
Environmental and Social data supplement


to the Integrated Annual Report
and Accounts 2022/23

 THE CROWN
ESTATE

PURPOSE OF THIS DOCUMENT

This supplement has been prepared to provide a repository of data on subject matter reported in the Environmental and Social reviews (pages 20-39) of the Integrated Annual Report and Accounts 2022/23 which can be found online at: thecrownestate.co.uk-annual-report-2023 and should be read in conjunction with it for context.

Assurance 


KPMG LLP has provided independent limited assurance over selected data included within our Integrated Annual Report at: thecrownestate.co.uk/annual-report-2023, 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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Methodologies

 For more information, see thecrownestate.co.uk/assurance

TOWARDS A NET ZERO CARBON FUTURE

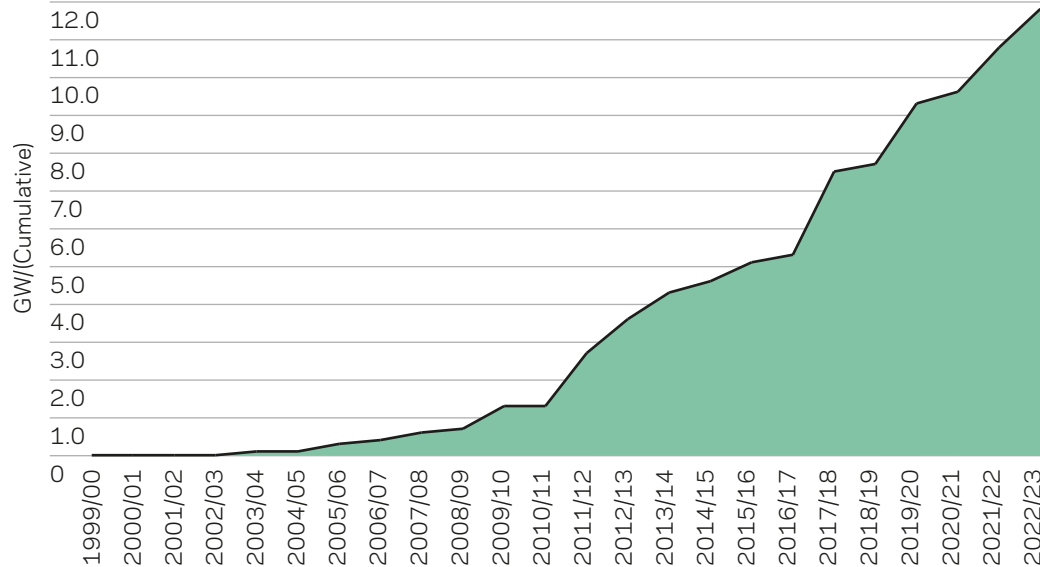
Supporting the UK's energy transition

Offshore wind generated renewable energy

During 2022/23, across our seabed holdings, cumulative operational capacity in the offshore wind sector increased from 10.8GW to 11.8GW[△] (an increase of 1.0GW[△]).

Cumulative capacity of offshore wind

	2022/23	2021/22	2020/21	2019/20	2018/19
Cumulative capacity (GW)	11.8 [△]	10.8	9.6	9.3	7.7

Cumulative GW of offshore renewable energy installed¹

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

[△] Independent limited assurance (see inside front cover)

Carbon emissions avoided from the generation of offshore wind renewable energy

	2022/23	2021/22
Total electricity generated (TWh)	41.3	34.0
Carbon emissions avoided (tCO ₂)	15.9 million	13.3 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 BEIS' emissions statistics for 'all fossil fuels' and subtracting 11% to account for the induced efficiency penalty.

On-site generation (direct-managed portfolio)

	2022/23 MWh	2021/22 MWh	2020/21 MWh	2019/20 MWh	2018/19 MWh
Solar photovoltaics (PVs)	84	133	81	589	83

TOWARDS A NET ZERO CARBON FUTURE

Minimising our environmental impact

Recognising the value of data, we have reviewed our data collection processes and methodologies to improve quality and completeness. We have made significant progress in the year improving the quality of our data including the accuracy and coverage of energy consumption and floor area data. Furthermore, as detailed on page 13 of the Environmental Reporting Criteria found at thecrownestate.co.uk/assurance, we have updated the methodology for calculating refrigerants. As a result, we have restated the 2021/22 results. We are presenting the current year and comparative results as these data sets have had the benefit of the data improvements.

