



Sustainability Data Supplement


to the Integrated Annual Report
and Accounts 2023/24

**THE CROWN
ESTATE**

Purpose of the document

This supplementary document has been prepared to provide a repository of environmental and social data on subject matter reported in the 2023/24 Annual Report and Accounts. The Annual Report can be found online at: thecrownestate.co.uk/annual-report and should be read in conjunction with this document for adequate context.

Limited assurance

KPMG LLP has provided independent limited assurance over selected data included within our Integrated Annual Report at: thecrownestate.co.uk/assurance and in our Sustainability Data Supplement, using the assurance standard ISAE (UK) 3000 and, for selected greenhouse gas data, ISAE 3410. KPMG has issued an unqualified opinion over the selected data and their full assurance statement is available on our website which, together with our Reporting Criteria, should be read in conjunction with the selected data in this report. See both KPMG's opinion and our Reporting Criteria at: thecrownestate.co.uk/assurance. The data subject to KPMG's assurance has been reproduced in this report where you see the symbol .

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Net zero carbon and energy security

Decarbonising the UK

At the centre of our approach is the contributing impact we have in helping the UK to reach its net zero and energy goals. Through our convening activities – such as enabling renewable energy, both onshore and offshore – we are pivotal in supporting the transition towards a greener energy supply and enabling UK-wide decarbonisation efforts.

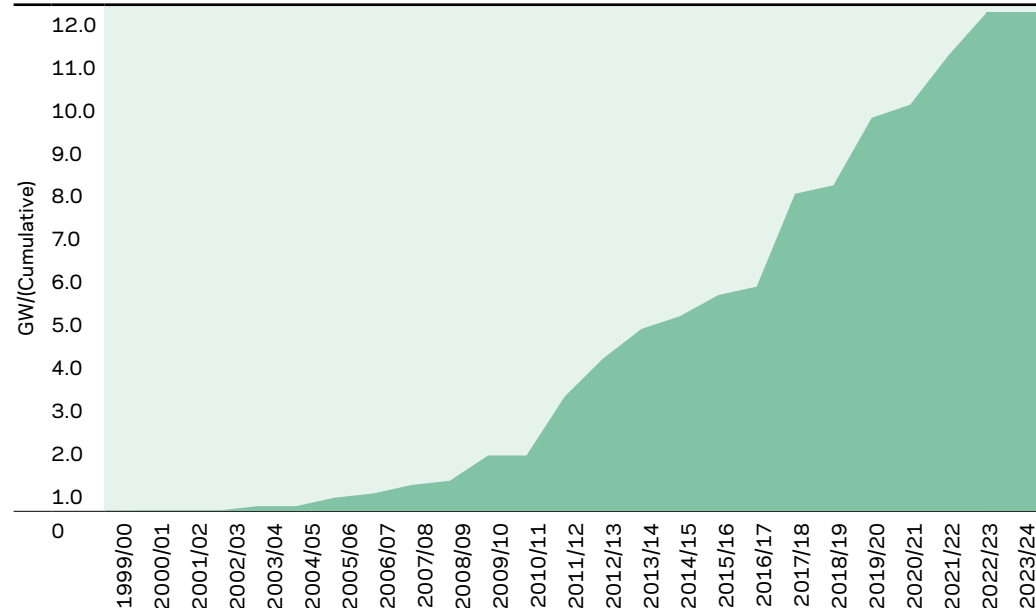
Offshore wind generated renewable energy

During 2023/2024, across our seabed holding, cumulative operational capacity in the offshore wind sector increased from 11.77GW to 11.82GW[△] (an increase of 0.05GW[△]).

Cumulative capacity of offshore wind

	2023/24	2022/23	2021/22	2020/21	2019/20
Cumulative capacity (GW)	11.8[△]	11.8	10.8	9.6	9.3

Cumulative GW of offshore renewable energy installed¹



1. Data from 2014/15 onwards shows GW capacity from turbines installed and operating (ie grid connected). Previous years' data included those installed but not yet operating.

Carbon emissions avoided from the generation of offshore wind renewable energy

	2023/24	2022/23
Total electricity generated (TWh)	42.5	41.3
Carbon emissions avoided (tCO₂e)	16.6 million	15.9 million

Carbon emissions avoided represents the carbon dioxide that would have been emitted by traditional power stations to generate electricity, in the absence of renewable energy. A study of greenhouse gas emissions of the UK electricity system by R.C. Thomson (2014) demonstrated that wind power displaces coal- and gas-fired power stations, and that partial loading of fossil-fuelled power stations has an efficiency penalty of 11%. The CO₂ displaced by offshore wind can be calculated by using the Department for Energy Security and Net Zero (DESNZ) emissions statistics for 'all fossil fuels' and subtracting 11% to account for the induced efficiency penalty.

On-site generation (direct-managed portfolio)

	2023/24	2022/23	2021/22	2020/21	2019/20
Solar photovoltaics (MWh)	111	84	133	81	589

[△] Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Decarbonising our business

Reducing energy consumption and improving the efficiency of our real estate and wider operations is central to our goal of decarbonising our business, minimising environmental impact, and contributing to achieving net zero emissions.

