

A close-up photograph of a sunflower head, showing the bright yellow petals and the detailed, textured center of the flower. The background is a clear, bright blue sky.

**Environmental, Social
and Governance Report
2021/2022**

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Overview

The Board is pleased to present Eastlight's second Environmental, Social and Governance (ESG) report. The report provides information on our performance, both quantitative and qualitative, against the requirements of the Sustainability Reporting Standard for Social Housing (SRS). In 2021/22 Eastlight did a full enhanced disclosure of the SRS reporting criteria, for the first time.

Who Are We

Eastlight Community Homes is a vibrant, resident-led housing association for the East of England.

Together with our residents and communities, we create safe, affordable homes and neighbourhoods that people are proud to live in.

We own and look after 12,700 social homes in the East of England and plan to build another 3,800.

People who live in our homes pay rents and charges that are less than the market rate. We reinvest every £1 and use our strong finances to fund new homes, improve services and communities.

ESG Approach at Eastlight

ESG has always been an important part of Eastlight Community Homes. Being a resident-led housing association, our focus is on safety of our residents, contributions to local communities and our ambitious environmental targets.

Although ESG reporting is driven by investors' appetite for ethical investment, the elements are intrinsic in Eastlight's values and fundamental to our future plans. ESG also matters in sustainably managing risk and delivering impact. We are integrating sustainability into the way we work, to create a stronger business for the long-term and generate value for all our stakeholders including our customers, suppliers, and investors to benchmark and assess our performance and progress.

In line with our values, we are **Ambitious** towards our ESG targets, we strongly believe in **Inclusive** sustainability, and we are **Accountable** for our social and ecological impacts.

Environment

As set out in our Strategic Plan, we plan to build 3,800 new homes which produces its own environmental challenges. Our New Homes Strategy looks to embed the move to decarbonisation and the journey to net zero by using modern methods of construction, whilst improving the fabric of our existing homes to provide sustainable and economic homes for our residents. Our plans include minimising energy consumption and emissions, as well as reducing waste.

We continue to progress well with our five-year programme of stock condition surveys. We have adopted the SAVA model to provide up-to-date energy performance data. Turner and Townsend have completed large scale data analysis to support

and shape our Sustainability Strategy which is due to be presented to the Board in July 2022. The Sustainability Strategy will set out a roadmap for meeting Energy Performance Certificate (EPC) rating target at level C by 2030 for all our properties as well as Net Carbon Zero target date by 2050.

We are investing in 'greening' our fleet of vehicles. Last year, we ordered two electric vehicles for a 12-month trial so that we can determine the benefits and challenges, and if successful, roll out green vehicles across our fleet. The outcome of this trial is expected in the latter half of 2022/23. We are also looking to develop a stores & logistics strategy which would include our targets for going green.



Social

Embracing our social responsibility is central to our corporate values, from providing affordable homes to those on low incomes, to supporting our residents and communities in ways that matter to them both individually and collectively.

As England's largest community-led housing association, we know there are brilliant local residents out there with the passion and drive to make our communities even better places to call home. With this in mind, we launched our Community Investment programme, with our first initiative called **"All In"**.

Eastlight's All In programme is a completely new approach to community empowerment and placemaking comprising three key elements:

1. **'Challenge'** – Launched in May 2022, a paid full-time 12-month incubator programme that brings together four teams of local people and supports them to develop innovative solutions to the social challenges that the wider community have identified. A follow-on 'Impact' phase helps turn these solutions into sustainable services or social businesses and offers support for programme participants to embed their learning in the wider community.

2. **'Academy'** – Launched in June 2022, a learning and development programme for local communities centred around social innovation which equips local people with the knowledge, skills, and tools needed to identify local social issues and develop ideas to tackle them.
3. **'Alliances'** – Starting in July 2022, a network of local residents and community groups, brought together by Eastlight, which will meet quarterly. Bringing together different people and different local organisations who do not usually meet will foster stronger placemaking across these areas, and the Association meetings will form the backbone of Eastlight's wider community participation. The meetings will also feed into the Challenge and the Academy elements, and sponsor and encourage local community activities.

We continue to offer apprenticeships through our **Succeed at Eastlight** programme. This is an on-going programme and is not restricted to any single area of the business. We are committed to continuing employment post apprenticeship and offer our Succeed at Eastlight people permanent contracts from the outset of their career with Eastlight.



Governance

Strong governance underpins Eastlight’s strategic direction. The depth and breadth of our Board ensures that we have clearly defined objectives, and that we maintain focus and deliver against our corporate commitments.

We have adopted the National Housing Federation’s 2020 Code of Excellence in Governance for transparency to our residents in how we manage our business. We are compliant with the Regulator of Social Housing’s Regulatory Standards and have a G1/V1 rating, the highest rating awarded by the Regulator of Social Housing.

Last year, we established the Customer Influence Committee (CIC), which comprises Eastlight residents and is chaired by an Eastlight resident board member. As a fully-constituted committee within the governance structure, it has delegated authority from the Board to oversee and support customer influence in decision-making, and in the development and delivery of our strategies and policies.