Energy consumption - absolute^{1,2}

Source	MWh			Year-on-year % change increase/ (decrease)
	2022/23	2021/22 (restated) ³	2021/22 (as originally reported) ³	
Electricity	66,718	66,153	60,134	0.9
Fuel	29,173	31,195	24,270	(6.5)
Total	95,891 [△]	97,348	84,404	(1.5)
Less: Electric vehicle (EV) charging consumption	(899)	(452)	n/a	98.9
Total excluding EV charging	94,992	96,896	n/a	(2.0)
Number of assets	176	171	136	2.9

- All data relates to those assets where The Crown Estate is responsible for procuring the energy.
- The absolute energy data reported above represents 98% (2021/22:95%) of floor areas in directly managed properties in our London and Regional portfolios and on the Windsor Estate.
- Following improvements to data coverage and floor area accuracy absolute energy use and energy intensity figures have been restated for 2021/22. We have chosen not to present data for 2019/20 and 2020/21 as those years have not had the benefit of the data improvements.

[△] Independent limited assurance (see inside front cover)

Energy consumption absolute - like for like comparison

Source	MWh		Year-on-year % change increase/ (decrease)
	2022/23	2021/22	
Electricity	64,003	64,065	0.1
Fuel	28,423	30,728	(7.5)
Total	92,426	94,793	(2.5)
Less: EV charging consumption	(899)	(452)	98.9
Total excluding EV charging	91,527	94,341	(3.0)
Number of assets	164	164	

Like-for-like metrics are recalculated annually to ensure current and prior year data are comparable.

TOWARDS A NET ZERO CARBON FUTURE

Minimising our environmental impact continued

Energy consumption – absolute – by portfolio

	MWh		
	Absolute 2022/23	Absolute 2021/22 (restated)	Year-on-year % change (decrease)
London	86,491	87,570	(1.2)
Regional	6,445	7,045	(8.5)
Windsor	2,056	2,281	(9.9)
Total net of EV charging supplied to customers	94,992	96,896	(2.0)

As part of our energy reduction programme, we set a goal to reduce energy by 5% compared to 2021/22 within our London, Regional and Windsor real estate assets where we are responsible for procuring the energy. We have achieved a reduction of 1.5% in total energy consumption (as shown in the Energy consumption – absolute table above). However, we have seen a significant increase in the uptake of electric vehicle charging points across our Regional sites. Excluding EV charging consumption reduced by 2.0% (see the table above).

Excluding EV charging, we exceeded the target in Regional, delivering a reduction of 8.5% in energy use. These savings have been enabled through initiatives including LED upgrades, new data dashboards to monitor energy use and establishing effective governance and accountabilities internally and with our external partners. We have also exceeded our target in Windsor, delivering a decrease of 9.9% by driving energy efficiencies at sites, including the Savill Building and through ongoing maximisation of onsite renewable electricity generation. In London, energy consumption fell by 1.2%. While we did not meet the target in London – primarily due to the complexities of managing energy efficiency in heritage buildings – our learnings and insights have provided the foundations to drive greater progress.

Energy intensity¹

	kWh/m ²			Year-on-year % change increase/ (decrease)
	2022/23	2021/22 (restated) ²	2021/22 (as originally reported)	
Total energy intensity³	107 [△]	107	109	-
Office/mixed use (GIA) ⁴	176	180	204	(2.2)
Retail shopping centres (CPA) ⁴	43	53	91	(18.9)
Retail parks (exterior area) ⁴	4	3	10	33.3

- All data relates to those assets where The Crown Estate is responsible for procuring the energy.
- Following improvements to data coverage and floor area accuracy absolute energy use and energy intensity figures have been restated for 2021/22. We have chosen not to present figures for 2019/20 and 2020/21 as those years have not had the benefit of data improvements.
- Energy intensity is calculated for properties where data satisfies the requirements specified in our Environmental Reporting Criteria. The energy intensity data represents 85% (2021/22: 89%)² of the floor areas of directly managed properties in our London and Regional portfolios and the Windsor Estate. Assets contributing to the figure account for 98% (2021/22: 98%)² of the absolute energy consumed at directly managed properties in 2022/23.
- Energy intensity is split according to sector types, in recognition of the varied asset operation, data coverage and resulting energy profiles. The office/mixed-use denominator is based on whole building gross internal area (GIA). The retail shopping centre (enclosed space) denominator is based on common parts area (CPA), in line with the Better Building Partnership approach to benchmarking. The retail parks denominator is based on area associated with external lighting and services, again in line with the Better Building Partnership approach to benchmarking.

