

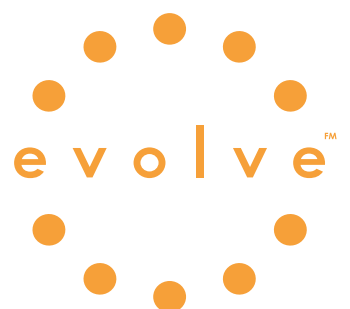


**Pathways Artwork by Kalara Gilbert, a Wiradjuri artist based in Canberra.**

This piece represents the different pathways that Evolve FM has travelled upon since its inception. It shows Evolve's commitment to the local community surrounding it and highlights the different directions we're headed – and where we've come from.

# Evolve FM Capability Statement

Facilities Management and Real Estate Solutions





# Discover Evolve FM

**Australia's first 100% Indigenous-owned full-service facilities management and real estate solutions business.**

**What We Do: Just Like the Big Firms, Only Deadly**

• **780+ sites**

- across Australia

• **20+ clients**

- including major federal contracts

• **2.4 million+ sqm**

- building area under management

• **6,500+**

- buildings managed

• **280 major leases**

- under management

• **46% spend**

- with First Nations providers

• **2,000+**

- vendors onboarded

• **100,000+**

- work order requests handled per year

• **~\$1.3 billion**

- leasing and property operating expenses processed annually

• **25+ NABERS Ratings**

- completed annually to drive environmental performance

• **100%**

- Indigenous-owned

• **10+ years**

- in operation

• **100+**

- staff members

• **8%**

- Indigenous employment

• **53%**

- female representation across teams

We're a **full-service facilities management and real estate solutions business** with capabilities that compete with providers of any size. Our **value for money** and **end-to-end** approach ensures we win and maintain long term clients, **from large-scale federal and state government tenders through to smaller independents.**



## Our Story: From a Shared Vision to Leading Impact

**Evolve FM was established in 2015 by founder, Troy Rugless. His vision was to create a commercial framework that would enable the delivery of social initiatives and lead positive change for First Nations people. This vision led to a partnership with global property leader JLL, resulting in the birth of Evolve FM.**

Since 2017, Evolve FM has proudly supported the Australian Government under the Whole-of-Australian-Government (WOAG) property and facilities management program – initially servicing 23 Commonwealth entities across one of five national packages. Our successful reappointment in 2025 under WOAG 2.0 reflects the confidence placed in our capability, performance, and partnership approach, securing a further minimum four-year term with the Commonwealth, or eight years including options.

In 2023, School Infrastructure NSW engaged Evolve FM to provide facilities management services at 470+ schools across NSW. Central to this contract was the creation of the First Nations Engagement in School Infrastructure (FNESI) program. Its main purpose is to support meaningful employment opportunities for First Nations people and businesses (especially via local and regional contractors located 'on Country') while constructing and maintaining school facilities. We take great pride in our participation in the FNESI program – and leading its initiatives and engagement outcomes.

Today, Evolve FM is a standalone entity and one of Australia's leading Indigenous Australian businesses, with more than 100 staff supported by an accomplished board and experienced executive leadership team. We've onboarded over 2,000 vendors and have access to nearly 8,000 boots on the ground, helping us manage over 2.4 million square meters of building space across 780+ Australian sites and more than 20 clients.

## What Drives Us: Equity Through Opportunity

**We're on a mission to provide business and employment opportunities for Indigenous Australians through the delivery of quality property services – advancing reconciliation for all Australians.**

As trailblazers in the property sector, we're reimagining a traditional industry, embedding our culture into every touchpoint, and breathing new life into an often-sterile industry. Looking to the future, we aim to set new industry standards through both our quality of work and our impact on the community.

### We Value:



Credibility



Commitment



Creativity



Compassion

These blue circles represent the positive ripples created by Evolve FM and how they spread and build throughout the community.

Our People: Dedicated Professionals; Strong Leadership

At Evolve FM, we believe our people are our greatest asset. Our diverse team of 100+ dedicated professionals (including 8% First Nations staff) enable us to deliver high-quality, responsive, and reliable services across Australia.

Our Leadership

Our leaders bring extensive experience and a shared vision for the future of Evolve FM. Together, they ensure that our operations are aligned with our mission to deliver world-class property services while creating meaningful social impact.

