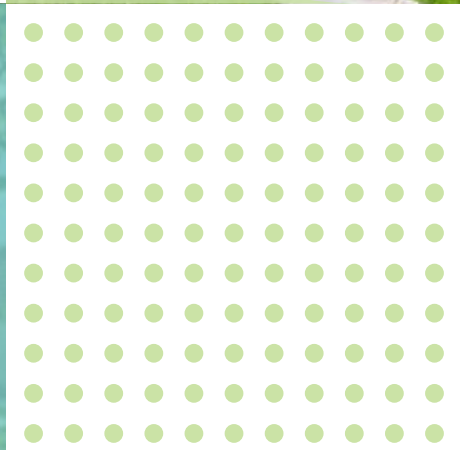
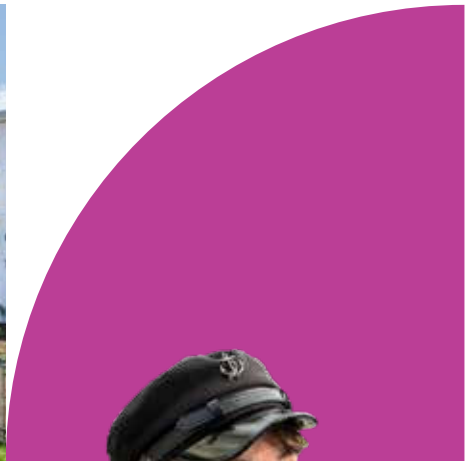




ANNUAL REPORT
2025

Acknowledgement of Country

The Women's Housing Company acknowledges the Traditional custodians of the lands on which we provide housing and homelessness services throughout NSW. We recognise their continuing connection to land, waterways and culture and pay our respects to their Elders past, present and emerging.

Corporate Values



Respect



Integrity



Collaboration



Courage



Support



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Message from the Chair

I am pleased to present the Women's Housing Company Annual Report for 2024-2025.



This year marks a significant transition for our organisation. I would like to begin by acknowledging the outstanding contribution of our former Chair, Alice Spizzo, who retired from the Board on 30 June 2025 after 17 years of dedicated service, including 11 years as Chair. Alice's leadership has left a lasting legacy, one defined by growth, resilience and a deep commitment to supporting women in need. It is a privilege to now serve as Chair and to continue building on this strong foundation.

Over the past year, the Women's Housing Company has made meaningful progress in expanding our housing portfolio and strengthening our partnerships. We celebrated the opening of new properties, including housing designed specifically for older women, enabling them to age in place with dignity and security. We also secured funding to acquire and refurbish additional properties, including a new site in Liverpool that will provide 12 homes for women and children.

Our partnerships with local councils, including Randwick and Woollahra, continue to grow, enabling us to deliver more affordable housing options. We are also investing in the ongoing improvement of our existing properties, with a focus on safety, accessibility, and energy efficiency.

In August 2024 we welcomed the leadership of our new CEO, Nada Nasser, who has extensive experience in housing, homelessness and human services. Nada has brought a fresh approach building on the legacy of our previous CEO Debbie Georgopoulos. This leadership has sought to strengthen the organisation's capability and create a strong base for future growth in properties and services and as well as advocating for new initiatives such as a Common Ground for women.

The Board has remained actively engaged in guiding the organisation through this period of change. We undertook a comprehensive recruitment process to

enhance the diversity and expertise of our governance team. We were pleased to welcome Simone Cheung, Biljana Nikolova, and myself to the Board, and we continue to seek individuals who bring the skills and passion needed to support our mission.

We are also fortunate to have the continued support of our Patron, The Hon Ros Kelly AO, whose dedication to empowering women is truly inspiring. Her work with our Pathways Program, particularly in mentoring tenants in public speaking and confidence-building, has had a profound impact. I look forward to working with Ros to advance our vision for a Common Ground for Women, a transformative project that will provide integrated housing and support for women experiencing chronic homelessness.

We are also grateful to our new philanthropic partners, George and Jacqui Maree Stamas, whose generous support of our Fellowship Program is helping women access technology and training to pursue education and employment. Their commitment to creating real opportunities for women is deeply appreciated.

The achievements outlined in this report are a testament to the dedication of our staff, the leadership of our executive team, the guidance of our Board, and the support of our partners and community. Together, we are creating pathways to safety, stability, and opportunity for women across New South Wales.

As we look ahead, we remain focused on our mission: to ensure that every woman has a safe, secure, and affordable place to call home. Thank you for your continued support.

Carmen Osborne
Chair, Women's Housing
Company Ltd

Message from the Chief Executive Officer

This year, our priority has been to lay strong foundations for future growth, strengthening our systems, partnerships, and people capability to ensure we can deliver even greater impact for women in need.



In a challenging housing environment, we have focused on operational excellence, innovation, and empowering our tenants and staff.

Our focus on building strategic partnerships has enabled us to deliver innovative programs in collaboration with government, councils, philanthropists, and community organisations.

Strengthening our operational foundations was a major focus. This year saw significant improvements in key performance indicators, including reducing rental arrears, increasing tenant visits, reducing vacancy turnaround times, and improving overall tenant satisfaction with WHC.

The introduction of digital platforms such as Inspection Manager and a shift to paper-free communications have enhanced our efficiency and responsiveness.

People and culture remain at the heart of our strategy. We launched a new Employee Assistance Program (EAP) that provides expanded counselling, coaching, and wellbeing support to our staff, and expanded internal wellbeing initiatives, supporting our staff in a changing environment. Our staff engagement survey showed strong belief in our purpose and values, and we are acting on feedback to further strengthen our workplace culture and capability.

A key milestone this year was the independent review of our Transitional Housing Plus (Transition Plus) program. The review provided valuable insights and recommendations, which we are now implementing to enhance governance, tenancy outcomes, and support service engagement. These improvements will ensure the program continues to provide vital pathways for women and children escaping violence to achieve stability and independence.

Looking ahead, our new Strategic Plan 2026–2030 sets a bold and transformative agenda for WHC. Over the next five years, we will continue to pursue purposeful growth, with a strong emphasis on affordable housing for women essential workers and specialist support for those experiencing homelessness and domestic violence. We will continue to invest in our people and systems, strengthen our advocacy and empowerment programs, and measure our impact through clear and ambitious targets. Our plan reaffirms WHC's unique and specialist role in delivering housing and support for women, and provides a clear roadmap for purposeful, sustainable growth.

Women's Housing Company is deeply passionate about amplifying the voices of the women we house and support. This year, we strengthened our empowerment programs, including Her Voice, which has helped women reclaim their narratives and build confidence for the future.

Thank you to our staff, partners, Board, and most importantly, the women who inspire us every day. Together, we are building a future where every woman has a safe place to call home.

Nada Nasser
Chief Executive Officer

Governance

In addition to overseeing governance and overall performance and compliance, the Women's Housing Company Board was actively engaged this year in developing the FY2026-2030 Strategic Plan, reviewing the Company's Constitution and succession planning for the new Board Chair.

“The events you hold socially for your tenants are a blessing for community inclusion. It helps me with the isolation problem.”

– Social Housing tenant



Director Vivienne Skinner and tenant

Strategic Planning

The WHC strategic direction and focus for the next 5 years was deliberated and set by the Board through dedicated Board strategic planning days. The Board discussed industry trends; the organisation's strengths, weaknesses, opportunities and threats; and considered feedback from staff, partners and tenants. The 2026–2030 Strategic Plan builds on past growth and advocacy and identifies people and culture, technology, strategic partnerships to grow impact, and tenant empowerment as key areas of focus for the next 5 years.

Leadership Transition

This year marked a significant leadership milestone. After 17 years on the WHC Board - 11 as Chair - Alice Spizzo retired. Her successor, Carmen Osborne, was appointed following a six-month shadowing period to ensure a smooth transition. The Board also took an active role, this year, in onboarding and supporting the new WHC CEO Nada Nasser, maintaining momentum and organisational stability.

This year WHC also added an Observer to the Board, Sarah Rosenberg, as part of our commitment to fostering emerging leadership and broadening perspectives in governance. Sarah's participation brings fresh insight and strengthens our connection to sector-wide initiatives.

Strengthening Board Oversight

To enhance governance and oversight, WHC activated two key Board committees:

- **PRACC (People, Remuneration and Culture Committee):** Focused on guiding the organisation's approach to people-related matters.
- **PAM (Philanthropy and Marketing Committee):** Focused on guiding and expanding WHC's philanthropic strategy and marketing efforts.

