THE CROWN ESTATE

Sustainability Data Supplement

to the Integrated Annual Report and Accounts 2024/25

Introduction

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 Annual Report and Accounts 2024/25, which 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, 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 its 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 ⚠.

Net zero and energy security

Supporting the UK's energy transition

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

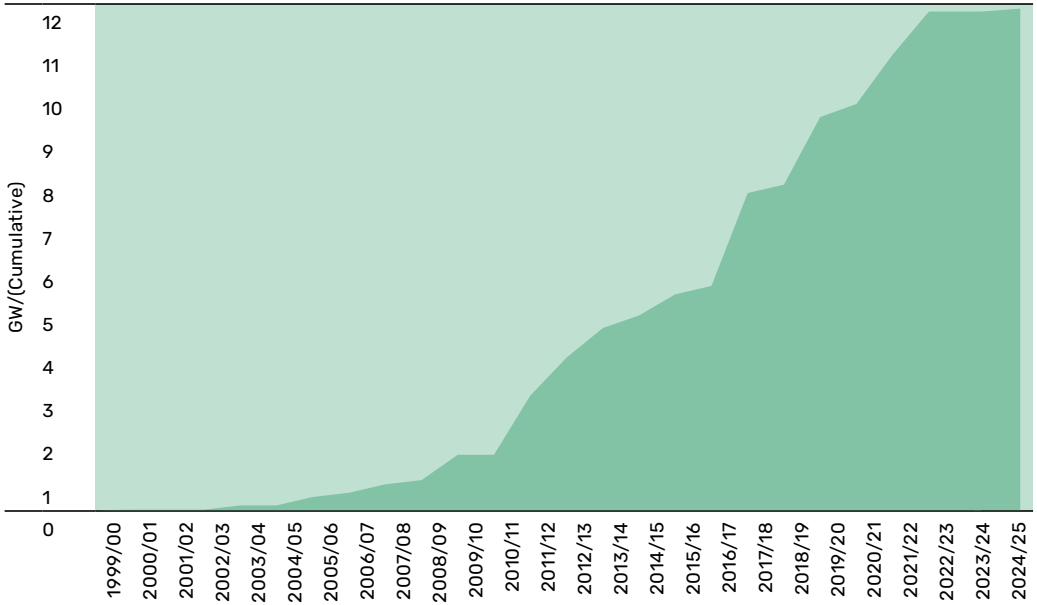
Offshore wind generated renewable energy

During 2024/2025, across our seabed holding, cumulative operational capacity in the offshore wind sector increased from 11.8GW to 12GW (an increase of 0.2 GW).

Cumulative capacity of offshore wind

	2024/25	2023/24	2022/23	2021/22
Cumulative capacity (GW)	**12**	11.8	11.8	10.8

Cumulative GW of offshore renewable energy installed[1]



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 displaced from the generation of offshore wind renewable energy

	2024/25	2023/24	2022/23
Total electricity generated (TWh)	**39**	43	41
Carbon emissions displaced (tCO_2e)	**15 million**	17 million	16 million

Carbon emissions displaced 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 CO_2 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.

Onsite generation (direct-managed portfolio)

	2024/25	2023/24	2022/23	2021/22
Solar photovoltaics (MWh)	**351**	111	84	133

The Crown Estate has increased the number of solar photovoltaic (PV) arrays installed across our Windsor, Rural and Urban portfolios, which has resulted in an increase in electricity generated onsite by renewables and consumed by our direct-managed portfolio. We continue to expand our use of onsite renewables, including PV systems, which help reduce reliance on the grid and lower operational emissions. For example, during the year 2024/25, solar PV systems used at the Windsor Estate generated over 290 MWh, supporting both own consumption and export to the grid. At the Windsor office, more than 95% of the solar energy generated was used for our own consumption.

A Independent limited assurance (see page 1)

Net zero and energy security continued

Decarbonising our business

Reducing energy consumption and improving the efficiency of our real estate and wider operations is a significant part of our decarbonisation ambition, minimising environmental impact and contributing to achieving our net zero goals.

Data quality and restatements

We continue to invest in our data collection processes and have further strengthened our internal governance and estimation methodologies throughout 2024/25. Improvements include: enhanced completeness and accuracy of our energy consumption data; improved granularity of supplier-specific estimates for Scope 3 emissions from purchased goods and capital goods; and reporting biomass-related emissions. These enhancements support the accuracy and completeness of our energy and emissions reporting, helping us prioritise effective decarbonisation interventions.