**John Georges**  
Chief Executive Officer

John joined Evolve FM in 2025, bringing over 30 years of property industry experience across commercial, retail, industrial, hotel, and residential sectors. He has managed complex portfolios, including 30,000m² of Sydney CBD office space. As CEO, John is committed to excellence and community involvement, holding a Bachelor of Business and Associate Membership with the Australian Property Institute.



**Rajesh (Raj) Pansara**  
Chief Operating Officer






As Chief Operating Officer of Evolve FM since 2021, Raj brings over 16 years of senior private-sector experience delivering strategic, commercially focused property and facilities management solutions across government and private-sector portfolios. His strong financial and operational expertise underpins Evolve FM's ability to achieve exceptional outcomes for a diverse client base.



“Evolve is committed to creating meaningful opportunities for Indigenous Australians by cultivating and partnering with Indigenous supply chains and driving greater participation and prosperity.”  
Troy Rugless, Owner

Our Board & Ownership

Evolve FM has a truly unique ownership structure – we are 100% Indigenous-owned, demonstrating our deep commitment to cultural integrity, inclusion, and community empowerment. Our strategic direction is guided by a diverse and experienced Board with strong Indigenous shareholder representation and expertise spanning legal, financial, property, and facilities management sectors.

<p><b>Troy Rugless,</b> Owner</p>	<p><b>Adrienne Revai,</b> Director and Chairperson</p>	<p><b>Bryan Weir,</b> Director</p>	<p><b>Chris Hunt,</b> Director</p>	<p><b>Maria Sievers,</b> Director</p>
				
<p>Of Wiradjuri nation and Torres Strait Islander heritage. Founded PSG Holdings in 2011 and Evolve FM in 2015.</p>	<p>Highly experienced professional supporting leadership teams to implement national strategies.</p>	<p>Previous Divisional Director at Macquarie Bank and experienced law firm partner. Held non-executive board positions in ASX-listed companies.</p>	<p>20+ years in facility management with global experience. Recognised industry leader and has held roles with the Facility Management Association of Australia.</p>	<p>Of Wambaya descent. Highly experienced in engaging stakeholders and supporting leadership teams to build trust and drive positive change.</p>



Smaller circles represent our different departments the importance each plays in the overall running of the company.



Evolve FM manages over 2.4 million square meters of building space across 780+ Australian sites, delivering comprehensive [facilities management](#), [property management](#), and [project management](#) solutions.

We're uniquely able to deliver innovative, tailored solutions that drive value and support long-term asset performance – meeting the diverse needs of our clients and delivering our trademark end-to-end service excellence. With robust plans for mobilisation and transition-in, and strong financial backing, we're ready to support new clients with seamless integration and continuity of service.

## Our Approach



### Satisfaction

We take the time to understand your needs, tailor our approach to suit your goals, and stay responsive – keeping your assets in order, and your people safe and happy.



### Reconciliation

Reach your reconciliation objectives through Evolve. We prioritise engagements with Indigenous-owned businesses – and 46% of our spend is with First Nations businesses.



### Sustainability

Our expertise in renewable energy and net-zero strategies will help you reduce your carbon footprint and operational costs while achieving sustainability goals.

## Our Clients

Working with a wide range of clients, we bring deep experience across many different building types – and deliver the same premium service, regardless of contract size. We've provided support for:

### Federal government

Total facilities management for multiple agency buildings nationally, covering ~318 sites.

### Corporate clients

Managing extensive real estate portfolios for large property companies and corporates.

### Non-profit organisations

Providing facilities management for non-profit organisations like the Australian Red Cross.

### Educational institutions

Managing facilities, providing maintenance, and creating environments that support learning.

### State government agencies

Providing facilities maintenance services to 470+ schools across Sydney and Northern Sydney via School Infrastructure NSW.

### Airlines and transportation

Facilities and project management for major transportation hubs, such as Brisbane Airport Corporation, Western Sydney Airport and Darwin International Airport.

The orange and purple shapes represent those found in Country – the structure and substance that forms the foundation of all that Evolve FM stands upon and remind us to connect to the power that is beneath our feet.

## Our Resources

We're well-equipped to deliver our facilities, asset, property, and project management services.