At the 2022 Annual General Meeting, the Board is proposing the election of another resident CIC member to the Eastlight Board and has also established a ‘Trainee Board Member’ role to support residents to fill future vacancies.

Additionally, our Board has appointed a board member as a Sustainability Champion, ensuring the emphasis on ESG remains part of the decision-making process.



In Numbers: ESG at Eastlight Community Homes

In summary



12,149
TOTAL HOMES
MANAGED EXCLUDING
LEASEHOLDERS



13,000
CUSTOMER SURVEY
RESPONSES ANNUALLY



298
HOMES DELIVERED
IN 2021/22
(INCLUDED ABOVE)



G1/V1
REGULATORY
GRADING



55%
AVERAGE RENTS
BELOW PRIVATE
MARKET RENT



62.8%
% EXISTING HOMES
EPC C OR HIGHER



50%
WOMEN BOARD
MEMBERS

The Sustainability Reporting Standard

The Sustainability Reporting Standard for Social Housing (SRS) was published in November 2020 following widespread consultation and engagement across the housing and financial sectors. Its purpose is to provide investors and other stakeholders, who are increasingly focused on ESG matters, with greater information, clarity and consistency about the activities that housing providers such as Eastlight undertake and the outcomes that are achieved.

Adopting the SRS enables us to track our progress, benchmark against our peers and drive improvements. It also allows stakeholders, including suppliers and contractors as well as lenders, to understand how we are doing and provides assurance that working with us will support their own sustainability goals.

Sustainable Development Goals (SDG)

As set out in the SRS, social housing has positive social and environmental impacts and is recognised as a universal social good within the Sustainable Development Goals (SDG), which were adopted by all UN member states in 2015.

ESG has always been at the core of Eastlight, and the following sections set out our approach to and actions on ESG through 2022 and as we move into 2023. Our strategy and activities are aligned with the United Nations SDGs in nine areas, as set out in the table opposite and described through this report.

United Nations Sustainable Development Goals (SDG)



Apartment homes on Manor Street, Braintree

Reporting Structure

The report is structured to provide answers to the 48 questions within SRS. This is further split into theme and ESG areas as illustrated by the table below:

ESG Area	Theme	Criteria
Social 	Affordability and Security	C1 - C5
	Building Safety and Quality	C6 - C8
	Resident Voice	C9 - C12
	Placemaking	C13
Environmental 	Climate Change	C14 - C19
	Ecology	C20 - C21
	Resource Management	C21 - C24
Governance 	Structure and Governance	C25 - C30
	Board and Trustees	C31 - C41
	Staff Wellbeing	C42 - C45
	Supply Chain	C46 - C47



SOCIAL



Affordability and Security

C1 For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA).

Area*	Avg weekly Private Market Rent (median)** £	Number of General Needs properties No.	Avg weekly Eastlight rent £	Eastlight General Needs rent discount %	Local housing allowance (LHA) £	Eastlight LHA rent discount %
Colchester	206	5,530	101	51%	159	36%
Chelmsford	238	5,524	99	58%	183	46%
Harlow & Stortford	263	97	172	35%	207	17%
Bury St Edmunds	248	166	109	56%	150	27%
Cambridge	305	85	152	50%	196	22%
Ipswich	169	120	118	30%	140	16%

* Areas are allocated per the Broad Rental Market Areas (BRMA)

**Private market rent is from ONS "Private rental market summary statistics in England: October 2020 to September 2021".

Monthly data is assumed to be four times weekly data.

C2 & C3 Share, and number, of existing homes (owned and managed) completed before the last financial year, as well as new homes (owned and managed) that were completed in the last financial year, allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for older people, Low-cost home ownership, Care homes and Private Rented Sector.

Properties	Total owned and / or managed as of April 2021	New homes in 2021/22	% of total homes	% of new homes in 2021/22
General needs (social rent)	8,483	22	71.6%	7.4%
Intermediate rent	84	-	0.7%	0.0%
Affordable rent	1,957	191	16.5%	64.1%
Supported Housing	149	-	1.3%	0.0%
Housing for older people	637	-	5.4%	0.0%
Low-cost home ownership	535	85	4.5%	28.5%
Care homes	6	-	0.1%	0.0%
Total	11,851	298	100.0%	100.0%

Affordability and Security (Continued)

C4 How is the housing provider trying to reduce the effect of fuel poverty on its residents?

Eastlight’s asset management strategy is clear that we work on a fabric first approach to ensure that the home is properly insulated, making sure that the money spent by our customers on heating is retained within the home for as long as possible. Eastlight has secured funding via the Government’s Social Housing Decarbonisation Fund Wave 1 to improve homes in 2022/23. We will also be introducing Eastlight’s Sustainability Strategy which will inform our EPC-C and Net Zero Carbon plans as well as Eastlight’s specification target energy efficient models, i.e. A rated Windows, A rated boilers, etc.

Eastlight has an in house tenancy sustainment team to help customers with benefit claims and energy switching.