Data quality improvements and restatements

Recognising the value of data, we have invested heavily in our data collection processes and continue to evolve estimation methodologies, helping us to prioritise decarbonisation interventions. We have made significant progress in the past reporting year to improve both the quality of our energy consumption data and our methodologies. As a result, we have learned a lot about our data processes and restated the 2022/23 and 2021/22 results for a number of data points, including absolute energy consumption and the related intensities and emissions. We have also made improvements to refrigerants data, and the emissions calculation methodology for Scope 3 Category 1 (Purchased goods and services) and Category 2 (Capital goods).

Where improvements to our data collection processes and methodologies lead to a material change in our reported energy or emissions, we restate the previously reported results. Typically, changes larger than 5% are considered material. A number of data points, including Scope 1 and Scope 2 emissions, Scope 3 (Categories 1, 2, 3 and 13) emissions, and emissions intensity have been restated as the updated results are more than 5% different to the previously reported results. In certain scenarios, such as when reported data impacts remuneration targets, the restatement threshold may be lower. Enterprise remuneration targets for 2023/24 and 2022/23 are based on reductions in energy consumption excluding electric vehicle (EV) charging compared with 2021/22, resulting in greater sensitivity to the reported energy consumption. Improvements in the quality of the energy data, including improvements in our data coverage, have led to an increase in absolute energy consumption net of electric vehicle (EV) charging for 2022/23 and 2021/22 of 2.7% and 4.4% respectively compared with that previously reported. We have restated the 2022/23 and 2021/22 energy consumption and the related emissions and intensities to ensure our reporting is consistent with remuneration target measures.

The restatement of energy consumption data results in the need to also restate energy intensities: Scope 1 Direct emissions from gas consumption; Scope 2 (location-based) Emissions from generated electricity usage; Scope 2 (market-based) Emissions from generated electricity usage; emissions intensities; and Scope 3 Categories 3 and 13.

In Scope 1, we have improved our data collection processes for refrigerants and have moved from reporting estimated to actual data. Having access to actual data has enabled us to prioritise refrigerant upgrades across our portfolio.

2022/23 Scope 3 purchased goods and services and capital goods emissions have been restated due to a move towards a more granular and accurate spend-based methodology.



More information on the methodologies can be found in the Environmental Reporting Criteria.

Energy targets

We implemented an ambitious 2023/24 energy reduction target to reduce energy consumption excluding EV charging by 10% compared with 2021/22, with a stretch target of 13%, across our London, Regional and Windsor real estate assets. We are pleased to report a 15% reduction compared with 2021/22, exceeding our 13% stretch target.

Energy consumption

Energy consumption - absolute^{1,2}

	Absolute (MWh)		Year-on-year (decrease) %	Absolute (MWh) 2023/24 v 2021/22 (decrease)/increase %	
	2023/24	2022/23 (restated) ³		2021/22 (restated) ³	
Electricity	63,159	68,755	(8.1)	66,973	(5.7)
Fuel	23,357	29,707	(21.4)	34,666	(32.6)
Total including EV charging	86,516 	98,462	(12.1)	101,639	(14.9)
EV charging ⁴	(552)	(908)	(39.2)	(451)	22.4
Total excluding EV charging	85,964 	97,554	(11.9)	101,188	(15.0)
Number of assets	184	187	(1.6)	189	(2.6)

1. All data relates to those assets where The Crown Estate is responsible for procuring the energy, including 40,217MWh (2022/23: 45,737MWh) procured in respect of, and recharged to, tenants.
2. The absolute energy data reported above represents 98% (2022/23: 97%³) of floor areas of directly managed properties in our London and Regional portfolios and on the Windsor Estate.
3. Following improvements to energy consumption data quality and completeness, absolute energy consumption figures have been restated for 2022/23 and 2021/22. EV charging points are provided across our Regional sites and on the Windsor Estate.
4. Following the introduction of customer charging for the use of EV charging points across our Regional portfolio, electricity consumption for EV charging reduced from 908MWh in 2022/23 to 552MWh in 2023/24.

 Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Energy consumption continued

Energy consumption - absolute^{1,2} - restatements

	Absolute (MWh)			
	2022/23 (restated) ¹	2022/23 (previously reported) ²	2021/22 (restated) ¹	2021/22 (previously reported) ²
Electricity	68,755	66,718	66,973	66,153
Fuel	29,707	29,173	34,666	31,195
Total including EV charging	98,462	95,891	101,639	97,348
EV charging	(908)	(899)	(451)	(452)
Total excluding EV charging	97,554	94,992	101,188	96,896
Number of assets	187	176	189	171

1. Following improvements to energy consumption data quality and completeness, absolute energy consumption figures have been restated for 2022/23 and 2021/22.

2. Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.