Additionally, the **Board Audit and Risk Committee (BARC)** took on a more active role this year, supporting transition to new auditors and overseeing financial and risk management governance.



WHC Board, Executive Team and Dr Rachel Trigg

The Board

Alice Spizzo

Retiring Chair and member of the Philanthropy and Marketing Committee

Founder of Alice Spizzo Advisory, Alice is a legal and governance expert with senior government experience. She brought strategic insight across planning, housing, and risk during her 17-year tenure on the WHC Board, including 11 years as Chair. Retired 30 June 2025.

Carmen Osborne

Director and incumbent Chair

Carmen is a Senior Development Manager at Allam Property Group with 35+ years in planning and property. She specialises in master planning and approvals, and advocates for inclusive housing. Carmen also serves on the Independent Living Villages Board.

Sharanya Srikanth

Board Deputy-Chair, Co-Chair of Philanthropy & Marketing Committee and member of the People, Remuneration and Culture Committee

Sharanya is a Senior Account Executive at AWS, leading strategic tech partnerships. With a background in law and commerce, she brings expertise in digital transformation and public-private collaboration.

Vivienne Skinner

Director and Chair of the People, Remuneration and Culture Committee

Vivienne is an Industry Fellow at UTS and Principal of Metropolis Consulting. She has shaped national urban policy and advised NSW Premiers, with a background in journalism and senior government roles.

Alice Robinson

Director, co-chair of the Philanthropy and Marketing Committee and member of the People, Remuneration and Culture Committee

Alice is a Project Manager at Macquarie Group with over a decade in property and construction. She has delivered award-winning social infrastructure projects and holds engineering qualifications from UTS.

Jodie Blackledge

Director and member of the Board Audit and Risk Committee

Jodie is CFO at AZ Next Generation Advisory and brings over 20 years of experience in finance, strategy, and governance. A Chartered Accountant, she brings deep expertise in investment banking and wealth management.

Tasha Burrell

Director and member of the Board Audit and Risk Committee

Tasha is Program Director at Landcom with 20+ years in property development. She has led major urban renewal projects and held senior roles at St Hilliers and Urban growth NSW. She holds a Bachelor of Architecture (Hons).

Stacey Hooper

Director and Chair of the Board Audit and Risk Committee

Stacey is a Financial Services Assurance Partner at EY with global experience in audit, compliance, and risk. A Chartered Accountant, she also leads EY's corporate responsibility initiatives.

Simone Cheung

Director and member of the Board Audit and Risk Committee and Philanthropy and Marketing Committee

Simone was most recently a Partner at Deloitte Access Economics, specialising in gender equity, homelessness, and health policy. She brings strategic and legal expertise and is a strong advocate for inclusive leadership.



Directors Carmen Osborne and Alice Spizzo

Your kindness and understanding gave me the strength and courage to face each day with re-newed hope. Your unwavering commitment to helping me get back on my feet was nothing short of miraculous. I am deeply grateful for the countless ways you went above and beyond to ensure I received the care and resources I needed.

– Specialist Homelessness Services Client



Director Simone Cheung

Our Operating Environment

The Women's Housing Company remains at the forefront of addressing women's homelessness, delivering safe and secure housing, expanding our portfolio, and advocating for sustainable housing solutions that respond to women's needs.

In FY2025, WHC continued to operate in a challenging housing market to provide housing and accommodation for women.

As the largest women's housing provider in Australia, we remained an active voice in housing and homelessness policy. We worked closely with NSW and national industry bodies to advocate for long-term investment in housing supply and homelessness services.

The roll out of the NSW Government's record \$5.1 billion social housing investment began this year, alongside national investment through the Federal Housing Australia Future Fund (HAFF). These initiatives represent significant opportunities but will take time to translate into new homes on the ground. Meanwhile, the immediate demand for housing support continues to outpace supply.

The scale of the housing crisis in Australia has continued to grow throughout 2024/2025, with housing stress, cost of living and safety issues continuing to impact women and families:

- Inflation eased but household costs, especially rent and energy, remain high (ABS, June 2025).
- Domestic and family violence reports remain elevated, with women and children most affected (BOCSAR, 2025).
- A single mother on JobSeeker cannot afford rent anywhere in NSW (Everybody's Home, 2025).
- Over 60,000 households are on the social housing waitlist, many facing 10+ year wait times (DCJ, July 2025).
- Sydney ranks second globally for housing unaffordability, behind Hong Kong (Demographia, 2025).
- Women account for 60% of those seeking homelessness services, with two-thirds of unmet requests are also from women (AIHW, 2024).
- Older women are the fastest-growing group experiencing homelessness (AHURI, 2025).
- Social and affordable housing is critical infrastructure in such an environment and is increasingly essential in housing people unable to afford to rent or buy in through the private market.

Respectful and helpful, I feel they meet my needs and help me during my difficult times. They've shown compassion and that's something I think people really need these days, and I didn't know about services out there.

– **Transitional Supported Housing Client**

Community Engagement Coordinator with tenant



2024/25 Highlights

The Women's Housing Company is a Tier 1 community housing provider, registered under the National Regulatory System for Community Housing and operates as a charity. It is also accredited under the Australian Service Excellence Standards.

Overall Impact



2207 Women & Children

accessed WHC housing and homelessness services in 2025 (*of these, 34 have accessed both WHC housing and homelessness services)



1213 Properties

under WHC management: 190 owned, 799 managed, 224 leaseholds



327 Women & Children

supported through WHC homelessness services



1880 Women & Children

housed through social and affordable housing and transitional accommodation

Tenant Engagement



51 tenant engagement events held

to provide social connection and information



394 additional check-ins

conducted with tenants who are identified as at risk of isolation or in need of support



50 community partners

organisations and individuals supported tenant events and projects



36 scholarships awarded

to empower women and help them achieve their goals

Tenant Satisfaction



82%

of tenants are satisfied overall with WHC (up from 80% last year)



82%

of tenants reported that *their life had improved since moving into a WHC property*



80%

of tenants reported being satisfied with the condition of their home



82%

of tenants reported being satisfied with the quality of their recent service received



82%

of tenants said their home provides stability and security



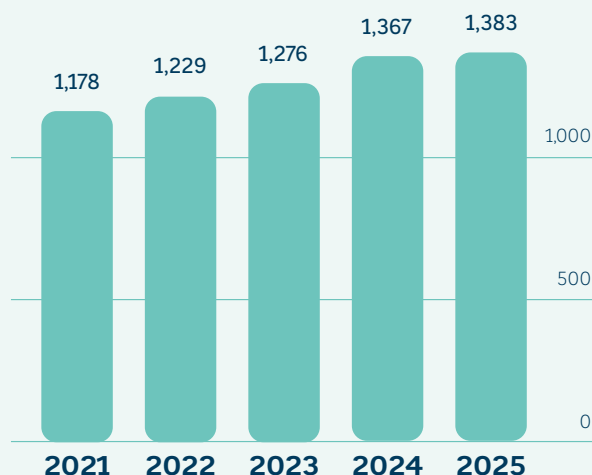
Tenants with members of the Customers and Communities Team

Number of tenancies Managed

This graph illustrates the total number of tenancies managed during the year, including those that have concluded.

In FY24, the increase in the number of tenancies managed - the number of people assisted was driven by the transfer of two New Generation Boarding Houses and additional properties owned by the NSW Government.

In FY25, the increase in properties managed was driven by two New Generation Boarding House properties and two new social housing properties under the Community Housing Innovation Fund.

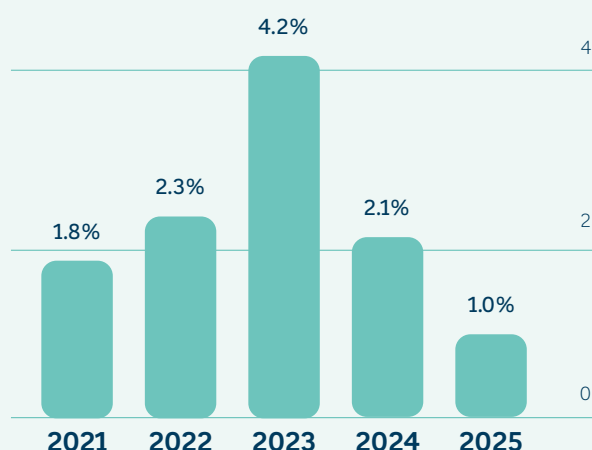


Vacancies and Voids (%)

This graph illustrates the number of rental days lost due to vacancies and voids as a percentage of total available days.