Eastlight is targeting energy efficiency improvements but ensuring that the improvements are not just for Standard Assessment Procedure (SAP) points, that they also benefit the customer regarding running costs.

C5 What % of rental homes have at least a 3 year tenancy agreement?

99% of our rented homes have at least a three-year fixed-term tenancy agreement. The majority of our tenancies are lifetime tenancies. Only 1% of homes which equates to 130 tenancies have less than three-year tenancy agreements.

99%



Building Safety and Quality

C6 What % of homes with a gas appliance have an in-date, accredited gas safety check?

As at 31 March 2022, 100% of our homes with a gas appliance had an in-date, accredited, gas safety check.

C8 What % of homes meet the national housing quality standard?

As at 31 March 2022, 100% of our homes met the Decent Homes Standard.

C7 What % of buildings have an in-date and compliant Fire Risk Assessment?

As at 31 March 2022, 100% of buildings that require a Fire Risk Assessment (FRA) had an in-date and compliant assessment. FRAs are carried out annually in our higher risk buildings which include housing for older people and supported housing, and every three years for all other buildings. We do not have any high-rise buildings in Eastlight’s portfolio.



Resident Voice

C9 What arrangements are in place to enable the residents to hold management to account for provision of services?

Eastlight is a Community Gateway organisation and is constituted to be accountable to residents:

- Eastlight’s constitution commits it to having at least one resident member on the Board and we aim to increase the number at this year’s AGM. The Board has also directed that there should be at least one resident in every Committee.
- Eastlight has established a Customer Influence Committee (CIC), which is a formal committee of the Board, with authority to hold management to account for services.
- In addition, there are several local groups set up to consider issues relating to their geographical area and each with its own Community Improvement Budget. Eastlight’s constitution also obliges the organisation to act as though the Freedom of Information Act applies to it - this means that performance, and other key information, is accessible to the public (as determined by the Freedom of Information Act 2000).

C10 How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

Eastlight currently sends surveys to customers following five key service interactions:

- Following a contact with our customer service centre
- Following a responsive repair
- Following a contact with our income teams
- Following a contact with our neighbourhood teams
- Two weeks after the customer has moved into a new home.

Surveys are sent by SMS and email. This approach was introduced in September 2019 and provides around **13,000 customer responses per year**.

Every two years, we also survey a random 10% of our customer base (1,200) to understand general sentiment towards Eastlight using our “**Moment in Time**” survey. During 2022, we are reviewing our Customer Insight approach. We will be increasing the number of service areas we gather feedback on (including key areas such as complaint handling,

anti-social behaviour, reporting and estates services), as well as increasing the frequency of our perception surveying to 100 customers surveyed per month to gather the Regulatory tenant satisfaction measures (TSMs) and have an ongoing feel for how our customers perceive our services and where they would like to see investment and improvement.

C11 In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

In 2021/22, one complaint was upheld by the Ombudsman in relation to ASB. Learning from this has led to the following improvements:

- Introduced new ASB policy and procedure
- Amended inhouse reporting system to ensure consistency in case management
- Brought in specialist areas with housing services including ASB
- Working closer with partners and trained our people in alternative tools available.



C12 What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

We are proud of the range of services we offer which help support our customers in a variety of ways. In the year to 31 March 2022:

- Residents gained £1,050,704 in benefits following advice. This equated to 319 cases
- Our Tenancy Sustainment team supported 234 tenants to maintain their tenancy
- 517 customers were supported to retain their independence, health and wellbeing and maintain their tenancies
- 12 Mental Health aiders supported 171 staff members and 189 customers to access support to maintain and improve their mental health
- 107 customers were supported as they were at risk of or suffering domestic abuse
- 40 Online seated chair-based exercise classes and 33 face-to-face classes were held helping 41 customers maintain their physical and mental health
- 380 customers were supported with budgeting advice, employment support and fuel poverty
- £38,575 in hardship funds were awarded to 85 customers to enable them to maintain their tenancies
- 81 customers were supported with fuel bank vouchers and 36 customers with universal credit claims.

Placemaking

C13 Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

2022 has seen the launch of Eastlight's trail-blazing All In programme of community development and empowerment. The groundwork for the programme was laid during 2021 when, in partnership with YouGov, Eastlight conducted two community surveys asking respondents to tell us about their communities and outline for us their priorities around tackling the pressing social issues in their areas. Responses were received from almost 1,500 people across north Essex, and the concerns and priorities outlined provided us with the initial underpinning for the development of the All In programme. The programme was further developed during the latter part of 2021 through a series of 20 co-design workshops conducted with Eastlight residents and members of the community.

The All In programme has three key elements:

'Challenge' - The Community Incubator (launched in May 2022) – The first of its kind in the UK, the Incubator sees 21 people (17 members of the community, around half Eastlight residents, together with four seconded members of staff), being paid to work full-time for 12 months as social entrepreneurs developing solutions to the most important social issues identified during 2021. Grouped into four teams (Braintree, Witham, Colchester and Halstead), each team will spend a year developing a targeted solution to one of four key challenges (improving mental health, tackling social isolation, responding to the cost-of-living crisis, and developing opportunities for young people). The 'Impact' phase then helps to assess and determine if these pilots can be developed further into either a social enterprise, a new service for Eastlight, or something for an existing community organisation to take forward. The teams will also receive on-going training and support from the University of Essex, which will also help them explore additional external funding in order to maximise the sustainability of the pilots.