Energy consumption - like-for-like

	Like-for-like (MWh)		Year-on-year (decrease) %	Like-for-like (MWh)		2023/24 v 2021/22 (decrease) %
	2023/24	2022/23		2023/24	2021/22	
Electricity	61,222	66,429	(7.8)	60,692	63,749	(4.8)
Fuel	23,153	29,570	(21.7)	23,119	33,684	(31.4)
Total including EV charging	84,375 [△]	95,999	(12.1)	83,811 [△]	97,433	(14.0)
Number of assets	176	176		172	172	

Like-for-like metrics are recalculated for each two years being reviewed and are based on restated 2022/23 and 2021/22 data. Refer to the Environmental Reporting Criteria at: thecrownestate.co.uk/assurance

Energy consumption - absolute by portfolio^{1,2}

	Absolute (MWh)				
	2023/24	2022/23 (restated) ²	2021/22 (restated) ²	2022/23 (previously reported) ³	2021/22 (previously reported) ³
London	77,592	88,865	91,482	86,491	87,570
Regional	6,208	6,630	7,178	6,445	7,045
Windsor	2,164	2,059	2,528	2,056	2,281
Total excluding EV charging	85,964	97,554	101,188	94,992	96,896

1. All data relates to those assets where The Crown Estate is responsible for procuring the energy.

2. Following improvements to energy consumption data quality and completeness, absolute energy consumption figures have been restated for 2022/23 and 2021/22.




3. Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.

[△] Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Energy consumption continued

Energy intensity^{1,2}

	kWh/m ²				
	2023/24	2022/23 (restated) ¹	2021/22 (restated) ¹	2022/23 (previously reported) ³	2021/22 (previously reported) ³
Offices	234.3 	260.0	258.2	176.0	180.1
Shopping centres	45.8 	49.0	52.9	43.4	52.9
Retail parks	3.0 	4.4	3.3	3.8	2.8

- Following improvements to energy consumption data quality and completeness, and improvements to our intensity methodology, energy intensity has been restated for 2022/23 and 2021/22. Energy intensity is calculated for properties where our data satisfies the requirements specified in our Environmental Reporting Criteria. Energy intensity is split according to sector types, in recognition of the varied asset operations, data coverage, and energy profiles. Offices intensity is based on whole building gross internal area; shopping centres intensity is based on common parts areas; retail parks intensity is based on area associated with external lighting and services. These methodologies are in line with the Better Buildings Partnership recommendations. In previous years we reported a total energy intensity metric in the Annual Report and separate intensity metrics for the three sector types in the Environmental and Social data supplement; for the first time this year we have shown the energy intensity for the three separate sector types only, for all years presented, to better reflect the asset mix within our portfolio. Furthermore, we have improved the intensity methodology by implementing stricter inclusion criteria to create a more accurate intensity measure, resulting in fewer assets meeting the specified requirements compared to the methodology used in the 2022/23 Annual Report. Further details about methodologies can be found in the Environmental Reporting Criteria. All data relates to those assets where The Crown Estate is responsible for procuring the energy.
- Energy intensity coverage represents 57% (2022/23: 55%¹) of the floor area of directly managed properties in our London and Regional portfolios and on the Windsor Estate. Assets contributing to the intensity data account for 62% (2022/23: 64%¹) of the absolute energy consumed.
- Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.

Purchased renewables


97% (2022/23 restated: 96%; 2022/23 previously reported: 98%¹) of our electricity purchased for 2023/2024, relating to 70% (2022/23 restated: 67%; 2022/23 previously reported: 91%) of electricity meters, was from renewable sources.

- Improvements in our data coverage mean we now record energy consumption on a higher number of temporarily unoccupied properties that come into our responsibility. Often, in these assets, there is a delay in switching previously tenant-controlled energy tariffs to green tariffs that are used across our portfolios, and thus the market-based emissions are higher and the proportion of purchased renewables is lower than previously reported.

Energy costs

All data for energy costs related to those assets where The Crown Estate is responsible for procuring the energy, which includes the energy that is procured on behalf of tenants.




Fuel type	2023/24 £m	2022/23 £m	2021/22 £m	2020/21 £m
Electricity	23.8	21.6	11.9	6.6
Gas	2.2	1.8	1.7	1.5
Total	26.0	23.4	13.6	8.1

 Independent limited assurance (see page 1)

Net zero carbon and energy security continued


Greenhouse gas emissions

Greenhouse gas emissions – absolute Scopes 1 and 2¹

		tCO ₂ e				
		2023/24	2022/23 (restated) ^{2,3}	2021/22 (restated) ^{2,3}	2022/23 (previously reported) ⁴	2021/22 (previously reported) ⁴
Scope 1	Direct emissions from gas consumption ²	2,290	2,981	3,795	3,816	4,763
Scope 1	Refrigerants ³	609	55	242	3,245	3,500
Scope 1	Owned vehicles and machinery	215	212	225	212	225
Total Scope 1		3,114 	3,248	4,262	7,273	8,488
Scope 2 (location-based)	Emissions from generated electricity usage ^{2,5}	6,934 	7,038	7,562	7,893	8,731
Total Scope 1 and Scope 2 (location-based)		10,048	10,286	11,824	15,166	17,219
Scope 2 (market-based)	Emissions from generated electricity usage ^{2,6}	696 	1,049	1,432	360	743

- All Scope 1 and Scope 2 data relates to those assets where The Crown Estate is responsible for procuring the energy. The absolute data reported represents 97% (2022/23: 97%³) of floor areas of directly managed properties in our London and Regional portfolios and on the Windsor Estate.
- Following improvements to energy consumption data quality and completeness, Scope 1 (Direct emissions from gas consumption), Scope 2 and emissions intensity have been restated for 2022/23 and 2021/22.
- Following a move from using estimations to collecting actual data, refrigerants for 2022/23 and 2021/22 have been restated. Further details about changes in methodologies can be found in the Environmental Reporting Criteria.
- Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.