Where methodology improvements or identified errors result in a material change to previously reported data, we restate our historical results accordingly. Our restated data is shown and described on page 8.

Reported emissions for rural and marine activities are largely based on estimates derived from available activity data, industry benchmarks and emissions factors. Year-on-year changes in reported emissions predominately reflect changes in activity levels and the application of changing external industry benchmarks and emissions factors rather than interventions. We are committed to improving data quality, coverage and methodologies, and will continue to report transparently on changes resulting from these improvements.

Energy and emissions reduction targets

Working against a 2022/23 carbon base year, we have set a target of cutting our emissions by 42% by 2030, and by 90% by 2050, with the remaining 10% to be compensated through carbon removals and/or high-quality carbon offsets.

A separate internal target was set to reduce energy consumption by 18% from 2021/22 to 2024/25. We are pleased to report a 20% reduction compared with 2021/22 base year. More information on this can be found in our Annual Report 2024/25 at thecrownestate.co.uk/annual-report.

Energy consumption

Energy consumption – Absolute[1,2,3,4,5] (MWh)

	2024/25	2023/24	2022/23	2021/22
Electricity	**58,797**	63,159	68,755	66,973
Fuel	**22,054**	23,357	29,707	34,666
Total including EV charging	**80,851** Ⓐ	**86,516**	**98,462**	**101,639**
EV charging[6]	**(291)**	(552)	(908)	(451)
Total excluding EV charging	**80,560** Ⓐ	**85,964**	**97,554**	**101,188**
Number of assets	**192**	184	187	189

1. All data relates to those assets where The Crown Estate is responsible for procuring the energy, including 44,605 MWh (2023/24: 40,217 MWh) procured in respect of, and recharged to, tenants.
2. The absolute energy data reported above represents 98% (2023/24: 98%) of floor areas of directly managed properties in our Urban (formerly London and Regional) portfolio and on the Windsor Estate.
3. The table above relates to energy procured for our real estate assets. As such it excludes 1,431 MWh of energy consumed by the operation of vehicles and machinery in the Regional portfolio and the Windsor Estate, and vehicles used by employees for business travel.
4. The table above relates to energy procured for our real estate assets. As such it excludes energy generated and consumed from onsite renewable sources including biomass and PV sources and consumed within our assets. The energy generated from biomass and consumed in Windsor Estate real estate assets in 2024/25 was 7,233 MWh (2023/24: 6,245 MWh). The energy generated from PV, and consumed in our Urban portfolio and on the Windsor Estate, was 351 MWh in 2024/25 (2023/24: 111 MWh).
5. The absolute energy data reported above does not include an estimated 266 MWh (2023/24: 266 MWh) of energy consumed in void assets within the Rural portfolio. This has been excluded from the reported data above as it is not material and is largely based on estimates.
6. EV charging points are provided across our Regional sites and on the Windsor Estate. Following the introduction of customer charging for the use of EV charging points across our Regional portfolio in 2023/24, electricity consumption for EV charging reduced from 552 MWh in 2023/24 to 291 MWh in 2024/25.

Ⓐ Independent limited assurance (see page 1)

Net zero and energy security continued

Energy consumption continued

Energy consumption – Like-for-like (MWh)

Like-for-like metrics are recalculated for each two years being reviewed and include only data where we have two full years of data on a meter-by-meter basis. As such they exclude assets purchased and sold and meters where the responsibility for procuring energy changed between tenant and landlord.

	Like-for-like			Like-for-like		
	2024/25	**2023/24**	**Year-on-year (decrease) %**	**2024/25**	**2022/23**	**2024/25 v 2022/23 (decrease) %**
Electricity	**56,472**	59,238	(5)	55,893	61,775	(10)
Fuel	**21,651**	23,014	(6)	21,632	32,801	(34)
Total including EV charging	**78,123** Ⓐ	**82,252**	**(5)**	**77,525** Ⓐ	**94,576**	**(18)**
Number of assets	**173**	173		171	171	

Energy consumption – absolute by portfolio[1] (MWh)

	2024/25	2023/24	**2022/23**	**2021/22**
London	**73,880**	77,592	88,865	91,482
Regional	**4,106**	6,208	6,630	7,178
Windsor	**2,784**	2,164	2,059	2,528
Total excluding EV charging	**80,770**	**85,964**	**97,554**	**101,188**