[△] Independent limited assurance (see inside front cover)

TOWARDS A NET ZERO CARBON FUTURE

Greenhouse gas emissions

Greenhouse gas emissions - absolute Scopes 1 and 2^{1,2}

		tCO ₂ e			
		2022/23	2021/22 (restated) ³	2021/22 (as originally reported)	Year-on-year % change (decrease)
Scope 1	Direct emissions from fleet and heating of buildings	3,816	4,763	3,495	(19.9)
Scope 1	Refrigerants ⁴	3,245	3,500	285	(7.3)
Scope 1	Owned vehicles and machinery	212	225	225	(5.8)
Total Scope 1		7,273 [△]	8,488	4,005	(14.3)
Scope 2 (location-based)	Emissions from generated electricity usage	7,893 [△]	8,731	7,514	(9.6)
Gross Scope 1 and 2 emissions (location-based)		15,166	17,219	11,519	(11.9)
Scope 2 (market-based)	Emissions from generated electricity usage	360 [△]	743	125	(51.5)

Emissions intensity

		kgCO ₂ e/m ²			
		2022/23	2021/22 (restated) ³	2021/22 (as originally reported)	Year-on-year % change (decrease)
Total intensity⁵		20	22	22	(9.1)
Office/mixed use (GIA) ²		33	36	42	(8.3)
Retail shopping centres (CPA) ²		8	11	19	(27.3)
Retail parks (exterior area) ²		1	1	2	-

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

2. The absolute data reported above represents 98% (2021/22: 95%) of floor areas in our London and Regional portfolios and on the Windsor Estate.

3. Following improvements to data coverage and floor area accuracy greenhouse gas emissions have been restated for 2021/22. We have chosen not to present data for 2019/20 and 2020/21 as those years have not had the benefit of the data improvements.

4. Emissions from refrigerants have been restated for 2021/22 due to a change in methodology. Previously, emissions were calculated by using the specific refrigerant leakage associated with the common parts area of the property. The new methodology uses gross internal area (GIA), which allows for a more consistent approach to capturing common areas and is a better representation of actual heating, ventilation and air conditioning systems in buildings.

5. Emissions intensity is calculated where our data satisfies the requirements specified in our Environmental Reporting Criteria. Emissions intensity coverage represents 85% (2021/22: 89%) of 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 98% (2021/22: 98%) of the absolute energy consumed.

Greenhouse gas emissions - absolute (indirect Scope 3)

		tCO ₂ e			
		2022/23	2021/22 (restated) ³	2021/22 (as originally reported)	Year-on-year % change increase/ (decrease)
Scope 3	Category 3: electricity and transmission distribution losses	1,180	1,243	1,130	(5.1)
Scope 3	Category 6: business travel	47	20	20	135.0
Scope 3	Category 8: leased vehicles/ machinery/ tools	131	134	134	(2.2)
Scope 3 (location-based)	Category 13: downstream leased assets (evidenced tenant energy)	6,518	6,266	6,205	4.0
		7,876 [△]	7,663	7,489	2.8
Scope 3	Category 1: purchased goods and services	26,940	24,985	45,523	7.8
Scope 3	Category 2: capital goods	22,756	27,315	27,315	(16.7)
Scope 3	Category 5: waste generated in operations	143	108	108	32.4
Scope 3	Category 7: employee commuting	117	101	101	15.8
Scope 3	Category 13: downstream leased assets (estimated tenant energy)	26,566	28,933	41,311	(8.2)
Total gross Scope 3 emissions		84,398	89,105	121,847	(5.3)
Scope 3 (market-based)	Category 13: downstream leased assets (evidenced tenant energy)	-	-	-	-

[△] Independent limited assurance (see inside front cover)

TOWARDS A NET ZERO CARBON FUTURE

Greenhouse gas emissions continued

Purchased renewables

98%

(2021/22: 99%) of our electricity purchased (relating to 91% (2021/22: 93%) of electricity meters) during the year was from renewable sources.

Energy costs¹

Fuel type	2022/23 £m	2021/22 £m	2020/21 £m	2019/20 £m
Electricity	21.6	11.9	6.6	9.8
Gas	1.8	1.7	1.5	1.3
Total	23.4	13.6	8.1	11.1

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

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 (e.g. fossil fuels and renewables).

Market-based emissions: emissions from electricity usage calculated taking into account the sources of the energy purchased (e.g. validated renewable sources) and the corresponding emissions actually released into the atmosphere (i.e. 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.