- EV charging points are provided across our Regional sites and on the Windsor Estate. Prior to 2022/23 EV charging was supplied to customers free of charge and the related emissions included in Scope 2 (Emissions from generated electricity usage). Following the introduction of customer charging for the use of EV charging points across our Regional portfolio during 2023/24, the related emissions are included in Scope 3 Category 3 (electricity and transmission distribution losses) in line with the GHG protocol.
- Improvements in our data coverage mean we now record energy consumption on a higher number of temporarily unoccupied properties that come into our responsibility. Often, in these assets, there is a delay in switching previously tenant-controlled energy tariffs to green tariffs that are used across our portfolios, and thus the market-based emissions are higher and the proportion of purchased renewables is lower than previously reported.

 Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Greenhouse gas emissions continued

Emissions intensity^{1,2,3}


	kgCO ₂ e/m ²				
	2023/24	2022/23 (restated) ¹	2021/22 (restated) ¹	2022/23 (previously reported) ³	2021/22 (previously reported) ³
Offices	46.7 	49.3	52.0	33.4	36.5
Shopping centres	9.4 	9.4	11.1	8.4	11.1
Retails parks	0.6 	0.8	0.7	0.7	0.6

- Following improvements to energy consumption data quality and completeness, and improvements to our intensity methodology, emissions intensity has been restated for 2022/23 and 2021/22. Emissions intensity is calculated for properties where our data satisfies the requirements specified in our Environmental Reporting Criteria. Emissions intensity is split according to sector types, in recognition of the varied asset operations, data coverage, and energy profiles. Offices intensity is based on whole building gross internal area; shopping centres intensity is based on common parts areas; retail parks intensity is based on area associated with external lighting and services. These methodologies are in line with the Better Buildings Partnership recommendations. In previous years we reported a total emissions intensity metric in the Annual Report and separate intensity metrics for the three sector types in the Environmental and Social data supplement; for the first time this year we have shown the emissions intensity for the three separate sector types only, for all years presented, to better reflect the asset mix within our portfolio. Furthermore, we have improved the intensity methodology by implementing stricter inclusion criteria to create a more accurate intensity measure, resulting in fewer assets meeting the specified requirements compared with the methodology used in the 2022/23 Annual Report. Further details about methodologies can be found in the Environmental Reporting Criteria.
- Emissions intensity coverage represents 57% (2022/23: 55%¹) of the floor area of directly managed properties in our London and Regional portfolios and on the Windsor Estate. Assets contributing to the intensity data account for 62% (2022/23: 64%¹) of the absolute energy consumed.
- Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.

 Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Greenhouse gas emissions – absolute Scope 3 (indirect)

		tCO ₂ e				
GHG Protocol category		2023/24	2022/23 (restated) ^{1,2}	2021/22 (restated) ^{1,2}	2022/23 (previously reported) ³	2021/22 (previously reported) ³
Scope 3	Category 3: electricity and transmission distribution losses ^{1,4}	1,192	1,216	1,258	1,180	1,243
Scope 3	Category 6: business travel	60	47	20	47	20
Scope 3	Category 8: leased vehicles/machinery/tools	133	131	134	131	134
Scope 3 (location-based)	Category 13: downstream leased assets (evidenced tenant energy) ^{1,5}	8,066	8,700	9,213	6,518	6,266
Total assured Scope 3		9,451 	10,094	10,625	7,876	7,663
Scope 3	Category 1: purchased goods and services ²	21,134	16,672	9,288	26,940	24,985
Scope 3	Category 2: capital goods ²	18,988	13,909	15,620	22,756	27,315
Scope 3	Category 5: waste generated in operations	134	143	108	143	108
Scope 3	Category 7: employee commuting	147	117	101	117	101
Scope 3	Category 13: downstream leased assets (estimated tenant energy) ¹	46,652	48,793	50,900	26,566	28,933
Total gross Scope 3 emissions		96,506	89,728	86,642	84,398	89,101
Scope 3 (market-based)	Category 13: downstream leased assets (evidenced tenant energy)	-	-	-	-	-

- Category 3 (electricity and transmission distribution losses) and Category 13 (downstream leased assets (evidenced tenant energy)) are directly related to energy consumption. The 2022/23 and 2021/22 restatements in absolute energy consumption, following improvements to data quality and completeness, have resulted in the need to also restate these data points. Category 13 (downstream leased assets (estimated tenant energy)) has also been restated as its estimation is based on emissions intensity.
- Following improvements made to the Scope 3 Category 1 (purchased goods and services) and Category 2 (capital goods) emissions calculation methodology, including applying a more granular and accurate approach, amounts reported have been restated for 2022/23 and 2021/22. Further details about methodologies can be found in the Environmental Reporting Criteria. As we continue to evolve our methodology, including a move to collect emissions data directly from key suppliers, these are likely to be restated again in future years.