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

Energy intensity[1] (kWh/m²)

	2024/25	**2023/24**	**2022/23**	**2021/22**
Offices	**225** Ⓐ	234	260	258
Shopping centres[2]	**59** Ⓐ	46	49	53
Retail parks	**3** Ⓐ	3	4	3

1. All data relates to those assets where The Crown Estate is responsible for procuring the energy. Energy intensity is calculated for properties where our data satisfies the requirements specified in our Environmental Reporting Criteria at thecrownestate.co.uk/assurance. Energy intensity coverage represents 59% (2023/24: 57%) of the floor area of directly managed properties in our Urban portfolio and on the Windsor Estate. Assets contributing to the intensity data account for 58% (2023/24: 62%) of the absolute energy consumed.
2. Energy intensity relating to our shopping centre assets increased in 2024/25 following the disposal of a shopping centre (Princesshay in Exeter) with lower than average energy intensity.

Purchased renewables

97% of our electricity purchased in 2024/25 was from renewable sources (2023/24: 97%).

Energy costs

All data for energy costs relates 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	**2024/25 £m**	**2023/24 £m**	**2022/23 £m**	**2021/22 £m**
Electricity	**15**	24	21	12
Gas	**2**	2	2	2
Total	**17**	**26**	**23**	**14**

Ⓐ Independent limited assurance (see page 1)

Net zero and energy security continued

Greenhouse gas emissions

GHG emissions – Absolute Scope 1 and 2[1] (tCO_2e)

	GHG Protocol category	2024/25	2023/24 (restated[2,3])	2022/23 (restated[2,3])	2021/22 (restated[2,3])
Scope 1	Direct emissions from gas consumption[4]	**1,722**	2,290	2,981	3,795
Scope 1	Refrigerants	**793**	609	55	242
Scope 1	Owned vehicles and machinery[2]	**305**	348	343	359
Scope 1	Biomass (non-CO_2 GHG emissions)[3]	**82**	67	70	107
Total assured Scope 1		**2,902** Ⓐ	**3,314**	**3,449**	**4,503**
Scope 1	Emissions from non-mechanical sources[5]	**7,710**	-	-	-
Scope 1	Emissions from mechanical sources[5]	**255**	-	-	-
Scope 1	Emissions from land use change[5]	**1,240**	-	-	-
Total Scope 1		**12,107**	**3,314**	**3,449**	**4,503**
Scope 2 (location-based)	Emissions from generated electricity use[4]	**5,513** Ⓐ	6,934	7,038	7,562
Total Scope 1 and 2 (location-based)		**17,620**	**10,248**	**10,487**	**12,065**
Scope 2 (market-based)	Emissions from generated electricity use	**685** Ⓐ	696	1,049	1,432
Other	Biomass CO_2 emissions[3]	**2,557**	2,207	2,338	2,501

1. All Scope 1 and 2 data relates to those assets where The Crown Estate is responsible for procuring the energy and excludes emissions relating to energy recharged to tenants.
2. Prior years' emissions from vehicles and machinery held on finance leases have been recategorised from previously reported Scope 3 Category 8 (leased vehicles/machinery/tools) to Scope 1 (owned vehicles and machinery) to better reflect the operational control of the assets. This recategorisation does not affect total emissions reported. See page 8 for further details on restatements.
3. We continue to build on the completeness of our reported emissions, and emissions from biomass combusted in the Windsor Estate district heating system have been reported for all years for the first time in 2024/25.
4. The absolute emissions data reported above does not include an estimated 47 tCO_2e (2023/24: 47 tCO_2e) of Scope 1 (direct emissions from heating of buildings) and an estimated 19 tCO_2e (2023/24: 19 tCO_2e) of Scope 2 (emissions from generated electricity usage (location-based)) relating to void assets within the Rural portfolio. These have been excluded from the reported data above as they are not material and are largely based on estimates.
5. Following the acquisition of Windsor Farms in March 2024, new Scope 1 categories have been reported, including direct emissions from non-mechanical sources such as methane emissions from livestock and nitrous oxide emissions from fertiliser use, mechanical sources and land use change. Equivalent data for the period of ownership in 2023/24 has not been reported as it is not material. Prior to the acquisition, these emissions formed part of Scope 3 Category 13 (downstream leased assets).