In FY24, vacancies and voids rate improved significantly compared with FY23, supported by an increased workforce that contributed to better tenancy management and reduced vacancy rates.

In FY25, the vacancies and voids rates have continued to improve due to improved coordination between allocations, tenancy and property teams and increased stability in the workforce.

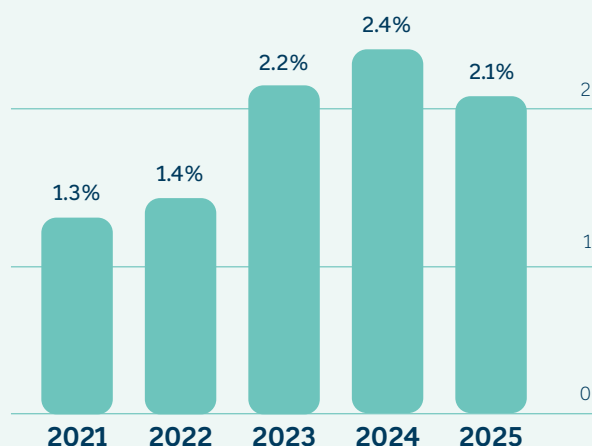


Rent Arrears (%)

This graph illustrates the value of rent arrears at the reporting date as a percentage of the rent revenue charged to tenants over the preceding financial year.

In FY24, rent arrears rate increased to 2.4%, up from 2.2% in FY23 from previous 1.3–1.4%, primarily resulting from staff turnover and sustained cost-of-living pressures on tenants.

In FY25, the vacancies and voids rates have continued to improve due to improved coordination between allocations, tenancy and property teams and increased stability in the workforce.



Quality Services

Providing safe and stable housing and homelessness services for women.

Housing Services

At the Women's Housing Company, our commitment to our customers and communities is at the heart of everything we do. This year, we strengthened our service delivery by growing capacity, specialisation and capability in tenancy management, access and allocations and service improvement. These changes enhanced support, improved practice, and helped us improve in key operational areas.

Operational Efficiency

In FY25, WHC achieved significant operational improvements across key service delivery areas, reflecting our commitment to efficiency, tenant engagement, and financial sustainability. These included reduction in rental arrears and vacancy turnaround times.

These achievements demonstrate WHC's ongoing focus on operational excellence, timely service delivery, and tenant wellbeing.

Tenant Satisfaction

Overall, the 2025 WHC Tenant Satisfaction Survey showed increased satisfaction across the majority of indicators. Several notable increases were observed, including:

- **WHC provides information to access services** (65%, 4% points up)
- **Accessing services outside of WHC** (76%, 3% points up)
- **Quality of life** (82%, 3% points up)

When analysing WHC's housing services:

- 82% of tenants reported their **life had improved since moving into a WHC property** 79% were satisfied with their **neighbourhood as a place to live**.
- In 2024-2025, WHC outperformed the National Regulatory System for Community Housing (NRSCH) and/or the CHIA NSW industry benchmark in several areas.

There remain areas for improvement, including complaints handling and communication, particularly around appeals and decision-making transparency. These will be key priorities in the year to come, with targeted efforts to empower tenants and ensure every voice is heard.

Inspection Manager

This year, WHC introduced *Inspection Manager*, a digital platform that streamlines property inspections. Tenancy Managers can now customise workflows, upload photos and videos, and instantly share reports with tenants and maintenance teams. The system reduces administration time, improves responsiveness, and supports our commitment to maintaining safe, high-quality homes.

Paper Free Initiative

In line with our sustainability goals, WHC transitioned to paper-free communication wherever possible. Most correspondence, including newsletters, rent reviews, statements, and general updates, is now delivered digitally. This shift reduces waste, improves accessibility, and ensures timely communication for women in our community.

CCTV

Responding to tenant feedback, WHC implemented a Surveillance Equipment Policy to guide the use of CCTV at WHC-managed properties. The policy outlines clear conditions for installation, ensuring surveillance is lawful, respectful of privacy, and aligned with community wellbeing. It reflects our ongoing commitment to safety and tenant rights.

Housing First Continuation

WHC maintains a strong commitment to our Housing First programs, which continue to thrive through partnerships with Specialist Homelessness Services. Under these initiatives, WHC provides secure housing and accommodation around Greater Sydney, while our partner organisations deliver tailored support services that address each tenant's unique needs. These programs - Step2Home, Together Home, and Connect 100 - are designed to deliver the best outcomes for women, ensuring stability, dignity, and long-term success.

Property Management

Maintaining the properties we manage and providing quality and timely repairs continues to be a priority for WHC. This is reflected in the tenant satisfaction survey results where 81% of our tenants were satisfied with the quality of their last repair (5% above the Community Housing Industry Association benchmark).

Properties by region	Sydney 996	Northern Beaches 164	Newcastle 46	Coffs Harbour 7			
Properties by Dwelling Type	140 Bedsit	13 Duplex	70 House	1 Shared	66 Townhouse	791 Unit	132 Villa
Responsive maintenance	 # work orders (business hour and after hours) 3454						
Planned maintenance	 Completed painting, carpet, bathrooms, kitchens and roof replacements 1.6 million						
Cyclical Maintenance tasks	 # Gutter & Anchor points Annual – 145 6 monthly – 32 SRAS Recertification - 113						
	 # Plumbing maintenance tasks Preventative Plumbing – 91 Tempering Valves - 119						

Customers and Communities team members with Western Sydney University Social Work Students



Challenges

Accessing properties to complete maintenance works remained a consistent challenge throughout 2024-25. In many cases, delays were caused by difficulties in coordinating entry with tenants, including missed appointments, unresponsive occupants, or locked premises. These access issues impacted the timely delivery of both planned and urgent repairs. WHC Asset and Tenancy teams are working hard to address these barriers, improve communication, and explore more flexible scheduling options to reduce disruption and ensure maintenance works could proceed as required.

This year saw several severe weather events, including heavy rainfall and high winds, which impacted property conditions across multiple sites. WHC responded with preventative maintenance measures such as clearing gutters, inspecting drainage systems, and securing external fixtures. Emergency protocols were activated during peak events, and post-weather inspections helped identify and prioritise necessary repairs to maintain tenant safety and property integrity.

WHC implemented preparation plans to address seasonal risks and recurring maintenance issues. Works were targeted based on inspection outcomes, tenant feedback, and known vulnerabilities. This approach enabled efficient resource allocation and timely completion of both planned and reactive maintenance. Contractor engagement was streamlined to support delivery of high-priority repairs and ensure properties remained safe and functional.

Asset Data Remediation

In 2025, WHC undertook a major Asset Data Remediation Project to improve the accuracy and completeness of property data across its portfolio. This initiative was critical to enhancing our ability to forecast lifecycle maintenance costs and schedule works more effectively.

By reconfiguring internal systems and cleansing legacy data, we significantly improved the quality of asset information. As a result, the effort required to develop the planned lifecycle maintenance program was substantially reduced, and our estimates of long-term maintenance liabilities are now more reliable.

This project not only supports better financial planning and compliance reporting but also lays the groundwork for future technology upgrades and smarter asset management.

These women don't just do a job, they see everyone, they hear everyone, and, in their eyes, everyone is equal and worth helping.

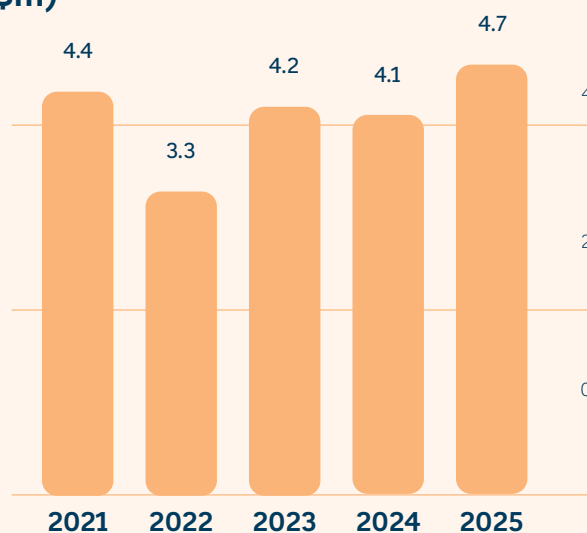
– Transitional Supported Housing Client

Repairs and Maintenance expenditure (\$m)

Expenditure on property maintenance reflects a commitment to ensure that our properties are safe, secure, and maintained to appropriate standards.