### 100+ Staff

Our 100+ in-house team of diverse, dedicated professionals are supported by an experienced management team, including:



**Chief Financial Officer**



**People and Culture Manager**



**National Procurement Manager**



**National FM Operations Manager**



**National Sustainability Manager**



**Head of Leasing**



**Accommodation Services Manager**



**Client Relationship Manager**



**BI and Reporting Team Lead**



**Director, Projects**



**Risk and Compliance Manager**

### 2,000+ Vendors

Already 2,000 strong, our network of vendors is constantly growing as we look to expand, connect, and collaborate with qualified businesses. This includes helping our Indigenous vendors grow in their chosen fields of expertise through ongoing guidance and support.

Our extensive vendor management processes ensure companies and workers comply with legislative and contract service requirements through:



**Verifying licenses and certifications**



**Collecting compliance and WH&S documentation**



**Overseeing contract execution**



**Checking past performance**



**Clearly communicating requirements**



**Managing risk registers**



**Requiring signed agreements**



**Inducting vendors (covering WH&S and security)**



**Monitoring, evaluating, and auditing vendors**

### Management Information System (MIS)

Yara – translating to “connection and knowledge” – is Evolve FM’s innovative MIS platform that transforms how we deliver and report services for our clients. Underpinned by the globally recognised MRI Facilities Management suite, Yara integrates with a wide array of complementary systems, enabling smarter insights, better decisions, and stronger outcomes.

We use the following components and integrations:



**MRI Horizon:** Comprehensive lease management platform with tools for property, asset, financial, and facility management.

#### MRI Contract Intelligence:

Extracts key data from paper-based documents using AI, with each extracted point linked to the source information.



**LinkSafe:** Industry-leading vendor compliance and induction platform.



**Trellis:** Automates ESG data capture and management for sustainability reporting.

**MRI Evolution:** Integrated Workplace Management System (IWMS) supporting maintenance, subcontractor management, and mobile workforce engagement.

**AP Automation:** Module supporting expense management, operational efficiency, and lower invoice processing costs.

Evolve FM takes a systematic approach to the procurement, maintenance, operation, rehabilitation, and disposal of assets. We can help to efficiently and effectively operate your physical spaces – along with services that support the people who use them. Overseeing both hard and soft facilities management services, such as maintenance, security, and cleaning, we keep your buildings safe, comfortable, and functional.



## Preventative and Reactive Maintenance Management

We ensure your facilities are always in optimal condition, minimising downtime and extending the lifespan of assets.



## Procurement

Unlock operational efficiency and value for money while improving compliance, probity, sustainability, and integrity through tailored procurement solutions for the government, commercial, and educational sectors.



## Office Compliance

We ensure all facilities comply with relevant safety regulations and standards, conducting regular inspections to maintain a safe environment.



## Data Analytics

We leverage advanced data analytics to provide insights into facility performance, enabling data-driven decision-making and continuous improvement.



## WOMS Platform

Our Work Order Management System (WOMS) platform streamlines the management of work orders, ensuring efficient and timely resolution of maintenance issues.

Evolve FM is proud to lead the State in First Nations Engagement in School Infrastructure in delivering the maintenance contract. Partnering with these Indigenous businesses delivers an average yearly spend of \$8.5 million across 80+ Indigenous vendors. It enables greater economic inclusion, employment pathways, and the advancement of Indigenous businesses in the Government sector.



## Asset Lifecycle Management

We provide detailed condition assessments, lifecycle planning, and strategic maintenance to maximise asset performance and value.



## Sustainability Services

We can support with energy management, waste management, and environmental compliance – helping you achieve sustainability goals and reduce the carbon footprint of your facilities.



## 24/7 Helpdesk and CMMS

Our 24/7 helpdesk, supported by a Computerised Maintenance Management System (CMMS), provides round-the-clock support for all maintenance requests.



## Reporting

Benefit from real-time access to facility data and regularly scheduled reports – supporting compliance reporting and decision-making processes.

## Managing School Infrastructure NSW FM Contract



Evolve FM has been instrumental in managing the School Infrastructure NSW (SINSW) Facilities Maintenance contract, covering over 470 schools across Sydney and Northern Sydney.

With a strong focus on procurement, we onboarded over 1,000 vendors, including more than 80 Supply Nation Certified or Registered businesses, and more than 8,000 workers. In a single year, we issued and managed circa 50,000 work orders, demonstrating our capacity to handle large-scale operations efficiently. Our dedicated internal team of 26 ensured the seamless delivery of preventative and reactive maintenance, procurement, risk management, compliance, 24/7 helpdesk support, data analytics, and reporting services – contributing to the overall success of the contract.



