical and mental health of our staff. See our Total Rewards program .	Staff wellbeing	C36 C37 C38 C40	8. Decent Work and Economic Growth