In FY24, expenditure saw a marginal decrease, driven by procurement efficiencies and completion of one-off government capital works.

In FY25, there was an increased investment in preventative planned maintenance and life cycle replacements across the portfolio. These strategic efficiencies were implemented to help reduce call outs/responsive maintenance, contributing to long-term cost savings and improved asset sustainability.



Homelessness Services

The Women's Housing Company operates two Specialist Homelessness Services (SHS), providing crisis refuge, transitional housing, and outreach case management. This dedicated team supported 327 clients this year, offering services to single women and women with children, including accommodation, case management, outreach, and brokerage assistance.

The number of unassisted clients rose again across both programs, reflecting the ongoing housing shortage, rising unaffordability, and the increasing number of women experiencing homelessness due to domestic and family violence.

The SHS Accommodation Program supported 159 clients

Aboriginal or Torres Strait Islander Clients	21%
Clients accommodated in the crisis refuge	9
Clients accommodated in transitional housing (including those carried over from FY2023-2024 and clients who exited during FY2024-2025)*	27
• number of clients who accepted offers of social housing	9
• number who exited to private rental	1
• number housed with family and friends	2
• number evicted via NCAT	4
Total number of clients in transitional accommodation in FY2024-2025 carried forward to FY2025-2026 (this one is a separate metric to above and should have it's own line)	11

*Women's Housing Company only has 23 transitional housing options available, meaning that the majority of the SHS Accommodation Program clients are supported through outreach case management services.

Main reason for seeking assistance

Domestic and Family Violence	34.6%
Housing crisis (eg. Eviction)	24.6%
Clients diagnosed previously by a health professional with a mental health condition	65.4%
Clients currently receiving mental health services	43.9%
Clients classified as unassisted	270

Main Source of Income

Job Seeker Payment	57.1%
Disability Support Pension	25.7%
Youth Allowance	5.7%
Receiving support through the NDIS	3.4%

The SHS Culturally and Linguistically Diverse Outreach Program supported 167 clients

Main reason for seeking assistance

Domestic and Family Violence	26.9%
Financial Difficulties	41.5%
Clients diagnosed previously by a health professional with a mental health condition	57.9%
Clients currently receiving mental health services	43.9%
Clients classified as unassisted	78

Main Source of Income

Job Seeker Payment	33.3%
Disability Support Pension	17.9%
Parenting Payment	23.1%
Age Pension	10.3%
Receiving Support through the NDIS	6.4%

The Together Home Program

WHC continues to support 32 women through the Together Home Program. While the program will conclude as a standalone initiative after 2024/25, Homes NSW has approved a proposal from Homelessness NSW to use unspent funds to extend the High Needs Panel through to June 2026. This extension ensures ongoing support for clients as they transition to stable housing and access mainstream services beyond the program's formal end.

Warwick Farm Replacement Refuge Project Update

WHC is preparing to transition to a core and cluster model at Warwick Farm. Homes NSW has confirmed the appointment of a builder for the project, with construction expected to commence onsite between September and October 2025. The targeted handover is scheduled for October 2026. The planned facility will feature 10 self-contained studio units, ground floor office space, lift access and dedicated community programs space.

Australian Service Excellence Standards (ASES) Reaccreditation

A key focus this year has been preparing for ASES reaccreditation. A Project Control Group kept the process on track, completing a full review of Specialist Homelessness Service (SHS) policies and compiling over 100 pieces of evidence across the eight standards. We've again engaged the Highwire Group for the external assessment, scheduled for early August 2025, and look forward to continuing our journey of improvement and excellence.



Our Impact In Focus

Transitional Housing Plus Review

Transitional Housing Plus is a program that provides subsidised housing for up to five years to women with dependent children who have experienced domestic or family violence and are at risk of homelessness. The program supports participants to stabilise their lives and transition to private market housing through engagement with education, training, and employment pathways.

Under this program, WHC manages 49 THP properties across Western Sydney, the Hunter and the Mid-North Coast. Entry is based on eligibility criteria, including demonstrated capacity to transition to private housing within five years. WHC partners with support service providers to deliver tenancy and case management support.

In early 2025, the Women's Housing Company commissioned an independent review of the Transitional Housing Plus Program to evaluate its effectiveness and identify improvement opportunities. The review, conducted by Lee Road Consulting, involved data analysis, stakeholder interviews, customer feedback and surveys. It focused on governance, tenancy outcomes, rent model effectiveness and support service engagement.

Key recommendations being implemented include:

- joint eligibility assessments conducted by WHC and support providers to ensure tenant suitability for the program and reinforcing expectations around participant engagement
- regular rent reviews to align with the Program's rent model
- stronger support arrangements and agreements
- test pathways towards homeownership with HeadStart Homes
- more active links between the Transition Plus Program and WHC empowerment initiatives

Transitional Housing Plus continues to play a key role in supporting women and children escaping violence into medium term housing. Implementing these recommendations will enhance program delivery, improve outcomes, and position this program for growth.

Tenant with her young child



Enhanced Wellbeing

Linking clients to the support they need to improve their lives.

Tenant Support and Partnerships

Partnerships have remained central to WHC's success this year. By working with councils, community organisations, philanthropists, and corporate partners, we've expanded opportunities for women and families while strengthening support networks.

Key Partnerships

Woollahra DFV Program:

Safely housed 10 women and 19 children, many now engaged in work, study, or business. Funding secured until 2028.

Randwick Council:

Continued delivery of homes for women and children escaping domestic violence.

Cumberland Women's Health Centre:

Delivered the *Purposeful Pathways* program, supporting women into employment, study, or volunteering through a trauma-informed approach.

Excelsia College:

Master of Social Work students supported tenant engagement and the Wellbeing Program.

Dooley's Catholic Club:

Provided education scholarships to 22 families, covering essentials like laptops, tutoring, and sports. These scholarships ensure that children in our tenant community are not disadvantaged and can thrive.

The Hon. Ros Kelly AO:

Funded opportunities for 14 women and children to access training, equipment, and experiences that support long-term independence. These contributions demonstrate the profound change that can occur when women are given the tools and resources to succeed.

Tenant Engagement and Empowerment

Tenant engagement and empowerment remain central to WHC's mission. In 2024-2025, we delivered 51 community events in partnership with organisations across Sydney, creating safe, inclusive spaces for connection, support and information sharing.

Through these initiatives, WHC directly engaged with 394 women, ensuring that nobody fell through service gaps. Our outreach focused on building trust improving access to services and amplifying tenant voices in decision-making processes.



Tenant at WHC International Women's Day event

Empowerment Programs

- **Art Therapy (Parramatta Leagues Club):** Fostered healing and connection for more than 20 women.
- **International Women's Day:** Celebrated with a day dedicated to self-care and connection, with activities and conversations with The Hon. Ros Kelly AO, reflecting the resilience, strength and hope within our community.
- **Festive Season Giving:** Over 100 toys donated by BARPA and ICON delivered to children living in WHC properties for Christmas.
- **Barista Program:** Two-week pilot offering hands-on skills and career pathways.
- **16 Days of Activism:** Elevated women's voices in global conversations on gender-based violence.

This year has been one of growth, resilience, and empowerment. Despite the challenges faced by our tenant community, WHC has continued to build opportunities for women and families to connect, learn, and flourish. As we move forward, our focus remains on strengthening pathways to independence, building resilient communities, and ensuring that every woman has the opportunity to shape her own positive future. This commitment is reflected in the continuation and expansion of several cornerstone initiatives.