- Previously reported data refers to reported data in the 2022/23 Annual Report and Environmental and Social data supplement.
- EV charging points are provided across our Regional sites and on the Windsor Estate. Prior to 2023/24 EV charging was supplied to customers free of charge and the related emissions included in Scope 2 (Emissions from generated electricity usage). Following the introduction of customer charging for the use of EV charging points across our Regional portfolio during 2023/24, the related emissions are included in Scope 3 Category 3 (electricity and transmission losses) in line with the GHG Protocol.
- Scope 3 Category 13 (downstream leased assets (evidenced tenant energy)) data relates to assets where The Crown Estate is responsible for procuring the energy.

 Independent limited assurance (see page 1)

Net zero carbon and energy security continued

Greenhouse gas emissions continued

Definitions

Location-based emissions: emissions from electricity usage calculated in accordance with the spread of energy sources in the National Grid over the year in question (eg fossil fuels and renewables).

Market-based emissions: emissions from electricity usage calculated taking into account the sources of the energy purchased (eg validated renewable sources) and the corresponding emissions actually released into the atmosphere (ie as a result of the purchase of non-renewable sources).

Estimations and uncertainty

We are always seeking to improve the quality of our data and to use the latest and most accurate industry models. Despite this, environmental reporting in particular is an evolving area, and our reporting necessarily involves certain estimates and assumptions. More information on these estimations and uncertainty calculations can be found in our Environmental Reporting Criteria.

Methodology for quantification and reporting of carbon emissions

We quantify and report our organisational greenhouse gas (GHG) emissions according to the GHG Protocol, using the operational control approach. Energy use data has been collated and converted into carbon dioxide equivalent (CO₂e) using the UK Government Conversion Factors for Company Reporting in order to calculate emissions from corresponding activity data.

This report is prepared in accordance with the GHG Protocol's Scope 2 Guidance. We therefore report both a location-based and market-based Scope 2 emissions figure (and Scope 3 as applicable). The Scope 2 market-based figure reflects emissions from electricity purchasing decisions that we make. When quantifying emissions using the market-based approach we use supplier specific emissions factors where possible. If these factors are unavailable, a residual mix emissions factor is used and, as a final alternative, a location-based grid emissions factor is used.

More information can be found in our Environmental Reporting Criteria online at: thecrownestate.co.uk/assurance

Nature recovery and biodiversity

Managing waste and water

Operational waste

Operational waste is defined as waste generated as a result of our direct activities, or those of our customers where the disposal of waste is under our management. This covers the London, Regional and Windsor portfolios.

Operational waste generated and disposal route

	2023/24	2022/23	2021/22	2020/21
Waste generated from buildings where we collect the waste (tonnes)	6,939	7,334	5,476	2,263
Percentage of non-hazardous waste diverted from landfill	100%	100%	100%	100%
Waste disposal route				
Recycled (following onsite generation)	40%	47%	43%	66%
Anaerobic digestion	12%	12%	10%	7%
Composting	-	3%	4%	-
Total recycled	52%	62%	57%	73%
Incineration offsite (with energy recovery)	48%	38%	43%	27%
Waste costs avoided				
Avoided landfill costs (£)	708,370	732,000	529,000	213,000

Avoided waste costs for 2023/24 are based on landfill tax of £102.10 per tonne. In 2022/23, the landfill tax was £98.60.

Operational waste generated - end disposal breakdown for 2023/24



Recycled (following onsite generation)	40%
Anaerobic digestion	12%
Composting	0%
Total recycled	52%
Incineration offsite (with energy recovery)	48%

Construction waste

Construction waste is defined as waste generated by our construction partners working on our behalf. The data in the table below does not include demolition waste.

Construction waste generated and diverted

	2023/24	2022/23	2021/22	2020/21
Construction waste generated (tonnes)	10,617	224	-	663
Number of projects	5	14	-	4
Diversion from landfill				
% diverted from landfill	99%	99%	-	91%
Waste cost				
Avoided landfill costs (£)	1,074,711	22,000	-	57,000

Construction waste reported above for 2023/24 was in respect of three capital works (Rushden Lakes, Fosse Park and Crowngate) and two development projects (New Zealand House and 10 Spring Gardens).