Ⓐ Independent limited assurance (see page 1)

Net zero and energy security continued

Greenhouse gas emissions continued

Emissions intensity[1] ($kgCO_2e/m^2$)

	2024/25	2023/24	2022/23	2021/22
Offices	**45** Ⓐ	47	49	52
Shopping centres	**12** Ⓐ	9	9	11
Retail parks	**1** Ⓐ	1	1	1

1. Emissions intensity is calculated for properties where our data satisfies the requirements specified in our Environmental Reporting Criteria at thecrownestate.co.uk/assurance. Emissions intensity coverage represents 59% (2023/24: 57%) of the floor area of directly managed properties in our Urban portfolio and on the Windsor Estate. Assets contributing to the intensity data account for 58% (2023/24: 62%) of the absolute energy consumed.

Ⓐ Independent limited assurance (see page 1)

Net zero and energy security continued

GHG emissions – Absolute Scope 3 (indirect)[1] (tCO_2e)

Our reported Scope 3 emissions are detailed below:

	GHG Protocol category	2024/25	2023/24 (restated[1,2])	2022/23 (restated[1,2])
Scope 3	Category 3: fuel-and energy-related activities (not included in Scope 1 or 2)[3]	**1,124**	1,192	1,216
Scope 3	Category 6: business travel	**217**	60	47
Scope 3	Category 13: downstream leased assets (evidenced tenant energy)	**8,930**	8,066	8,700
Total assured Scope 3		**10,271** Ⓐ	**9,318**	**9,963**
Scope 3	Category 1: purchased goods and services[2]	**16,535**	13,194	15,441
Scope 3	Category 2: capital goods[2]	**47,883**	29,255	20,532
Scope 3	Category 5: waste generated in operations	**51**	134	143
Scope 3	Category 7: employee commuting	**327**	147	117
Scope 3	Category 10: processing of sold products[4]	**2,758**	5,213	3,223
Scope 3	Category 12: end-of-life treatment of sold products[4]	**574**	1,084	670
Scope 3	Category 13: downstream leased assets (see breakdown on page 8)	**1,415,740**	1,437,015	1,089,590
Total Scope 3		**1,494,139**	**1,495,360**	**1,139,679**

1. Prior years' emissions from vehicles and machinery held on finance leases have been recategorised from Scope 3 Category 8 (leased vehicles/machinery/tools) to Scope 1 (owned vehicles and machinery) to better reflect the operational control of the assets. This recategorisation does not affect total emissions reported. Further details on restatements can be found on page 8.
2. Prior years' Scope 3 Category 1 (purchased goods and services) and Category 2 (capital goods) emissions have been restated to include emissions from our Marine and Rural portfolios as part of our decision to expand on our reported Scope 3 emissions. The restatements also incorporate improvements made to the calculation methodologies, including applying a more granular and accurate approach. Further details about methodologies can be found in the Environmental Reporting Criteria at thecrownestate.co.uk/assurance. As we continue to evolve our methodology, including incorporating Whole Lifecycle Assessments emissions from developments and increasing emissions data directly from key suppliers, these are likely to be restated again in future years.
3. 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 pricing for the use of EV charging points across our Regional portfolio during 2023/24, usage decreased; the related emissions are included in Scope 3 Category 3 (fuel-and energy-related activities (not in Scope 1 or 2)) in line with the GHG Protocol.
4. Following data and reporting improvements, Scope 3 Category 10 (processing of sold products) and Category 12 (end-of-life treatment of sold products) have been reported for the first time in 2024/25. This includes the emissions associated with timber dispatched from the Windsor Estate, arising from processing and end-of-life treatment.

Ⓐ Independent limited assurance (see page 1)

Net zero and energy security continued

Breakdown of Category 13: Downstream leased assets (tCO_2e)

GHG emission source	2024/25	2023/24	2022/23
Downstream leased assets (estimated tenant energy)	**34,591**	40,257	41,988
Marine offshore wind (fuel and energy use – operational activity and embodied carbon)	**1,106,848**	1,118,550	745,235
Marine minerals (fuel and energy use from dredging and mineral extraction)	**168,746**	168,149	176,984
Marine cables (power and telecoms)	**852**	253	2,143
Marine natural gas storage (fuel and energy use associated with running of facility)	**9,377**	9,972	8,981
Farmland (fuel and energy use, crop residue, fertiliser, pesticide, methane, waste management)	**81,573**	88,713	94,365
Onshore minerals (energy use associated with mineral extraction)	**12,360**	9,772	18,578
Fixed infrastructure (including telecom masts, radio masts)	**1,336**	1,296	1,261
Renewable generation	**57**	53	55
Total downstream leased assets	**1,415,740**	**1,437,015**	**1,089,590**