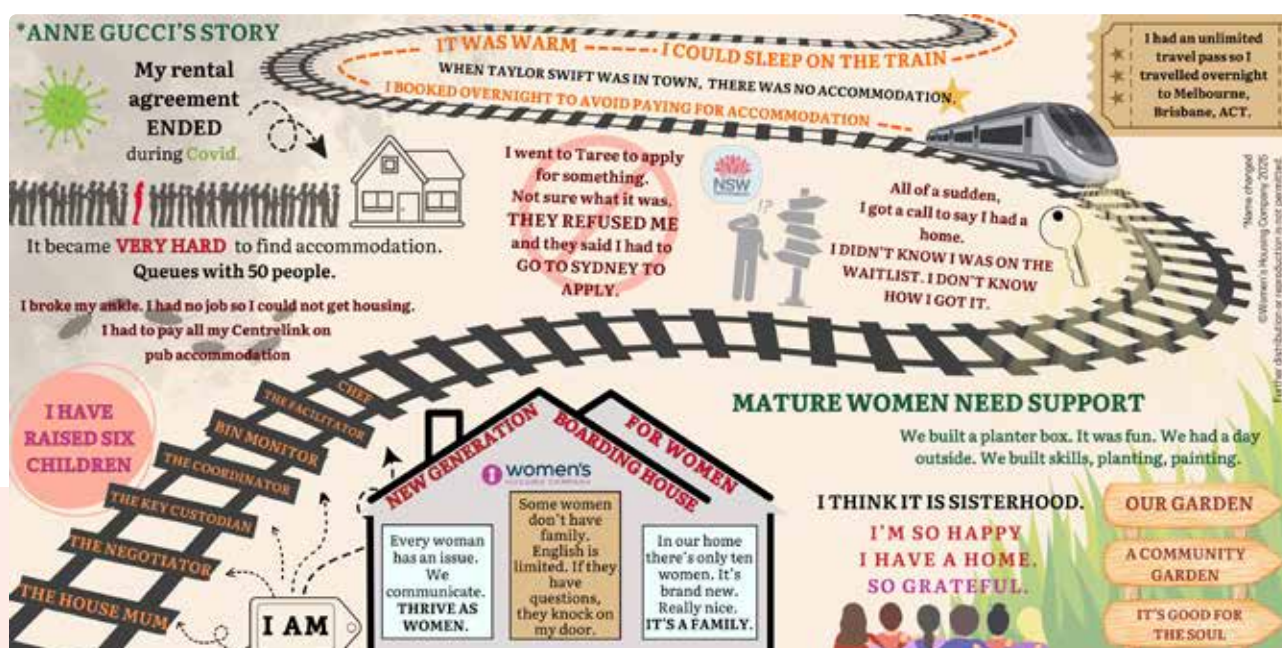
The Purposeful Pathways Program had a renewed focus on supporting women in the Cumberland LGA to define their goals and pursue work, study, or volunteering pathways. This program remains a critical investment in women's futures and is made possible through the support of Dooley's Catholic Club.

We are also proud to introduce the George & Jaqui Maree Fellowship, launching in September 2025. This three-month program will provide 12 women with group coaching, creative workshops, and practical training in public speaking, budgeting, and leveraging personal skills. With the addition of mentoring and financial support, the Fellowship represents a unique opportunity for women to step confidently into their next life chapter.

These initiatives exemplify our ongoing dedication to responding to immediate needs while creating long-term, sustainable pathways to empowerment.

Journey Mapping

This year, we undertook a journey mapping project with three clients to gain a deeper understanding of their experiences when engaging with our services. Through this process, we captured lived experiences that highlight the systemic barriers women face in accessing housing and support. These insights have strengthened our role as a leading voice in advocating for women's housing and homelessness services, providing powerful evidence to influence policy discussions and promote more responsive service design.



Anne Gucci's Journey Map (name has been changed)

Our Impact In Focus

Melody's Story

My name is Melody, and I have been housed with Women's Housing Company since 2022, joining through my participation in the Together Home Program.

I had experienced over 20 years of chronic homelessness and incarceration. I ended up in hospital after a near fatal infection and was in there for a whole year. I then was referred to the Together Home Program and was lucky enough to be allocated to Women's housing Company.

Now, my life is completely changed! Having a safe and stable home and the support of my Case Manager has been all I needed to start living a full, meaningful and productive life.

Since being engaged with the Together Home Program, I have been linked in with so many services and programs. My Case Manager helped me get a computer and I was able to get a mentor to help me learn how to use it. I was able to have lessons and obtain my driver's license with the Driving Change program. I have also completed a barista training course that was run through WHC!

All these things have really helped me with my confidence and self-worth. So much so that I was able to talk to my Case Manager about getting dentures as I had lost all my teeth. My Case Manager accessed funding, and I now have a full set of implant dentures. This gave me so much confidence so that when I was asked to be involved in a training video that was developed to help with service improvement and fundraising, I jumped at the chance. I also now help the Junior Doctors through St Vincents Hospital twice a year in their training in cardiology. This is my way of giving back for all the care I received when I was so sick.

My Case Worker has worked with me to identify my goals and what is important to me. I realised that being healthy and giving back to the community are very meaningful for my recovery. I engage in counselling once a week, I exercise daily (my Case Manager even got me a pass to my local pool!) and I manage all my medical appointments and treatments. After many years on a medical exemption with Job Seeker, my Case Manager helped me to apply for the DSP, and I was successful. This has been a massive help, and I have been able to engage in volunteer work, helping my friend with the running of his business. I have also contributed to the WHC Quarterly Newsletter, been involved in Journey Mapping to help the improvement of services at WHC and have registered my application for the George and Jaqui Maree Fellowship.

Most importantly, since having safe and stable housing and Case Management I have been clean from all substances for 4 years and have reconnected with my children and grandchildren. My life has never been this good!



Purposeful Growth

Increasing the supply of housing and homelessness services for women.

This year, our focus was on creating the pre-conditions for growth. This included building strategic partnerships, securing funding for future acquisitions and building internal systems, capacity and capability. This year WHC secured \$8.5m in funding for social and affordable housing acquisitions, to which WHC will contribute \$2.2m in equity.

Housing for Older Women Partnership with Homes NSW

Homes NSW handed over management of two more properties under the New Generation Boarding House Program, providing housing for 18 women over the age of 55:

- St Mary's property delivered eight studio units. This project was made possible through the support of Homes NSW and TAFE NSW.
- Maroubra property delivered 10 studio units and a common room and was a finalist in the Affordable Housing category of the UDIA Awards. This recognition highlights the project's excellence not only in cost-efficiency per square metre, but also in its overall design, planning, construction quality, delivery strategy, location, and amenities. Most importantly, it reflects the value and lifestyle benefits provided to older women to age in place.

Older women are one of the fastest-growing groups experiencing homelessness in New South Wales, and this housing partnership ensures a pipeline of safe and functional, but also beautiful and dignified—a place they can call home.

Southwest Sydney Acquisitions

WHC secured funding for two social housing acquisitions for a total of 18 homes for women in the Canterbury/Bankstown and Liverpool Local Government Areas (LGAs). These funds were provided under the Community Housing Innovation Fund and more recently under the Social Housing Advancement Fund. An extensive search resulted in an exchange on a 12-unit block in Liverpool which is due to settle, be refurbished and tenanted in FY26. Sourcing the additional 6 properties is also a priority in FY26.



Asset and Customers and Communities Team members with WHC Chair Carmen Osborne



2025 St Mary's property

Growth Pipeline

More properties have been delivered in FY26 already or are in the pipeline to be delivered in FY27. These include:

- **Merrylands** – 7 units + community room (completed in Aug 2025)
- **Airds** – 8 units + lift + community room (completed in Aug 2025)
- **Camden** – 12 units + lift + community room (due for completion in June 2026)
- **Newtown** – 8 units + community room (Due for completion in Oct 2026)

Affordable Housing

The pre-conditions for growing WHC's affordable housing portfolio are being developed through partnerships with Homes NSW, local councils and developers. This is a key priority in our new five year Strategic Plan

WHC recognises that affordable housing is critical for essential services workers, particularly in female-dominated sectors like aged care, education, and social services. Rising living costs and limited housing options near employment hubs often force women essential workers into long commutes or unstable living conditions, undermining workforce retention and wellbeing. Ensuring access to affordable housing strengthens community resilience and supports the continuity of vital services.

This year, WHC secured funding for affordable housing in the Eastern Suburbs. One affordable housing property was purchased in Rose Bay at a significantly discounted price. The unit is currently tenanted by a local aged care worker who is delighted to be living in a quality home near her work. Sourcing other properties in the area is continuing.

Women's Common Ground

This year, WHC finalised the Women's Common Ground Sydney Feasibility Report which was funded by the Mercy Foundation and conducted by Dr Rachel Trigg in 2024. The Report provides evidence for the need for a women's supportive housing model in Sydney, with Common Ground as the recommended framework. Work has commenced to establish a coalition of partners to make this model a reality. A copy of the report is on the WHC website.