'Alliances' - The Community Alliances (launched in June 2022). During the winter of 2021, Eastlight conducted hundreds of 'Doorstep Conversations', which provided residents with a chance to have a proper one-to-one conversation with us regarding the things that concerned them the most. One of the key discoveries was a real appetite amongst Eastlight residents to get out and meet their neighbours and communities again and to work with them on areas of shared concern. In response, the Alliances, taking place quarterly across four key areas of operation (Braintree, Witham, Colchester and Halstead), see Eastlight building community networks open to everyone (Eastlight residents, non-residents, local business, churches, voluntary organisations and more) and acting as a forum for participants to make social connections, listen to inspiring community 'Ted Talks' from others undertaking important local work, and explore and plan possible community actions, campaigns and projects. In addition, there is seed funding available for any emergent community projects which Alliance members decide to take forward.

'Academy' - The Eastlight Academy (launching in July 2022). Supporting the Incubator and the Alliances, the Academy is a learning programme (both digital and real-world) which provides personal and professional development across a wide spectrum of relevant topics and specialist areas, from key business competencies to setting up a social enterprise. Whether applying for one of Eastlight's governance positions, becoming a local school governor or starting a small business, the Academy programme will equip participants with transferable skills for life and work.

As part of the All In programme, Eastlight has signed a partnership with the University of Essex with which we will be working jointly on a three-fold longitudinal evaluation of the programme: from a strategic level looking at the programme in its entirety, from an operational level considering the effectiveness and sustainability of the incubator pilots and Alliance projects, and from a review level exploring its effects on the wellbeing and employability of the participants.

This first cycle of the All In programme will run through to spring 2023, with a second cycle starting later in 2023.

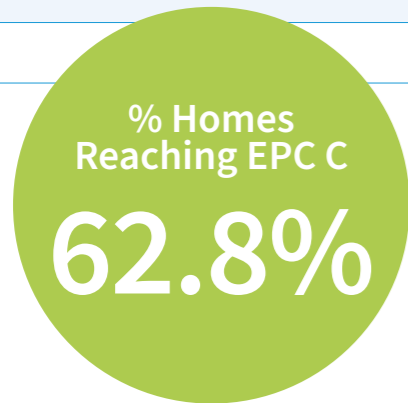
ENVIRONMENTAL



Climate Change

C14 & C15 Distribution of EPC ratings of existing homes (those completed before the last financial year) and of new homes (those completed in the last financial year).

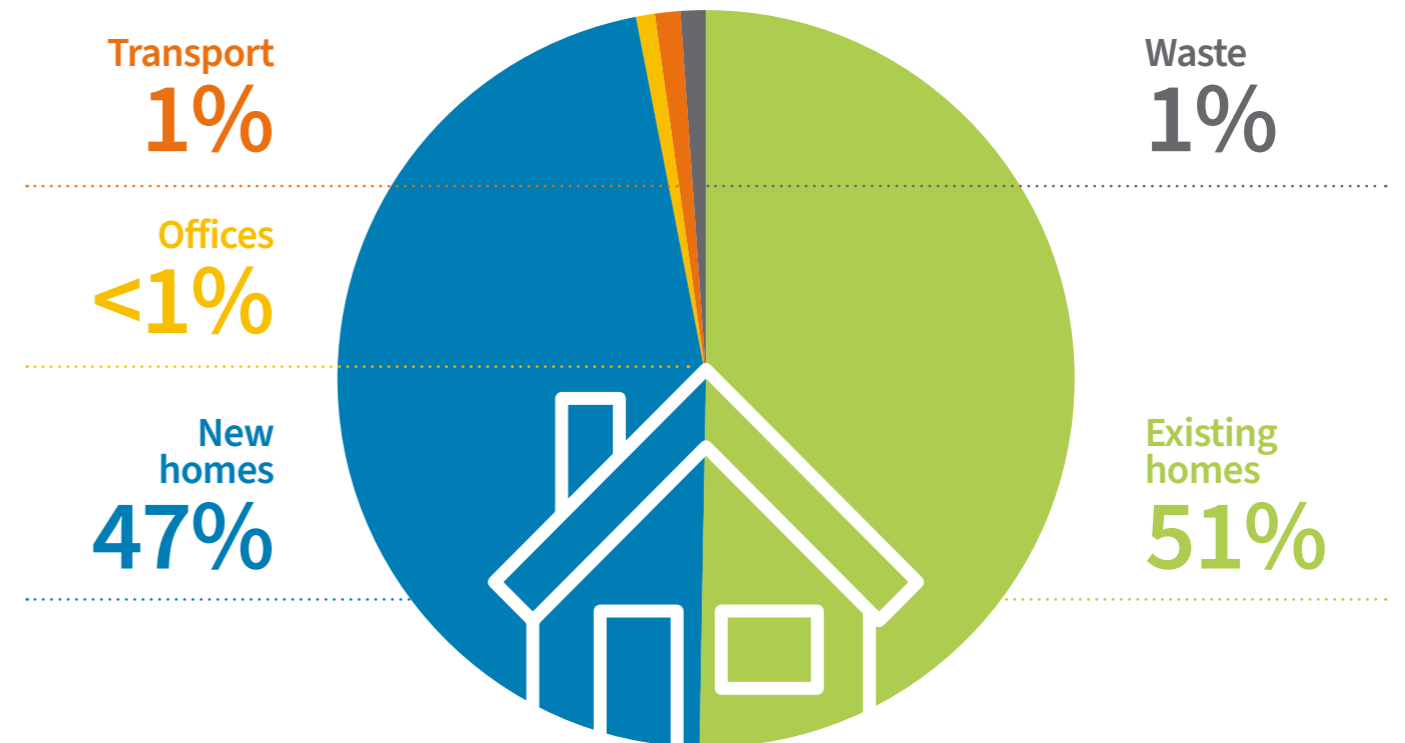
EPC band	2021/22 Count	2021/22 %	2021/22 Additions	2021/22 Additions %
A	8	0.1%	-	0%
B	360	3%	7	2.3%
C	7,080	59.7%	164	55%
D	3,369	28.4%	-	0%
E	327	2.8%	-	0%
F	21	0.2%	-	0%
No data*	686	5.8%	127	42.6%
Total	11,851	100%	298	100%