1,000+ vendors



8,000+ workers



~50,000 annual work orders



Evolve FM works on behalf of all occupiers to ensure the areas they lease represent value for money and are safe and compliant for their staff to work in each day. With a property management portfolio exceeding 460,000+ sqm, we bring the experience and resources needed to support your properties – no matter the scale or complexity.

**Evolve FM treat the contract as a strategic partnership with the Commission and have been providing advice in that context, to the best interest of the Commonwealth. They are responsive and resourceful - and the communication has been open, professional, respectful, and courteous.**

**Brett Milic**, Director Facilities, Fleet and Assets, Aged Care Quality and Safety Commission (ACQSC)



## Property Transaction Services

We offer acquisition, disposal, and leasing transaction support to help you effectively manage your property portfolio.



## Portfolio Management

We can oversee all aspects of property management within your portfolio, streamlining processes and increasing efficiency.



## Occupancy and Tenancy Planning

Optimise space utilisation and better meet your occupants' needs with our strategic planning and coordination support.



## Financial Management

Comprehensive budgeting, cost tracking, and financial reporting services support transparency, accountability, and compliance across your property portfolio.



## Reporting

Regularly scheduled reports and real-time property data access support transparency, better-informed decisions, and compliance requirements.



## Lease Administration

We can support with rent reconciliation, dispute resolution, and sublease management – ensuring lease agreements are executed and managed efficiently.



## Tenant Representation

We can advocate for you, applying our knowledge and expertise to ensure you get the best possible terms and conditions in your lease agreements.



## Concierge and Reception Services

Ensure a welcoming and efficient front-of-house experience with professional concierge and reception services that enhance the visitor experience and support daily operations.



## Data Analytics

Leveraging advanced data analytics, we provide insights into property performance that enable data-driven decision-making and continuous improvement.



## MIS Platform

Our Management Information System (MIS) platform provides a centralised, web-based portal for all your property information – enabling efficient management.

## Winning and Retaining WoAG Property Management Contract



In 2017, Evolve FM (in partnership with JLL) won the Whole of Australian Government (WoAG) property procurement tender, with work spanning our full capabilities in property management, facilities management, and project management.

As part of this contract, we deliver services for 15+ entities, including the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, Australian Bureau of Statistics, Department of Industry, Science and Resources, Department of Health, Disability and Ageing and the Department of Climate Change, Energy, the Environment, and Water. This was possibly the largest contract ever won by an Indigenous business – and particularly impressive considering Evolve's entry as a new player.

In 2025, Evolve FM was again successful in winning and retaining the WoAG contract (this time as a 100% independent company) – going up against large international FM providers. This win was a testament to our capability and service excellence over the previous 8 years.



Aus-wide



15 entities



~220 sites



Since 2017



We provide total management of construction projects – overseeing all aspects of design, documentation, contractual arrangements, inspections, and certification of work for payment and completion on your behalf. Our comprehensive approach ensures seamless project delivery from concept to completion – adding value through integrating our unique capabilities in sustainability, asset management, and technology.



## Project and Construction Management

We provide end-to-end oversight while coordinating with contractors and stakeholders. This includes progress monitoring, contract administration, approvals, and regulatory compliance.

**Evolve FM delivered outstanding project management services for our new office fit out. Their team's expertise, clear communication, and dedication ensured the project was completed on time and within budget.**

**Linnet Lee**, Chief Finance Officer  
@Professional Services Review.



## Major Works

Our experienced project team can oversee major works projects, with robust processes that ensure successful delivery of large-scale and complex projects.



## Minor Works

We ensure timely and cost-effective delivery of smaller-scale construction and refurbishment jobs – maintaining high standards of quality and compliance throughout.

## National Blood Authority Canberra Office Fit-Out



The National Blood Authority (NBA) engaged Evolve FM to deliver a comprehensive fit-out of their new Level 3 tenancy and upgrade of their existing Level 2 space at 243 Northbourne Avenue, Lyneham, ACT. The project was delivered in two stages to avoid interruption to NBA's operations, creating a modern, functional, and inclusive workplace.

Key features included 120 workstations, executive offices, boardrooms, collaboration spaces, and a bespoke audio-visual solution, including a state-of-the-art video wall for the Blood Operations Centre. The design also incorporated Zone 2 security requirements, accessibility, and DDA-compliant features such as a wellness/parents' room and prayer space.

Delivered on time and within budget, the project successfully enhanced operational efficiency while reflecting NBA's identity and fostering collaboration.