Sustainable Landscape Project

WHC initiated planning for sustainable landscaping at several owned properties, in collaboration with SCT Consultants and Landscape Foundation Australia. Target sites include Campsie and Lakemba, with additional options in Canterbury and Cartwright.

Tenant Relocation Support

WHC liaised with Homes NSW to prepare for the relocation of six tenants as part of a broader redevelopment initiative in Mascot, ensuring continuity of care and housing stability.

Handover of St Mary's property with TAFE NSW students



Our Impact In Focus

Rose Bay

The Women's Housing Company, Woollahra Council, and Homes NSW collaborated to enable WHC to purchase a brand-new affordable housing unit in the heart of Rose Bay. This initiative is about restoring dignity, security, and opportunity for single female workers who cannot afford to rent where they work.

Located in Rose Bay, this one-bedroom unit is tailored to deliver housing for single women who are working and either over 55 or living with a disability. With rent set at 30% of income but capped at 25% below market rent, it offers a home to women who are priced out of the private rental market but still need to live close to work, community, and support networks.

The unit is a model of inclusive design:

- **Ground floor access** with an **accessible bathroom** and **adjustable kitchen bench**
- **Air conditioning, timber floors**, and a **private balcony** for comfort and style
- **Built-in wardrobes**, inbuilt dryer, and **secure intercom access**
- **Basement parking** with lift access for ease and safety

With public transport and local amenities nearby, the property helps its resident remain connected to her community.

Here is a testimony from our tenant who is loving their new home!

I have no words to express my gratitude towards the ladies who helped me in this whole process. I'm still in awe that I get the chance to move in a very beautiful relaxing place. As you grow older you experience different emotions and sometimes it can be overwhelming. Being selected to live in this place I can call home- brought me to one of my happiest points in my life. I get to relax and enjoy everything around it. I will be forever thankful for the quick process, no stress but competent and sweet ladies who made this all possible."

WHC General Manager Asset Management and Growth Janie Maude and CEO Nada Nasser with Woollahra Mayor Cr Sarah Dixon inspecting the Rose Bay affordable housing property



Impactful Advocacy

Leading voice in advocating for women's housing and homelessness services.

WHC continued to be a strong advocate for women's housing needs, ensuring their voices were heard in policy reform, government planning, and sector-wide dialogue. In a year of ongoing housing challenges, WHC actively contributed to national, state, and local discussions, championing gender-responsive solutions.

Shaping Policy and Reform

- **Homes for NSW Plan** – WHC made a targeted submission to ensure the forthcoming 10-year strategy places women at the centre of reform. Our recommendations called for specialist women's housing, Housing First models like Together Home, supportive housing such as Common Ground, clear targets for women's housing, and sector-wide impact measurement.

- **Housing Australia Investment Mandate Amendment** – WHC advocated for broader definitions of transitional housing to include medium-term accommodation, offering greater stability for women and children.

Through these and other consultations, WHC has consistently called for gender-aware policy and investment, ensuring that the systemic drivers of women's homelessness - such as income inequality, gender-based violence and disproportionate caring responsibilities - are not overlooked in policy, funding priorities and service design.



Alice Spizzo, Carmen Osborne and WHC staff at NSW Parliament House for Australasian Housing Institute International Women's Day event.

Influencing Through Conferences and Forums

WHC's expertise is recognised nationally, and our CEO Nada Nasser and WHC staff were invited to speak and facilitate at key conferences and forums:

- **Power Housing Conference (November 2024)** – Community Development Manager, Libby Caskey, represented WHC on a panel, highlighting the unique challenges faced by women in housing stress. The presentation focused on empowerment, connection, and the need for targeted resourcing to support long-term outcomes.
- **Third Sector Housing and Homelessness Conference (May 2025)** – CEO presented on strategies to address women's homelessness, advocating for a gender-informed housing approach. The presentation emphasised Housing First principles, supportive housing models, and the importance of centring lived experience in service design.
- **CHIA NSW Conference (June 2025)** – CEO facilitated a panel on sector-leading practices to tackle homelessness, discussing lessons that can be replicated, failures to avoid and opportunities to deliver real change.
- **Australasian Housing Industry Homelessness Week (August 2025)** – CEO contributed to a panel on advancing sector solutions where we advocated for a transformational shift in homelessness policy and practice, toward prevention, integration, and housing-first principles, with adequate investment, workforce support, and system-wide collaboration.
- **PowerHousing Conferences and Roundtables** – Active participation in national conversations alongside housing ministers, shadow ministers, and sector leaders.

These engagements amplify the voice of women in housing debates, ensuring their specific needs and solutions are central to national strategies.

Sector Leadership and Recognition

WHC continues to demonstrate thought leadership and sector influence:

- Participation in high-level CFO/CEO/GM roundtables and Gender Wise Roundtables.
- Recognition of WHC staff through nominations at the PowerHousing Awards
- Collaboration with local government and philanthropy, including Woollahra Council's art auction and new philanthropic partnerships

As governments at all levels shape the next generation of housing strategies, WHC remains steadfast in advocating for systemic change and ensuring women's housing remains a priority. By combining frontline expertise, policy influence, and sector leadership, we are helping to shift the conversation from crisis response to long-term solutions that enable women to thrive.



Libby Caskey presenting at PowerHousing Conference



Asset Team at the Australasian Housing Institute Brighter Future Awards

Our Impact In Focus

Her Voice

At Women's Housing Company, we're committed to building tenant capability and confidence, with a focus on empowering women. Our *Her Voice* program exemplified this by connecting tenants with our wider corporate network. Guided by Patron The Hon Ros Kelly AO and Dr Attracta Lagan, three tenants completed an eight-week program to build confidence and reclaim their personal narratives.

Initially anxious, participants gained the skills to share their stories with clarity and strength. Through public speaking, goal setting, and boundary exploration, they reclaimed their voices and helped reduce stigma around domestic violence and homelessness. Such programs foster resilience, healing, and social connection through storytelling and shared experience.

The impact extended beyond the participants, reaching more than 2,150 individuals across 9 corporate events. For International Women's Day, The Hon Ros Kelly AO and the women shared their stories with corporate partners, driving dialogue and inspiring action. Evidence shows that safe, structured storytelling reduces stigma, fosters empathy, and drives systemic change.

Outcomes were captured through reflection and testimonies. Women reported renewed confidence; one moved into private rental, another gained employment. Their insights are shaping our upcoming Fellowship program, reinforcing that empowerment is both a process and an outcome through building skills, confidence, and long-term independence.

With support from partners including Westpac, Prezzye, McCullough Robertson, Sparke Helmore Lawyers, Yirranma Place, Bechtel, Barpa, and Icon, *Her Voice* transformed International Women's Day into a platform for real awareness and change. By blending evidence-based practice with lived experience, it showed the profound impact of safe, empowering spaces for women reclaiming their voice.

Libby Caskey, The Hon Ros Kelly AO and participating WHC tenants

Her Voice was truly life changing. You didn't just organise a program, you created a community. This powerful training gave me my confidence back. I've started believing in myself again and dreaming of a better future.



Sustainable Business

Continuing financial and operational sustainability.

Finance

We've strengthened our financial sustainability by diversifying funding sources, improving cost-efficiency, and investing in fixed-cost infrastructure and secure contracts to reduce long-term expenses. Our teams actively monitor vacancies and use a robust allocation process to match tenants with suitable properties, supporting tenancy sustainment. We assist tenants through rent reviews and regular inspections, contributing to rising satisfaction rates.

Our budgeting now includes accurate asset lifecycle and maintenance costs, along with insurance and risk assessments. This ensures our housing portfolio remains viable and adaptable to environmental and economic changes.

Compliance

Women's Housing Company employs a robust compliance approach to adhere to regulatory standards. This includes a systematic process of monthly performance tracking against key milestones, ensuring alignment with both regulatory and legislative expectations. Financial, legal, and operational risks are continuously identified, reviewed, and managed collaboratively across the organisation. Our risk management program is informed by strategic planning and ongoing process improvements.

Our housing services consistently deliver safe, secure, and appropriate homes. Responsible asset management ensures that properties are well-maintained and fit for purpose. In the year ending 30 June 2025, we achieved compliance across all NRSCH categories, demonstrating continual excellence in service quality, practice, and accountability.

Our commitment to compliance is reflected in our proactive approach to identifying and addressing potential risks. This proactive stance aims to safeguard the safety of our tenants and clients, as well as our operations and assets and underscores our commitment to providing exceptional housing and homelessness services while upholding the highest standards of accountability and excellence.