*There is an industry-wide issue in gaining accurate EPC data for new homes from some information systems. We are working to resolve this. All new homes were specified to be at least EPC C minimum rating.

C16 Scope 1, Scope 2 and Scope 3 green house gas emissions. Turner and Townsend were commissioned to produce a carbon audit for Eastlight. They calculated that Eastlight's carbon for the year 2021/22 was 43,175 tCO₂e. The breakdown by emissions area and scope is presented below, indicating that 98% of emissions come from housing.

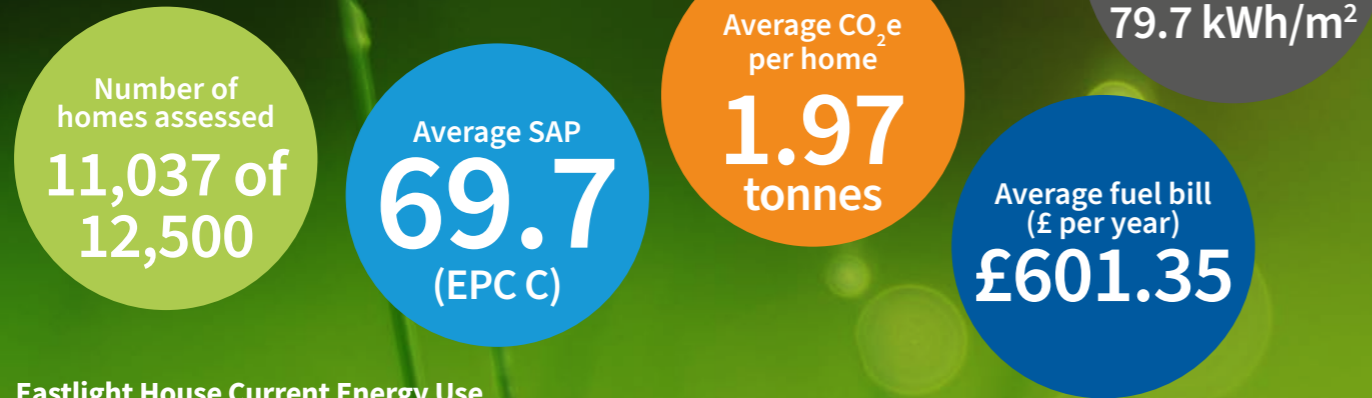
	Existing homes	New homes	Offices	Transport	Waste	Total
Scope 1	-	-	-	310	-	310
Scope 2	-	-	51.5	-	-	51
Scope 3	22,183	20,220	0.1	151	259	42,813
Total	22,183	20,220	52	461	259	43,175



Climate Change (Continued)

To identify the energy and carbon characteristics of our housing stock Turner and Townsend used Sava's Intelligent Energy software.