Restatements

Greenhouse gas emissions – Absolute Scope 1, 2 and 3 (tCO_2e)

	GHG Protocol category	2023/24 (restated)[1,2,3]	2023/24 (previously reported)[4]	2022/23 (restated)[1,2,3]	2022/23 (previously reported)[4]
Scope 1	Owned vehicles and machinery[1]	348	215	343	212
Scope 1	Biomass (non-CO_2 GHG emissions)[2]	67	-	70	-
Scope 3	Category 1: purchased goods and services[3]	13,194	21,134	15,441	16,672
Scope 3	Category 2: capital goods[3]	29,255	18,988	20,532	13,909
Scope 3	Category 8: leased vehicles/ machinery/tools[1]	-	133	-	131

1. Prior years' emissions from vehicles and machinery held on finance leases have been recategorised from Scope 3 Category 8 (leased vehicles/machinery/tools) to Scope 1 (owned vehicles and machinery) to better reflect the operational control of the assets. Amounts recategorised for 2023/24 and 2022/23 are shown in the table above; 134 tCO_2e has been recategorised in respect of 2021/22. This recategorisation does not affect total emissions reported.
2. We continue to build on the completeness of our reported emissions, and emissions from biomass combusted in the Windsor Estate district heating system have been reported for all years for the first time in 2024/25.
3. Scope 3 Category 1 (purchased goods and services) and Scope 3 Category 2 (capital goods) emissions have been restated to include emissions from our Marine and Rural portfolios as part of our decision to expand on our reported Scope 3 emissions. The restatements also incorporate improvements made to the calculation methodologies, including applying a more granular and accurate approach. Further details about methodologies can be found in the Environmental Reporting Criteria at thecrownestate.co.uk/assurance. As we continue to evolve our methodology, including incorporating Whole Lifecycle Assessments emissions from developments and increasing emissions data directly from key suppliers, these are likely to be restated again in future years.
4. Previously reported data refers to reported data in the 2023/24 Annual Report and Sustainability Data Supplement.

Net zero and energy security continued

Estimations and uncertainty

We are always seeking to improve the quality, consistency and transparency of our data, and we aim to use the most up-to-date and accurate industry methodologies and models available. However, environmental reporting, particularly in areas such as Scope 3 emissions, remains an evolving area. As such, our disclosures involve a degree of estimation and the use of assumptions, eg within Rural and Marine portfolios, where primary data is limited or unavailable. In particular, our reporting of Scope 3 Category 13 (downstream leased assets) includes a high level of estimations. We are committed to refining our approach over time as data quality improves, methodologies evolve and industry standards mature. Where a refined approach or improved data quality leads to a material change in previously reported data, we will be transparent and will restate the prior years' reported results.

Definitions

Location-based emissions: emissions from electricity usage calculated using average emission factors for the National Grid, reflecting the overall mix of energy sources (eg fossil fuels and renewables) used to generate electricity over the reporting year.

Market-based emissions: emissions from electricity usage calculated based on the specific sources of energy purchased, such as validated renewable energy backed by certificates (eg REGOs) and the associated emissions factors provided by suppliers or contractual instruments.

Methodology for quantification and reporting of 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 (CO_2e) using a range of conversion factors, including the UK Government Conversion Factors for Company Reporting and relevant industry-specific factors, to calculate emissions from corresponding activity data.

This report is prepared in line with the GHG Protocol's Scope 2 Guidance, and includes both location-based and market-based Scope 2 emissions figures. The market-based figure reflects emissions associated with our electricity purchasing decisions. Where available, we use supplier-specific emissions factors; if these are not provided, we apply a residual mix emissions factor. We also report Scope 3 emissions in accordance with the GHG Protocol Corporate Standard, providing a more complete view of our value chain emissions. This includes relevant upstream and downstream categories, based on data availability and materiality.