Nature recovery and biodiversity continued

Water – absolute consumption (m³)

	2023/24	2022/23 (restated) ¹	2021/22	2020/21
Water consumption from municipal supplies				
London and Regional	243,690	309,723	338,000	330,512
Windsor	77,591	91,469	67,873	146,056
Total water consumption from municipal supplies	321,281	401,192	405,873	476,568
Water consumption from other supplies				
Water abstraction from Windsor	50,113	89,138	191,836	120,659
Water from rainwater harvesting ¹	36,114	26,599	15,245	1,419
Total water consumption (absolute)	407,508	490,330	612,954	598,646
Number of London and Regional properties in analysis	108	108	92	87
Water consumption (indirect use)				
Construction projects	1,271	n/a	n/a	1,094
Number of projects included in analysis	4	n/a	n/a	4

1. Rainwater harvesting information for 2022/23 has been restated (previously reported: nil m³) due to receipt of new data in the current reporting year.

Habitat creation and conservation

Green space (m²): Cumulative additional valuable¹ green space created

	2023/24 ²	2022/23	2021/22	2020/21
London (2012/13) baseline	4,532	4,000	4,000	3,703

1. Wild West End adopts the Preliminary Ecological Appraisal methodology for green spaces. For details see online at: wildwestend.london/monitoring
2. Based on latest data available at September 2023.

The Windsor Estate is one of the country's most unique and important environmental and ecological sites. It comprises approximately 16,000 acres (6,500 hectares) of land, of which nearly half is subject to environmental, ecological and land use designations, such as:

- Special Areas of Conservation (SAC)
- Special Protected Areas (SPA)
- Sites of Special Scientific Interest (SSSI)

All of Windsor's SSSIs (2,980 hectares) are currently categorised as being in 'favourable' condition by Natural England. The Estate has 1,600 hectares of parkland, 1,200 hectares of agricultural land and 3,100 hectares of woodland and forest, including at least 7,000 veteran and ancient trees (ongoing surveys suggest the total is much higher than this).

Air quality

We work in partnership with air quality experts at Imperial College London to monitor pollution levels across our London estate and inform public realm strategies to improve the health of our spaces. Since 2020, we have trialled a reduction in the number of traffic lanes on Regent Street from four to two.

As members of the London Air Quality Network, observations of nitrogen dioxide, fine particulate matter and ozone from monitors near Heddon Street and Waterloo Place are openly accessible for the public. Calendar year 2023 observations showed the annual average air quality concentrations to be within the current UK targets.

Climate change and air pollution are connected issues. We are a member of the Zero Emissions Group – a collaboration between Westminster City Council, other landowners in Westminster and Business Improvement Districts – and we expect that net zero measures to reduce road traffic as part of this group will further improve air quality.

Inclusive communities and economic growth

Supporting employment in local communities

We partner with a number of others to help deliver employment and work experience opportunities for young people, often from disadvantaged backgrounds.

Employment programmes

	2023/24	2022/23	2021/22	2020/21
Recruit Regional				
Placements	196	173	332	88
Jobs fairs				
Regional - number attending	934	1,599	n/a	n/a
Regional - number of jobs offered	94	245	n/a	n/a
London Hospitality - number attending	n/a	242	n/a	n/a
London Hospitality - number of jobs offered	n/a	30	n/a	n/a
London Retail - number attending	582	402	n/a	n/a
London Retail - number of jobs offered	7	80	n/a	n/a

	2023/24	2022/23	2021/22	2020/21
Intern programmes				
Number of participants	13	11	8	5
of which subsequently employed	2	3	1	4
Secondments				
Civil Service Graduate Fast Stream	n/a	4	3	n/a
Apprenticeships				
Internal	11	8	3	1

People and culture

Employee engagement

Our Group-wide employee engagement survey, One Voice, is completed once a year. In 2023/24, 81% of our employees completed the survey (2022/23: 80%).

Percentages stated in the results below refer to the total favourable responses to an answer. Favourable responses were the top two response options ('agree' or 'tend to agree') out of five options offered. The UK national benchmark is provided by Willis Towers Watson.

Areas where we performed well compared to the benchmark

'The Crown Estate cares about the wellbeing of its people'

92%
(2022/23: 91%)

16 percentage points above the benchmark

'I am proud to work for The Crown Estate'

95%
(2022/23: 94%)

10 percentage points above the benchmark

'I understand The Crown Estate's strategic objectives'

92%

15 percentage points above the benchmark

Areas where we need to improve compared to the benchmark

Communication

56%

5 percentage points below the benchmark

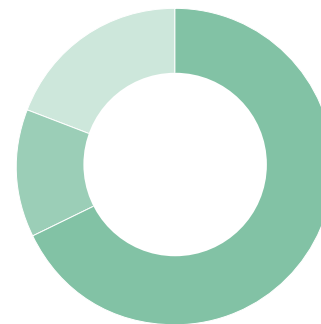
Collaboration

64%

8 percentage points below the benchmark

Diversity, equity and inclusion

Colleague diversity at 31 March (%)	2023/24	2022/23	2021/22	2020/21
White	68	73	56	58
Black, Asian and minority ethnic	13	12	8	8
Not disclosed	19	15	36	34



White	68%
Black, Asian and minority ethnic	13%
Not disclosed	19%

People and culture continued

Gender representation¹

As at 31 March	2023/24		2022/23		2021/22		2020/21	
	%	Number	%	Number	%	Number	%	Number
Proportion and number of Board Members and Board Counsellors who are female	55	5	67	6	57	4	50	5
Proportion and number of Group Leadership Team who are female	45	5	45	5	45	5	30	3
Proportion and number of employees who are female	49	355	46	266	43	220	41	199

1. Gender data is from the official documentation which we use for payroll and HMRC purposes. The Crown Estate recognises that this data categorises gender into male and female. We collect data on gender identity as it is a more inclusive question which recognises, celebrates and includes trans and non-binary colleagues. We currently have less than 1% of colleagues who identify as trans and non-binary. The declaration rate was 72.9% as at 31 March 2024.