From the data supplied on Intelligent Energy:



Eastlight House Current Energy Use

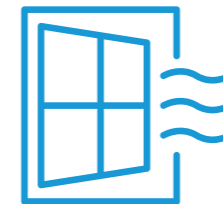
Eastlight House is our main office and the site's energy audit indicated that Eastlight House is aligned with best practice for:

<p>Building fabric – the building was built to 2010 Building Regulations and is well insulated, with double/triple glazed windows. There are options to reduce heat loss and thermal gain.</p>	<p>Lighting – 95% of the lighting is LED and most is controlled by presence sensors.</p>	<p>On site generation – the roof houses 84 solar PV panels, estimated to produce 23,200kWh per year – 100% of which is used on site, offsetting around 4.9tCO₂e in 2021.</p>	<p>Heating, ventilation and cooling – heat and hot water is provided by a ground source heat pump (GSHP) and three air source heat pumps (ASHPs). Most of the building is ventilated by an air handling unit.</p>
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 <p>Electricity Consumption 246,500 kWh (inc.23,200 kWh from solar)</p>	 <p>Fossil fuel Consumption 0kWh</p>	 <p>Annual Cost £40,191</p>	 <p>Annual Emissions 47.4 tCO₂e</p>	 <p>Solar PV Generation 23,200kWh</p>
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C17 What energy efficiency actions has the housing provider undertaken in the last 12 months?

In 2022/23 some of the actions to improve energy efficiency of our homes include:



Replaced Windows
20



Insulation
86



New Heating Systems
495

C18 How is the housing provider mitigating the following climate risks:

- Increased flood risk
- Increased risk of homes overheating.

There are no specific measures currently. These will be developed as part of the new Sustainability Strategy which will be approved in 2022/23. In our strategy some of the things we want to focus on include:

- Building homes that are kind to the environment
- Investing in our homes
- Changing how we work
- Supporting our customers.

C19 Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

Eastlight provides information via its website to residents about the importance of heating and ventilation to tackle damp and mould.

Ecology

C20 How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?

There are no specific measures currently. These will be developed as part of the new Sustainability Strategy which will be approved in 2022/23. In our strategy some of the things we want to focus on include:

- Protecting and enhancing natural habitats through the design and construction process and creating places that support local wildlife and maximising green spaces
- Encouraging biodiversity and natural habitats in our open spaces

- Maximising biomass at our facilities and seek to protect local wildlife from the impact of our operations
- Educating customers on ways to support local flora and fauna.

C21 Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?

There are no specific measures currently. These will be developed as part of the new Sustainability Strategy which will be approved in 2022/23.



Resource Management

C22 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

Whilst there are no current measures in place, we have a recycling facility at our Marks Tey stores to segregate waste. Our Sustainability Strategy is going to the Board in July 2022 and sets out a performance target framework that includes broader environmental targets, e.g. recycling of construction waste. Our strategy recognises that products and materials typically make up most of the embodied carbon (80%) with transport, construction, maintenance and replacement and disposal making up the remaining 20%. It is likely we will follow the LETI (The London Energy Transformation Initiative) guidelines to reduce embodied carbon by 40% or to a lower level than 500kgCO₂/m².

C23 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

There are no specific measures currently. These will be developed as part of the new Sustainability Strategy which will be approved in 2022/23. In our strategy some of the things we want to focus on include:

- Reduce, reuse and recycle in the construction process, use sustainable materials, work with partners committed to ethical building practices and use sustainable procurement principles.

- Reduce, reuse and recycle when maintaining and improving homes, use sustainable materials, work with partners committed to ethical building practices and use sustainable procurement principles
- Work in a way that minimises waste that cannot be recycled, focussing on sustainable procurement
- Support customers to run their homes efficiently and to maximise recycling opportunities.

C24 Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?

There are no specific measures currently. These will be developed as part of the new Sustainability Strategy which will be approved in 2022/23. In our strategy some of the things we want to focus on include:

- Build homes with water use reducing technologies and provide water recycling measures
- Reduce water use in our existing homes
- Minimise the use of water at our sites and maximise re-use
- Share approaches to minimising water usage
- We currently harvest rain water at Eastlight House and use grey water from it.

GOVERNANCE



STRUCTURE AND GOVERNANCE

C25 Is the housing provider registered with the national regulator of social housing?

Yes, registration number L4499.

C26 What is the most recent regulatory grading/status?

Eastlight currently has a G1/V1 rating, the highest rating available by the Regulator of Social Housing.

C27 Which Code of Governance does the housing provider follow, if any?

Under the Regulatory Framework the Board is required to select and comply with a published Code of Governance. The Board has chosen to adopt the Code of Excellence in Governance published by the National Housing Federation in 2020 as its code of governance from 1 April 2021. The Board considers that this Code is the most appropriate for the Association taking into account its size, corporate structure, community gateway principles and the nature of its activities. The Board has assessed itself against the 2020 Code and is fully compliant with this code in all material respects. The Board has adopted the NHF Code of Conduct 2012 and

will be considering adoption of the revised NHF Code of Conduct 2022 later in the year.

C28 Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Yes.

C29 Explain how the housing provider's board manages organisational risks.

Eastlight has Risk Registers and a Risk Management Framework. Each operational area has its own Risk Register, which is reviewed, and individual risks are escalated if they exceed agreed tolerances. Recent Internal Audits of key areas: Health and Safety, Lone Workers etc have given assurance in respect of risk management.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?