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

Nature recovery and biodiversity

Managing waste and water

Operational waste

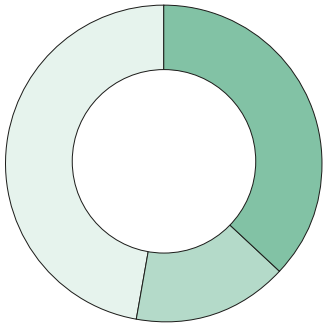
Operational waste is defined as waste generated as a result of our direct activities, or those of our customers where the disposal of waste is under our management. This covers our Urban and Windsor portfolios.

Operational waste generated and disposal route

	2024/25	2023/24	2022/23	2021/22
Waste generated from buildings where we collect the waste (tonnes)	**6,892**	6,939	7,334	5,476
Percentage of non-hazardous waste diverted from landfill	**100%**	100%	100%	100%
Waste disposal route				
Recycled (following onsite generation)	**37%**	40%	47%	43%
Anaerobic digestion	**16%**	12%	12%	10%
Composting	**-**	–	3%	4%
Total recycled	**53%**	52%	62%	57%
Incineration offsite (with energy recovery)	**47%**	48%	38%	43%
Waste costs avoided				
Avoided landfill costs (£)	**731,904**	708,370	732,000	529,000

Avoided waste costs for 2024/25 are based on landfill tax of £103.70 per tonne (2023/24: £102.10).

Operational waste generated – end disposal breakdown for 2024/25



Recycled (following onsite generation)	37%
Anaerobic digestion	16%
Total recycled	**53%**
Incineration offsite (with energy recovery)	47%

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

	2024/25	2023/24	2022/23	2021/22
Construction waste generated (tonnes)	**10,970**	10,617	224	–
Number of projects	**7**	5	14	–
Diversion from landfill				
% diverted from landfill	**100%**	99%	99%	–
Waste cost				
Avoided landfill costs (£)	**113,469**	1,074,711	22,000	–

Nature recovery and biodiversity continued

Water – absolute consumption (m^3)

	2024/25	2023/24	2022/23	2021/22
Water consumption from municipal supplies				
Urban	**204,747**	243,690	309,723	338,000
Windsor	**57,764**	77,591	91,469	67,873
Total water consumption from municipal supplies	**262,51**	**321,281**	**401,192**	**405,873**
Water consumption from other supplies				
Water abstraction from Windsor	**62,653**	50,113	89,138	191,836
Water from rainwater harvesting	**27,239**	36,114	26,599	15,245
Total water consumption (absolute)	**352,40**	**407,508**	**490,330**	**612,954**
Number of Urban properties in analysis	**107**	108	108	92
Water consumption (indirect use)				
Construction projects[1]	**7,174**	1,271	n/a	n/a
Number of projects included in analysis	**6**	4	n/a	n/a

1. Water used in construction includes water use from demolition and strip-out phases where data was available.

Habitat creation and conservation

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).

During the year, 2,000 new trees were planted in Windsor Great Park and 11 wildlife ponds were restored or created.

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, our observations of nitrogen dioxide, fine particulate matter and ozone from monitors near Heddon Street and Waterloo Place are publicly accessible at www.londonair.org.uk. We are also part of the Zero Emission Group and we expect that its measures to reduce road traffic 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

	2024/25	2023/24	2022/23	2021/22
Recruit Regional				
Placements	**157**	196	173	332
Jobs fairs				
Regional – number attending	**1,551**	934	1,599	n/a
Regional – number of jobs offered	**331**	94	245	n/a
London – number attending	**785**	582	644	n/a
London – number of jobs offered	**5**	7	110	n/a
Intern programmes				
Number of participants	**8**	13	11	8
of which subsequently employed	**1**	2	3	1
Apprenticeships				
Internal	**26**	11	8	3

People and culture

Employee engagement

In 2024/25, we introduced a new listening platform called Qualtrics, which has transformed how we gather and act on feedback from our people. Our first full survey using this tool saw 79% participation - exceeding high-performing norms. Due to the change in platform, previous years' data is not comparable and therefore has not been included.