Staff breakdown by employment type, gender and region

Based on average number of staff throughout the year	2023/24	2022/23	2021/22	2020/21
Total staff	642	576	512	481
Employment contract				
Full-time	580	527	470	435
as a proportion of total staff	90%	91%	92%	90%
Part-time	62	49	42	46
as a proportion of total staff	10%	9%	8%	10%

Based on average number of staff throughout the year	2023/24	2022/23	2021/22	2020/21
Gender				
Female	303	266	220	199
number of females working full time	258	232	190	167
proportion working full time	85%	87%	86%	84%
number of females working part time	45	34	30	32
proportion working part time	15%	13%	14%	16%
Male	339	310	292	282
number of males working full time	322	295	280	268
proportion working full time	95%	95%	96%	95%
number of males working part time	17	15	12	14
proportion working part time	5%	5%	4%	5%
Demographics				
London	459	403	349	319
Windsor	183	173	163	162

People and culture continued

Gender pay gap

As at April each year	2023	2022
Mean base pay gap	+9.3% ◇	+7.4%
Median base pay gap	+11.3% ◇	+6.7%
Mean bonus pay gap	+23.3% ◇	+21.6%
Median bonus pay gap	-4.3% ◇	-8.8%

A positive figure indicates the pay gap favours men, a negative figure indicates the pay gap favours women.

See the full report on gender pay on our website at: thecrownestate.co.uk/gender-pay-gap

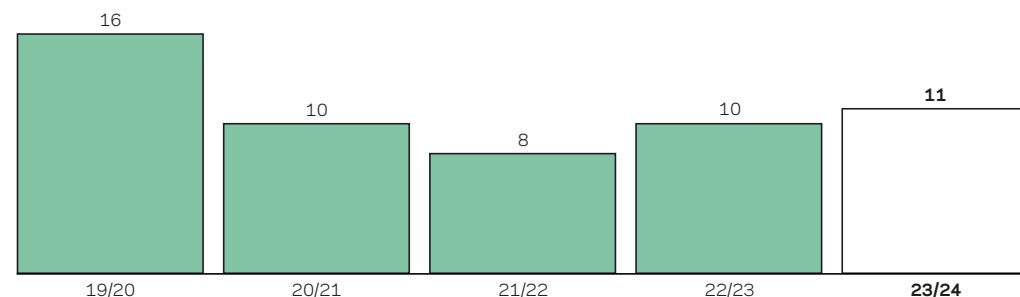
Assurance

◇ KPMG LLP has provided independent limited assurance over selected gender pay gap data, using the assurance standard ISAE (UK) 3000. KPMG has issued an unqualified opinion over the selected data. KPMG's full assurance statement can be viewed online at: thecrownestate.co.uk/assurance.

Learning and development

Average hours of training and development per year per employee – based on all employees

11 hours
(2023/24)



Volunteering

Activities during 2023/24 included volunteering at the Parallel Windsor accessibility event, Windsor Estate Tidy Up Day and supporting the Elifar Challenge.

Employees volunteering	2023/24	2022/23	2021/22	2020/21
Number of staff volunteering	154	215	42	175
Total number of staff (average)	642	576	512	481
Proportion of staff volunteering	24%	37%	8%	36%
Number of volunteering hours	1,328	2,200	276	2,104
Average number of hours spent volunteering per member of staff	8.6	4.0	0.5	4.0

People and culture continued

Staff turnover

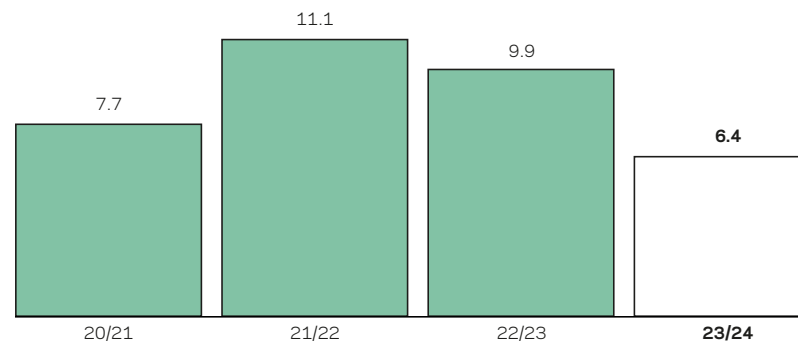
Total number and rate of staff turnover by gender, age group and region