Technology

We're investing in technology to support sustainable outcomes, backed by a cyber-safe Microsoft-hosted environment. Following a system review, the Board approved a phased technology roadmap: HR and payroll systems will be implemented first, followed by finance and housing systems.

Enhanced data analysis now informs financial planning and maintenance, reducing resource use. Senior leaders have received AI training to improve record access and strategic decision-making. Our IT infrastructure supports remote work and paperless operations, contributing to carbon reduction and strengthening environmental sustainability, financial resilience, and digital capability.

Strategic Corporate Partnerships

A key area of our focus this year has been growing strategic partnerships as a foundation for growth, advocacy and improved access to specialist expertise. For example:

- McCullough Robertson have been our pro-bono legal team providing legal advice and services on a property acquisitions, leasing and other matters;
- Infrastructure Advisory Group (IAG) are partnering with us to provide strategic pro-bono services to review our property portfolio and prepare options for realising the site's full potential;
- Premium Strata have identified us as their charity partner with an agreement to donate to WHC a portion of their new client income
- Multiple corporate partners supported the Her Voice campaign (refer to page 23 for more details)

HR/Our People

This year, People & Culture delivered key improvements in wellbeing, policy compliance and employee support systems.

New EAP provider

This year, WHC introduced a new EAP provider. This new service offers accessible, proactive support including wellbeing checks, therapy, professional coaching and resilience training. Staff uptake has been strong and the service is helping our team to manage workloads, maintain wellbeing and stay engaged and resilient in a demanding environment.

Training

WHC staff showed strong commitment to Learning and Development this year, with a focus on Trauma-Informed Practice and Cyber Security, both introduced as mandatory training. Staff also participated in sessions on Disability Awareness, Professional Communication, Hoarding and Squalor, and Data Breach Response.

Looking ahead, learning and development remains a priority. In FY2026, training will expand to cover technology use, process improvement, client engagement, and onboarding for new HR and finance systems.

Employee Engagement Survey

The 2025 Staff Engagement Survey achieved a strong 91% response rate, with encouraging results around purpose, values and job satisfaction. Examples of these results include:

- 100% of staff believe in the overall purpose of WHC
- 96% believe in the values of the organisation
- 92% enjoy the type of work they do

The survey also highlighted the need for improvement in areas including technology, processes, team culture and recruitment. An action plan to respond to priorities identified in the survey has been developed and includes implementing new technology, improving inefficient processes, reviewing and rolling out the Code of Conduct with training and promoting staff wellbeing.



WHC Staff Development Day

Diversity of Our People*



Over 17
countries of
birth



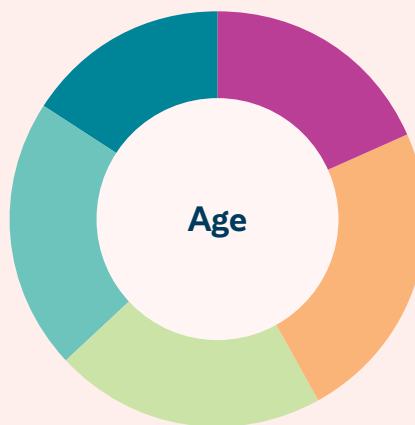
53% speak a
language other than
English at home



Over 15
languages
spoken



● Bachelor's degree	39.47%
● Postgraduate Degree	34.21%
● Diploma/Advanced Diploma	18.42%
● Certificate I-IV or equivalent	5.26%
● Year 12 or equivalent	2.63%



● 20-29 years	18.42%
● 30-39 years	23.69%
● 40-49 years	21.05%
● 50-59 years	21.05%
● 60+ years	15.79%

*Based on Diversity Survey completed by 75% of WHC staff.



Specialist Homelessness Services Manager Debra Venables and Property Services Manager Mardi Bell

Financial Summary

They're very caring people and for someone that was feeling as lost as I was, they have been amazing. It makes me very emotional talking about it.

– **Specialist Homelessness Services Client**

Financial Performance

The Women's Housing Company (WHC) ended FY2025 with a net income of \$0.36m. The result includes the recognition of \$0.48m in grants related to a property acquisition during the year. When adjusted for the Lease Accounting Standard and excluding non-recurrent capital grants, WHC reported an EBITDA of \$0.996m, or 4.18%, marking a 24% increase from the previous year's EBITDA, after excluding non-recurrent grants for property acquisition.

Revenue from tenants increased by \$1.58m, or 11%, driven by higher average rent per property and rent reviews completed for specific programs. Government funding for housing and homelessness services increased by \$0.56m, or 8%, mainly due to additional non-recurrent property maintenance reimbursements received funded by the NSW Government during the year, as well as general increases to the housing program funding. Other operating income rose by \$0.1m, reflecting an increase in interest income, which was offset by a decrease in insurance recoveries. When adjusted for capital grant funding, operating revenue grew by 10%.

Property repair and maintenance costs were \$0.55m higher than the previous year, due to budgeted increases in planned and cyclical maintenance expenditure as well as increased unscheduled lifecycle maintenance costs and responsive repairs required to vacant properties. This was offset by a reduction in repairs that were reimbursable by insurance.

Rent paid for leased properties rose by \$0.48m, or 7%, reflecting the continued tight rental market. Other property costs remained stable, increasing by 2%, driven by indexation of rates and utility charges and portfolio growth. This was offset by a reduction in bad and doubtful debts and insurance costs.

Staff costs increased by \$0.7m, or 14%, due to wage indexation, and also due to the flow-on effects of the prior year growth in workforce numbers and specialist roles. Other administrative expenses remained stable and in line with prior year. When adjusted for the AASB16 Lease Accounting impact, operating expenses also grew by 9%, in line with the growth in the adjusted operating revenue.

Financial Position

Net assets increased from \$48.45m as of 30 June 2024 to \$48.8m as of 30 June 2025. Key changes included:

- Cash, cash equivalents, and bank term deposits (other financial assets) collectively increased by \$11.57m, primarily driven by capital grant funding received in advance.
- Other current assets increased by \$0.11m, mainly due to increased accrued interest and timing of debtors close to year-end.
- The book value of land and buildings decreased by \$0.58m due to depreciation, offset by the purchase of a new property during the year.
- Other non-current assets increased by \$0.73m, reflecting the accounting treatment of right-of-use lease assets under AASB 16 *Leases*.
- Total liabilities increased by \$11.47m, driven by a significant increase in contract liabilities (mainly due to capital grants received in advance) and the accounting treatment of lease liabilities under AASB 16 *Leases* associated with leased residential properties.

Cash Flow

There was a net increase in cash and cash equivalents of \$3.77m over the financial year (not including investment in term deposits).

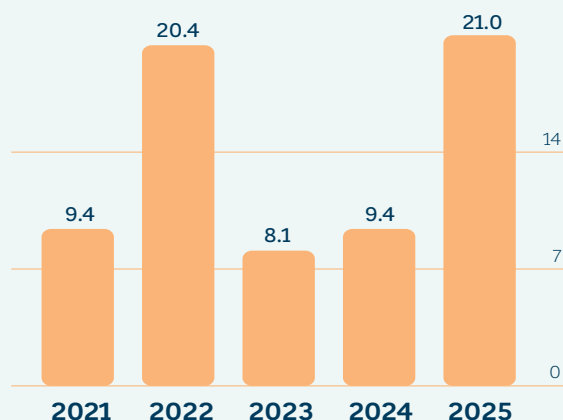
Net cash generated by operating activities amounted to \$19.31m, primarily reflecting grants received in advance of the associated service delivery (capital purchases) by the company.

A net cash outflow of \$8.37m from investing activities largely reflects the purchase of fixed assets, and the investment of excess cash funds in term deposits.

Cash & Term Deposit Balances (\$m)

In FY24, the cash balance (including term deposits) was \$9.4m, up \$1.29m from the prior year, mainly due to the receipt of non-recurrent funding for the Together Home programs.