Performance highlights

95%
of leaders feel more able to drive inclusive culture

77%
of employees think The Crown Estate is a great place to work

91%
of our people are proud to work for The Crown Estate

90%
believe in our purpose

82%
would recommend it as a great place to work

18%
are engaged with DEI-related activities across the business and we have met four out of our five stretching DEI targets

263
New hires made

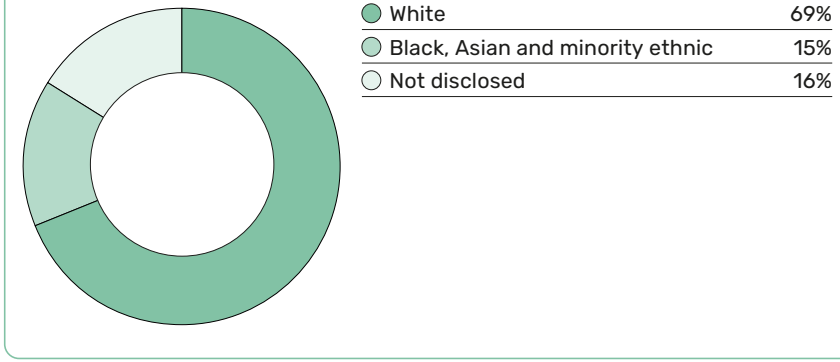
91%
Staff retention rate

27%
of roles filled through internal moves

Diversity, equity and inclusion

Colleague diversity at 31 March (%)	**2024/25**	**2023/24**	**2022/23**	**2021/22**
White	**69**	68	73	56
Black, Asian and minority ethnic	**15**	13	12	8
Not disclosed	**16**	19	15	36

Colleague diversity



People and culture continued

Gender representation[1]

	2024/25		2023/24		2022/23		2021/22	
As at 31 March	%	Number	%	Number	%	Number	%	Number
Proportion and number of Board Members and Board Counsellors who are female	**55**	**5**	55	5	67	6	57	4
Proportion and number of Group Leadership Team who are female	**58**	**7**	45	5	45	5	45	5
Proportion and number of employees who are female	**51**	**442**	49	355	46	266	43	220

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 79.5% as at 31 March 2025.

Staff breakdown by employment type, gender and region

Based on average number of staff throughout the year	2024/25	2023/24	2022/23	2021/22
Total staff	**868**	642	576	512
Employment contract				
Full-time	**771**	580	527	470
as a proportion of total staff	**89%**	90%	91%	92%
Part-time	**97**	62	49	42
as a proportion of total staff	**11%**	10%	9%	8%
Gender				
Female	**442**	303	266	220
number of females working full time	**372**	258	232	190
proportion working full time	**84%**	85%	87%	86%
number of females working part time	**70**	45	34	30
proportion working part time	**16%**	15%	13%	14%
Male	**426**	339	310	292
number of males working full time	**400**	322	295	280
proportion working full time	**94%**	95%	95%	96%
number of males working part time	**26**	17	15	12
proportion working part time	**6%**	5%	5%	4%
Demographics				
London	**635**	459	403	349
Windsor	**233**	183	173	163

People and culture continued

Pay gaps

Gender pay gap

As at April each year	**2024**	**2023**	**2022**
Mean base pay gap	**+8% ◊**	+9%	+7%
Median base pay gap	**+11% ◊**	+11%	+7%
Mean bonus pay gap	**+19% ◊**	+23%	+22%
Median bonus pay gap	**+11% ◊**	-4%	-9%

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

Ethnicity pay gap

As at April	**2024**
Mean pay gap	**-13% ◊**
Median pay gap	**-5% ◊**
Mean bonus gap	**-53% ◊**
Median bonus gap	**+17% ◊**

The mean and median figures indicate higher average pay for Black, Asian and minority ethnic employees compared with white employees. Due to the make-up of our senior leadership team, our mean bonus gap favours minority ethnic employees, while the median bonus gap favours white employees.

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

Assurance

◊ KPMG LLP has provided independent limited assurance over selected 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/pay-gap report.

Volunteering

Activities during 2024/25 included volunteering at the Parallel Windsor accessibility event and Windsor Estate Tidy Up Day.