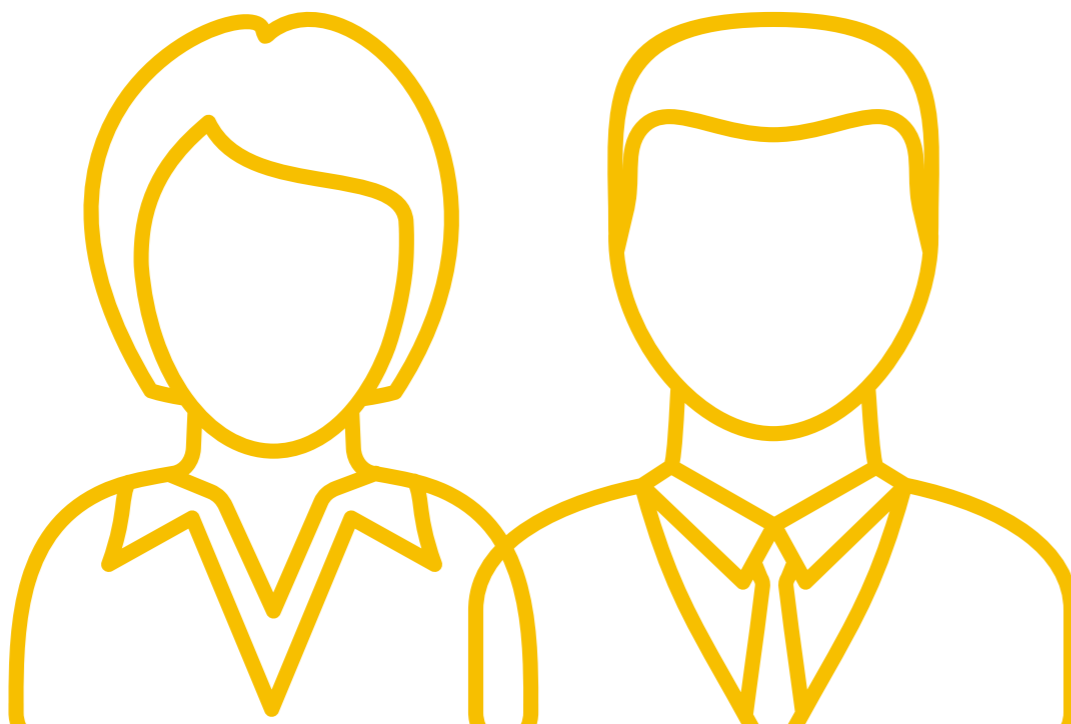
No.

Eastlight currently has a G1/V1 rating, the highest rating available by the Regulator of Social Housing.

Board and Trustees

C31 What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents?

EPC band	Board March 2022	Board 2020/21	Eastlight Residents
Women (%)	50%	50%	63%
BAME (%)	13%	7%	3%
Disability (%)	13%	7%	39%
Average age (Years)	58	56	
Board average tenure (months)	18	13	



C32 What % of the board and management team have turned over in the last two years?

Between July 2020 and March 2022 three Board members left and one has been appointed. During the same period, three people left the Executive Management Team and two joined.

C33 Is there a maximum tenure for a board member? If so, what is it?

At merger we chose to limit Board member terms to a maximum of six years in line with the NHF Code of Governance. We are currently reviewing this as longer terms of office are considered beneficial for our tenant Board members.

C34 What % of the board are non-executive directors?

100% of our Board are non-executive directors as at 31 March 2022.

C35 Number of board members on the Audit Committee with recent and relevant financial experience.

Eastlight's Audit and Risk Committee has four members with recent and relevant financial experience, with two of the four having high-level expertise in that area.

C36 Are there any current executives on the Remuneration Committee?

No.

C37 Has a succession plan been provided to the board in the last 12 months?

The Board has considered recommendations from the Governance & People Committee regarding succession, and discussed planning activity at its Away-Day in May 2022. A further Board session on this issue is planned for later in the year.

C38 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

The current audit partner was previously the auditor for Greenfields for three years and has been the audit partner for Eastlight for 2020/21 and 2021/22 audit, so five years in total.

Board and Trustees (Continued)

C39 When was the last independently-run, board-effectiveness review?

An individual annual appraisal is undertaken of all Board and Committee Members and the Chair. An independent review of governance and Board effectiveness was undertaken during the year supported by Savills which has informed a plan to implement recommendations.

C40 Are the roles of the chair of the board and CEO held by two different people?

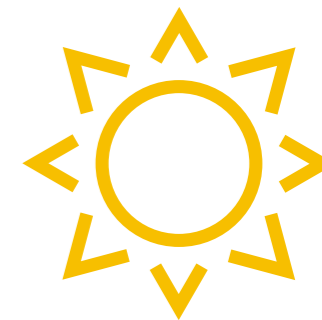
Yes.

C41 How does the housing provider handle conflicts of interest at the board?

Eastlight has adopted the NHF Code of Conduct and follows the principles for the identification, declaration and management of potential conflicts of interest. The process for managing such conflicts and related matters are included within the Governance Framework and Probity policy.