➔ 1,850 sqm ➔ \$6.2m ➔ 12 months



The central radiating circles represent our employees. Their everyday commitment both shapes and creates our focus and the different directions we go.

Evolve FM is the first and only 100% First Nations owned full-service facilities management and real estate solutions business in Australia. We don't take that lightly. We're committed to service excellence, cultural integrity, and community empowerment – through our Reconciliation Action Plan, annual cultural awareness training for our teams, and the actions we take every day.

They have demonstrated that it is possible to successfully take on mainstream competitors whilst also achieving high levels of both Indigenous employment and use of Indigenous business partners.

Laura Berry, Former CEO @Supply Nation

<b>Indigenous heritage</b>	<b>100%</b>	<b>8%</b>	<b>46%</b>	<b>4.4 x</b>
with founder and owner Troy Rugless of proud Wiradjuri and Torres Strait Islander descent	First Nations ownership	of our staff are Indigenous	of our spend is with First Nations businesses through prioritising partnerships with Indigenous vendors	more economic and social value goes back to the Australian Indigenous community through every dollar spent with us

Transition to 100% Indigenous Ownership

After a close partnership of over nine years with JLL, Troy Rugless acquired JLL's shares in the company in July 2024, making Evolve FM 100% Indigenous owned. We believe Evolve FM is the model for other majority Indigenous-owned joint venture companies – a non-Indigenous partner committing to the development of the business, then stepping back to let us stand on our own.



Our Vision: Equity Through Opportunity

We've seen firsthand that good business leads to respect, restoration, and results. By providing business, partnership, and employment opportunities for indigenous Australians, we empower community through opportunity. Together, we'll continue to forge the path to define our future.



When You Choose Evolve, You Choose to Make a Change

By choosing Evolve FM, you can ensure a positive social impact. We engage with local communities, offering employment and training opportunities that empower Indigenous Australians. And our community advisory services ensure that projects not only meet client expectations but also contribute to the economic independence and well-being of First Nations people.

The red dirt of Wiradjuri country and the yellow of the limestone plains, Ngunnawal Country represent our structure and pay tribute to Troy and his Wiradjuri heritage, along with the traditional owners of Canberra where Evolve FM is based.

We're proof that Indigenous-owned businesses can deliver world-class property services while creating meaningful change and long-lasting social impact.



Our clients trust us because we have the systems and processes in place to ensure safety, quality, and sustainability – and the track record to back it up.



## Comprehensively Insured

We maintain comprehensive insurance coverage, including public liability, professional indemnity, and workers' compensation – to the level required for major federal, state, and corporate contracts.



## Delivering Continuity

Our business continuity plan ensures that we can maintain operations and deliver services without interruption, even in the face of unforeseen events. We have back up resources in place, such as interstate and inter-company personnel and services.

## Enabling Reconciliation



We're dedicated to supporting reconciliation through our ["Innovate" Reconciliation Action Plan](#), which describes how we create opportunities for Indigenous Australians.

We help our clients achieve their reconciliation objectives

by engaging Indigenous-owned businesses – which helps our vendors' businesses grow and leads to increased employment for Indigenous people.

## Supporting Sustainability

Integrating sustainable practices into all aspects of our operations, we help our clients achieve their sustainability and environmental compliance goals.



Renewable energy solutions



Net-zero strategies



Environmental stewardship

## Award-Winning

Our excellence in facilities management and business impact has been recognised through several industry awards, highlighting our commitment to innovation and outstanding service delivery.