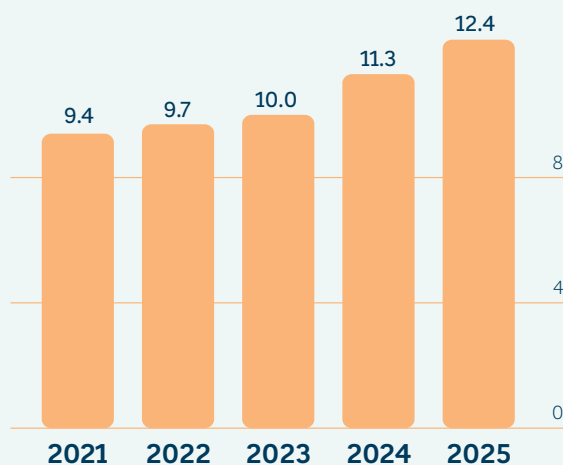
In FY25, cash and term deposits increased by \$11.6m to \$21.0m, comprising \$13.2m in cash and \$7.8m in term deposits. This increase was primarily driven by the receipt of unspent capital funding under CHIF (\$5m) and unbudgeted capital grants for SHAF and ARSHEPP (\$5.7m).



Rent Revenue per Property (\$k)

In FY24, rent revenue per property showed a significant increase of 13% compared with the previous years. This growth was primarily attributable to higher government rental assistance and income indexation.

In FY25, rent revenue per property increased by a further 11%, mainly due to improved management of rent arrears (reduced from 2.4% to 2.1%), a significant improvement in vacancies and voids (from 2.1% to 1.0%), and continued increase in income indexation.



WHC tenants at 2025 International Women's Day event



Financial Performance compared to Previous Year

The table below contains a more detailed analysis of the financial performance for the year and provides a comparison to the previous year

(\$'m)	For the financial year ended			Commentary
	FY25	FY24	% change	
Sources of revenue				
Revenue from tenants	15.46	13.88	11.38%	Rental income from the provision of housing services
Program funding from Government	7.43	6.87	8.15%	Grant and Program funding to support the leasehold and specialist support services programs
Other operating income	0.71	0.62	14.52%	Insurance recoveries and donations
Total operating revenue	23.6	21.37	10%	
Operating costs				
Repair and maintenance of properties	4.68	4.13	13.32%	Increased responsive, urgent, and vacant maintenance cost offset by a scale-back of planned works.
Rent paid for leased properties	6.95	6.50	6.92%	Reflects the increase in rents in the private market
Other property expenses	3.06	3.00	2.00%	Represents rates & insurance costs which remain stable.
Staff wages, on-costs & contractor costs	5.87	5.14	14.20%	Our staff has increased to support our Tenancy and Community Engagement initiatives.
Other administrative expenses	1.75	1.80	-2.78%	Effective cost management and internal efficiency has reduced administration and overhead costs.
Lease accounting impact	0.34	0.60	-43.33%	The net impact of AASB 16 Depreciation of Right of Use Assets and against the Rent Paid for lease properties.
Total operating costs	22.65	21.17	7%	
EBITDA*	0.95	0.20	375%	
Govt. funding for property purchases	0.47	-	100%	A grant of \$475,000 enabled the purchase of an Affordable Housing property.
Depreciation & amortisation	-1.16	-1.16	0.00%	Depreciation on fixed assets remains unchanged
Interest income	0.22	0.21	4.76%	Bank interest on unspent grant income
Finance Costs	-0.12	-	100%	Interest income reclassified to Unearned Income
Profit on sale of fixed asset	-	0.01	-100%	No sales of Fixed assets during FY25
Net profit	0.36	-0.74	149%	

The survey (Personal Wellbeing Index) shows the difference in where my life is now and the change and improvement.

– Specialist Homelessness Services Client

Acknowledgements

We acknowledge the following organisations and individuals who supported our work through funding, pro-bono services, donations or as support partner to our tenants and clients. These include:

Affirm Organisational Development & Training

Arise

Asha Zappa

Australian Community Housing

Australian Women's Weekly

Barpa Construction Services

Bechtel

Blue Sox

Bondi Beach Cottage

Bridge Housing

Bridget Stehli

Bunnings Alexandria

Cameron Jane Makeup Academy

Canva

Central and Eastern Sydney Primary Health Network

Community First Steps Fairfield

Core Community Support Services

Cumberland Women's Health Centre

Dandelion

Domestic Violence Service Management (DVSM)

Dooley's Catholic Club

Dr Attracta Lagan

Dress for Success

Escabags

Evolve Housing

Excelsia College

Flourish

Gandangara Health Services

George and Jaqui Maree Stamas

Global Sisters

Good 360

Green Valley Liverpool Domestic Violence Services

Grow

Habitat Women

Haymarket Foundation

Head Start Homes

Homelessness NSW

Homes NSW

House of Sakinah

Humans of Purpose

Hume Community Housing

Icon Construction

Infrastructure Advisory Group

Jenny's Place

Jewish Care

Jewish House

Junction Neighbourhood Centre

Karitane

Kathleen York House

Kwila

Land and Housing Corporation (LAHC)

Launchpad

Lee Matthews

Lee Road Consulting

Liverpool Migrant Resource Centre

Liverpool and Campbelltown Offices

Lokahi

MODELROCK



Melanie Booth

Merrylands RSL

Metro Assist

Metro Community Housing

Mirvac

Morwenna Collett Consulting

Mosaic Brands

MyConnect

NEAMI National

Navitas

Nova for Women and Children

Older Women's Network NSW

Parramatta Leagues Club

Perpetual

Port Stephens Family and Neighbourhood Centre

Premium Strata

Prezzee

Randwick City Council

Rendu House

Rogue Beauty

Royal Botanic Gardens of Sydney

SCT Consultants and Landscape
Foundation Australia

Salvation Army

Sample Coffee

Settlement Services International

Sleepsafe

Sonia Simich

Sparke Helmore Lawyers

St Vincent de Paul

Strata Sense

Street Hearts Secondhand Furniture

Success Works

TAFE NSW

Tharawal Aboriginal Corporation

The Deli

The Hon. Ros Kelly AO

The Parks Community Network Merrylands

Thread Together

Urbis

Victims Services NSW

WMK Architecture

Warlga Ngurra Women and Children's Refuge

Warrina Domestic & Family Violence Specialist
Services Co-operative Ltd

Wenty's Leagues Club

Wesley Mission

Westpac

Women and Girls Emergency Centre

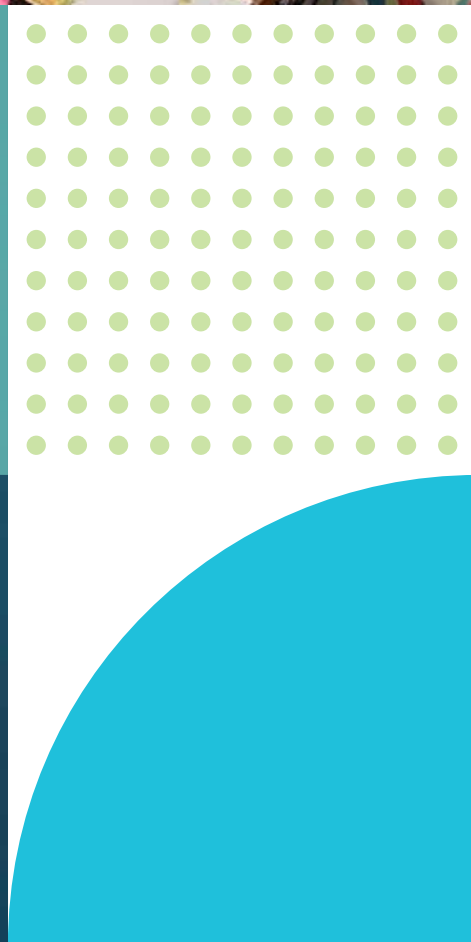
Woollahra Municipal Council

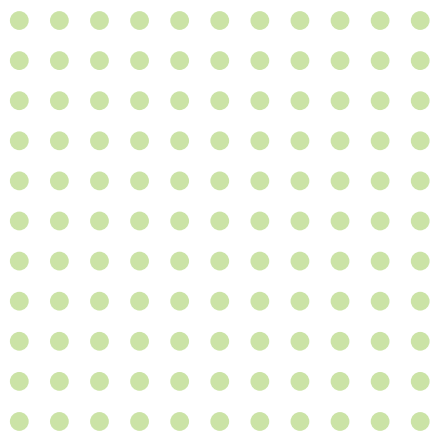
Yirranma Place

Young Women's Christian Association (YWCA)

I am very satisfied with WHC, I have found the staff caring and efficient. Any organisation is not without its problems, but WHC appears to me to be trying to achieve its aims. I am constantly amazed at the number of services they offer to their tenants, particularly those of working age, those with children, those with medical problems and those who feel socially isolated.”

– **Social Housing tenant**





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