All Board Members make a declaration of interests during the recruitment and selection process and on appointment. The declarations are refreshed on an annual basis and are held in a register which is open to inspection. Board Members are required to inform us of any changes throughout the course of the year. Interests are monitored by the G&P Committee and reported to the Board. Declarations are also made verbally at the beginning of every Board and Committee meeting of any interests relevant to the business being considered.

Where personal interests arise members are not permitted to vote on the matter being considered and may be required to withdraw from any discussion. In the case that a persistent significant conflict of interest arises the member will be required to resign their position.



Staff Wellbeing

C42 Does the housing provider pay the Real Living Wage?

The Real Living Wage for 2022 (applicable at 15 May 2022) is £9.90 per hour (outside London).

As a result of the benchmarking as part of the Total Reward package just introduced (1 April 2022) the following now applies:

- Levels 6 & 7 (Cleaners and Facilities Assistants) are paid just below the Real Living Wage (£9.82 and £9.88 per hour respectively)
- Our apprentices (Succeed at Eastlight) are paid the National Living Wage (NLW)/National Minimum Wage (NMW) as set by the Government – based on age, until such time as they have passed the qualification relevant to their role.

The pay of all other roles in the organisation exceeds the Real Living Wage.

C43 What is the median gender pay gap?

The gender pay gap is the percentage difference between the average pay of men and women across the whole workforce. Based on data as at 5 April 2021:

- as a median average, women earn 2.66% less than men (UK average in 2020: 15.5%).
- as a mean average, women earn 7.45% less than men (UK average in 2020: 7.4%).



Staff Wellbeing (Continued)

C44 What is the CEO:median-worker pay ratio?

For the year 2021/2022 CEO to employee pay ratio was; 6.72 times the 25th Percentile of pay, 5.31 times the 50th Percentile (median pay) and 4.79 times the 75th Percentile.

The Single Total Figure of Remuneration (STFR) as suggested by The Companies (Miscellaneous Reporting) Regulations 2018 has been derived from: Basic Salary, Bonus and Employer's Pension

Contribution. Only a small proportion of our workforce received a 5% retention bonus.

The pension value is based on an average of 6% of employee salaries across the board, although the CEO has opted for maximum company contribution of 8%. For new members of the pension scheme Eastlight doubles the employee contribution to a maximum of 8% and has a few legacy pension schemes.



C45 How does the housing provider support the physical and mental health of their staff?

We have a dedicated Engagement, Diversity, and Inclusion Manager whose strategic and functional responsibility includes wellbeing. We have a dedicated Health & Safety (H&S) Advisor and we partner externally with a H&S specialist organisation to ensure that we meet our H&S obligations to keep our workforce and customers safe.

We have a comprehensive total reward package that supports physical and mental wellbeing. Eastlight's average benefits include our annual wellbeing grant, generous annual leave allowance, BUPA healthcare cash plan and access to private medical care, a cycle to work scheme, career break opportunities, equity in the application of our family leave (maternity, paternity, and adoption), 24/7 access to an employee assistance programme, access to menopause support through BUPA, access to our own fully-trained first aiders as well as mental health first aiders.

We also conduct regular well-being sessions at times to suit our people to maximise participation both virtually and in person. We support full inclusion through our practices, policies, procedures, values, and culture which support good health. We also have access to occupational health and operate an occupational sick pay scheme.

We have excellent facilities at our hubs to promote a positive and stimulating work environment which includes all faith prayer room, quiet areas, recreation areas, facilities to support good nutrition, flexible and agile working, reduced gym membership and flu/Covid vaccinations free of charge where not already eligible. Well-being and H&S are discussed between staff and their line managers. We also have a safety matters forum for all staff as well as a twice-yearly staff engagement survey and follow up.

C46 What is the average number of sick days taken per employee?



Supply Chain

C47 How is Social Value creation considered when procuring goods and services?

Our procurement activities are conducted in a way which requires consideration of wider social economic and environmental benefits in procuring goods and services. We achieve this in a number of ways, including:

- Predominantly selecting local small to medium enterprise (SME) for quotes / tenders
- Including appropriate quality questions to score which includes questions like their previous social value projects
- Inclusion of requirements for apprentices on larger value contracts
- Only working with contractors who offer the living wage and comply with our modern slavery policy.

C48 How is Environmental impact considered when procuring goods and services?

As part of our procurement planning, we ensure we define the sustainability requirements and set these out within our project specification or contract clauses. This includes things like:

- Stipulating requirement, for example, all timber should be FSC certified
- Appropriate quality questions to score
- Tender specification/requirements, for example, process for managing waste.

The requirements and expectations from Eastlight are that our contractors carry out the service/works in an ethical and sustainable manner.



“The elements of ESG are intrinsic in our values and fundamental to our future plans.”

Eastlight Community Homes Limited is incorporated as a Registered Society under the Co-operative and Community Benefit Societies Act 2014. Registered no. 30124R.

Eastlight is also registered with the Regulator of Social Housing in England (RSH), in accordance with the Housing and Regeneration Act 2008. Registered no. L4499.

This summary report covers the period 1 April 2021 to 31 March 2022.

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