## Certified and Accredited

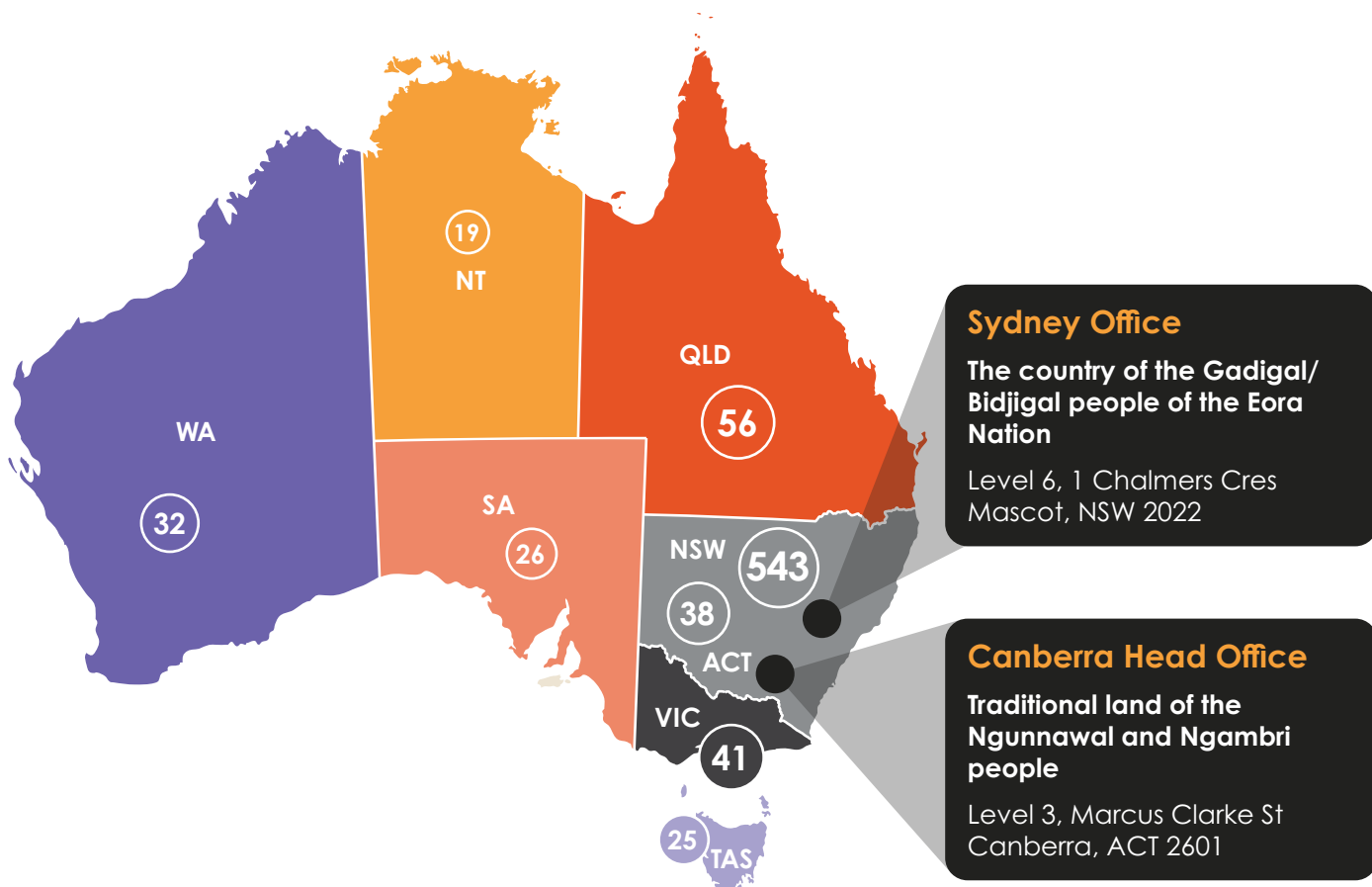
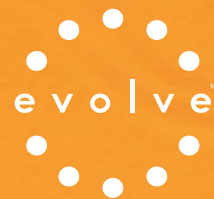
We hold ISO certifications demonstrating our commitment to quality, environmental best practice, and workplace safety. We also maintain certification with Supply Nation, and membership with NSWICC Assured, the Property Council of Australia, and the Asset Management Council.



# Delivering Services Australia-Wide

Evolve FM offers nationwide service delivery, covering metropolitan, regional, and remote areas through our service partners.

We manage over 2.4 million sqm across 780+ sites, leveraging extensive local market knowledge and presence to deliver exceptional property and facilities management across Australia.



## Evolve FM: Ready to Support You

We're ready to support you. Reach out to our team today to discover more about how we can support you with tailored solutions for facilities management, property management, and project management.

### Contact General Enquiries

24/7 Help Desk

☎ (02) 6247 0229

✉ [enquiries@evolvefm.com.au](mailto:enquiries@evolvefm.com.au)

### Contact CEO

John Georges

☎ 0410 574 529

✉ [jgeorges@evolvefm.com.au](mailto:jgeorges@evolvefm.com.au)

### Contact COO

Rajesh Pansara

☎ 0422 745 055

✉ [rpansara@evolvefm.com.au](mailto:rpansara@evolvefm.com.au)