Employees volunteering	**2024/25**	**2023/24**	**2022/23**	**2021/22**
Number of staff volunteering	**77**	154	215	42
Total number of staff (average)	**868**	642	576	512
Proportion of staff volunteering	**9%**	24%	37%	8%
Number of volunteering hours	**656**	1,328	2,200	276
Average number of hours spent volunteering per member of staff	**8.5**	8.6	4.0	0.5

People and culture continued

Staff turnover

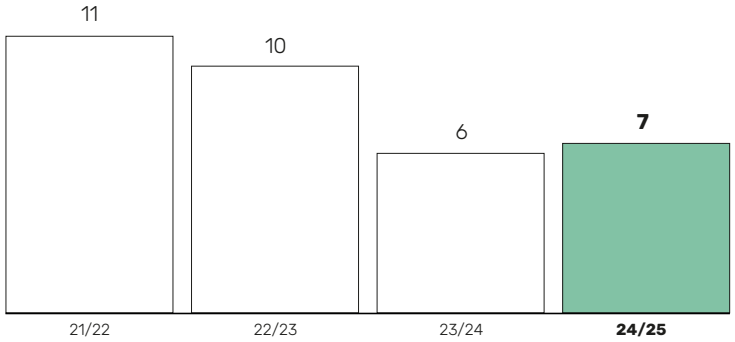
Total number and rate of staff turnover by gender, age group and region	**2024/25**	2023/24	2022/23	2021/22
Total number of staff leaving during reporting period	**59**	41	57	57
Turnover rate (% of total staff) based on average number of staff	**7%**	6%	10%	11%
Gender				
Female (number)	**26**	22	18	15
Male (number)	**33**	19	39	42
Female turnover rate (% average number of female staff)	**6%**	6%	7%	7%
Male turnover rate (% average number of male staff)	**8%**	5%	13%	14%
Age (number)				
16-24	**7**	2	4	1
25-35	**20**	10	23	18
36-45	**15**	16	18	17
46-55	**8**	7	5	13
Over 55	**9**	6	7	8
Region (number)				
London	**49**	31	45	38
Windsor	**10**	10	12	19

Staff voluntary turnover rate

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

7%

(2024/25)



Health, safety and wellbeing

Metrics

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

During 2024/25, our external ISO auditor re-certified The Crown Estate to ISO 45001 (occupational health and safety management) and ISO 14001 (environment management).

In 2024/25, we had 3 RIDDOR incidents (direct) and 3 RIDDOR incidents (indirect).

RIDDOR type

	2024/25	2023/24	2022/23	2021/22
Direct	**3**	1	2	6
Indirect	**3**	1	5	7

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

	2024/25	2023/24	2022/23	2021/22
AFR	**0.17** A	0.08	0.17	0.58
Construction AFR	**0.14** A	–	0.85	–
ASR	**0.01**	0.01	0.11	0.06
LTIFR	**0.28** A	0.21	0.34	0.61

Environmental incidents

	2024/25	2023/24	2022/23	2021/22
Reportable	**–**	–	–	–
Non-reportable	**10**	21	8	17
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 employee 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.

A Independent limited assurance (see page 1)

Health, safety and wellbeing continued

Wellbeing and mental health

Sickness absence rate	**2024/25**	2023/24	2022/23	2021/22
Sickness rate	**1.8**	2.1	2.0	2.0
National average	**3.3**	3.2	3.2	2.5

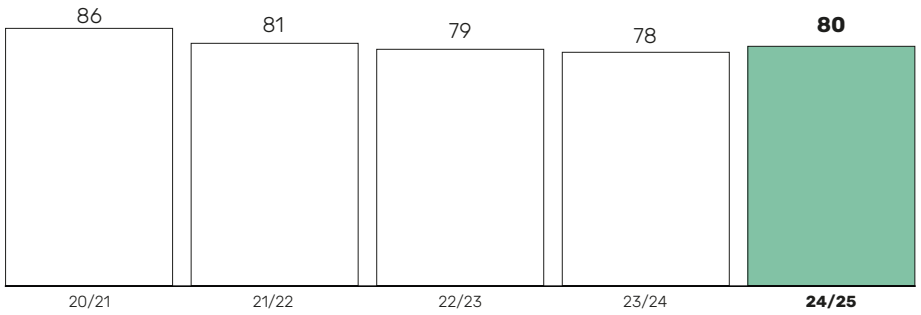
Mental Health First Aiders	**2024/25**	2023/24	2022/23	2021/22
Number of trained Mental Health First Aiders (volunteers)	**114**	109	94	51
Number of staff as at 31 March	**957**	755	608	543
Percentage of Mental Health First Aiders to staff members	**12%**	14%	15%	9%

Customers

Customer satisfaction

80%

of our customers are 'satisfied' or 'very satisfied' (2023/24: 78%)



In 2024/25, we achieved 97% customer satisfaction for Windsor residential customers, 91% for tenant farmers, 87% for Marine customers, 70% for London customers and 86% for Regional customers.

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