	2023/24	2022/23	2021/22	2020/21
Total number of staff leaving during reporting period	41	57	57	37
Turnover rate (% of total staff) based on average number of staff	6.4%	9.9%	11.1%	7.7%
Gender				
Female (number)	22	18	15	16
Male (number)	19	39	42	21
Female turnover rate (% average number of female staff)	6.2%	6.8%	6.8%	8.0%
Male turnover rate (% average number of male staff)	5.1%	12.6%	14.4%	7.4%
Age				
16-24	2	4	1	5
25-35	10	23	18	8
36-45	16	18	17	6
46-55	7	5	13	6
Over 55	6	7	8	12
Region				
London	31	45	38	19
Windsor	10	12	19	18

Staff voluntary turnover rate

% of total staff based on average number of staff for each financial year

6.4%
(2023/24)



Health, safety and wellbeing

Metrics

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

We had 1 (2022/23: 2) employee RIDDOR incident (direct) and 1 (2022/23: 5) RIDDOR incident involving members of the public within those parts of the portfolio managed on behalf of The Crown Estate by third parties (indirect).

RIDDOR type

	2023/24	2022/23	2021/22	2020/21
Direct	1	2	6	2
Indirect	1	5	7	3

Accident Frequency Rate (AFR), Accident Severity Rate (ASR) and Lost Time Injury Frequency Rate (LTIFR)

	2023/24	2022/23	2021/22	2020/21
AFR	0.08 [▲]	0.17	0.58	0.21
Construction AFR	- [▲]	0.85	-	0.24
ASR	0.01	0.11	0.06	0.02
LTIFR	0.21 [▲]	0.34	0.61	n/a

Environmental incidents

	2023/24	2022/23	2021/22	2020/21
Reportable	-	-	-	-
Non-reportable	21	8	17	8
Fines incurred (£)	-	-	-	-

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) covers incidents which are required to be reported to the Health and Safety Executive (HSE).

Accident Frequency Rate (AFR) measures the total number of injuries sustained by employees of The Crown Estate, reportable to the HSE under RIDDOR per 100,000 employee hours worked. This is calculated by: number of employee RIDDOR injuries divided by total hours worked x 100,000. This excludes non-injury incidents.

Construction Accident Frequency Rate (AFR) measures the total number of injuries sustained on a development-led project of The Crown Estate, reportable to HSE under RIDDOR per 100,000 site employee hours worked. This is calculated by: number of site employee RIDDOR injuries at the development sites divided by total hours worked x 100,000. This excludes non-injury incidents and only applies to notifiable projects (projects that have been live during the reporting period).

Accident Severity Rate (ASR) measures the total number of Crown Estate employee lost days divided by total hours worked x 1,000. Number of employees lost days per 1,000 hours worked (any lost days from 1-180) relates to direct employees only including absence relating to accidents.

Lost Time Injury Frequency Rate (LTIFR) captures any injury sustained to an employee of The Crown Estate and the wider supply chain that impacted their ability to go to work the next day and thereafter following the injury. This is calculated by the number of lost time injuries (inclusive of RIDDOR injuries) divided by the hours worked x 100,000.

[▲] Independent limited assurance (see page 1)

Health, safety and wellbeing continued

Wellbeing and mental health

Sickness absence rate	2023/24	2022/23	2021/22	2020/21
Sickness rate	2.1	2.0	2.0	1.7
National average	3.2	3.2	2.5	2.9
Mental Health First Aiders	2023/24	2022/23	2021/22	2020/21
Number of trained Mental Health First Aiders (volunteers)	109	94	51	64
Number of staff as at 31 March	755	608	543	495
Percentage of Mental Health First Aiders to staff members	14%	15%	9%	13%

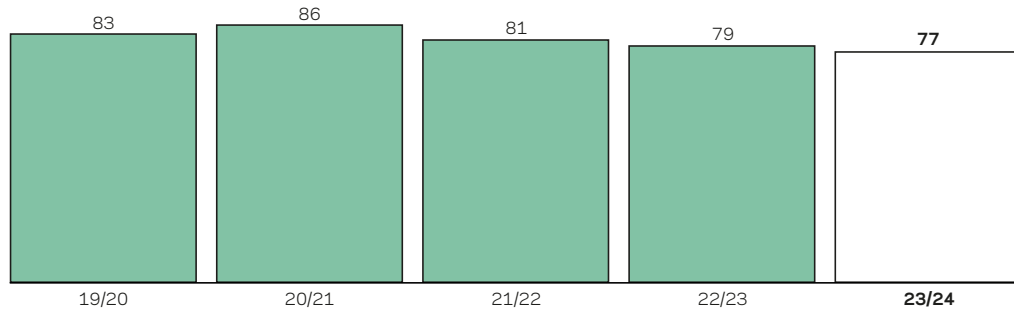
Customers

Customer satisfaction

77%

of our customers are 'satisfied' or 'very satisfied'

Results for 2023/24 are based on surveys of London, Regional and Rural customers; prior year data from 2020/21 is based on London and Regional customers only.





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