Methodology for quantification and reporting of energy and carbon data

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

TOWARDS A NET ZERO CARBON FUTURE

Managing waste and water

Operational waste

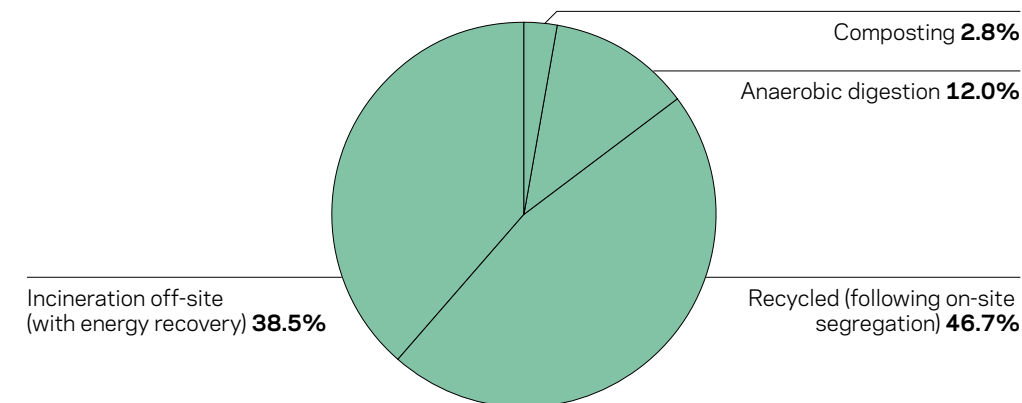
Operational waste is defined as waste generated as a result of our direct activities or those of our customers where the disposal of waste is under our management (covering our London, Regional and Windsor portfolios).

Operational waste generated (tonnes) and disposal route

	2022/23	2021/22	2020/21	2019/20
Waste generated from buildings where we collect the waste (tonnes)	7,334	5,476	2,263	8,465
Percentage of non-hazardous waste diverted from landfill	100%	100%	100%	100%
Waste disposal route				
Recycled (following on-site segregation)	47%	43%	66%	43%
Anaerobic digestion	12%	10%	7%	12%
Composting	3%	4%	-	-
Total recycled	62%	57%	73%	55%
Incineration off site (with energy recovery)	38%	43%	27%	45%
Waste cost avoided				
Avoided landfill costs (£)	723,000	529,000	213,000	773,000

Avoided waste costs for 2022/23 are based on landfill tax of £98.60 per tonne (2021/22: £96.70 per tonne).

Operational waste generated - end disposal breakdown 2022/23



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. However, all development projects working to our newest version of the Development Sustainability Principles Update 2022 are required to collect demolition waste data and it will be reported as new construction projects commence.

Construction waste generated and diverted

	2022/23	2021/22	2020/21	2019/20
Construction waste generated	224	-	663	3,628
Number of projects	14	-	4	4
Diversion from landfill				
% diverted from landfill	99%	-	91%	94%
Waste cost				
Avoided landfill costs (£)	22,000	-	57,000	310,000

Construction waste reported above for 2022/23 was in respect of 14 projects. We are currently implementing new systems which will ensure we can report a more complete data set for both construction waste and water used in construction projects.

TOWARDS A NET ZERO CARBON FUTURE

Managing waste and water continued

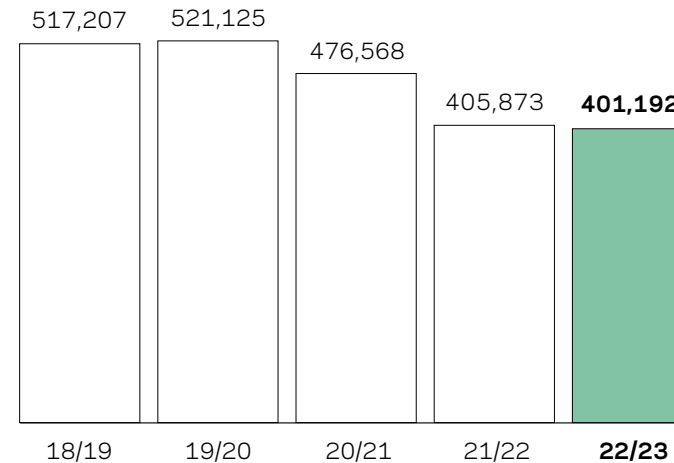
Water - absolute consumption (m³)

	2022/23	2021/22	2020/21	2019/20
Water consumption from municipal supplies:				
London and Regional portfolios	309,723	338,000	330,512	359,648
Windsor	91,469	67,873	146,056	161,477
Total water consumption from municipal supplies	401,192	405,873	476,568	521,125
Water consumption from other supplies:				
Water abstraction from Windsor	89,138	191,836	120,659	36,013
Water from rainwater harvesting	-	15,245	1,419	11,745
Total water consumption (absolute)	490,330	612,954	598,646	568,883
Number of London and Regional properties included in analysis	108	92	87	75
Water consumption (m³) (indirect use):				
Construction projects	n/a	n/a	1,094	1,971
Number of projects included in analysis	n/a	n/a	4	4

There was no reported data for construction projects during 2022/23 or 2021/22. We are currently implementing new systems which will ensure we can report a more complete data set for both waste and water used in construction projects.

Absolute water consumption from municipal supplies (m³)

401,192



TOWARDS A NET ZERO CARBON FUTURE

Habitat creation and conservation

Green space (m²)

Cumulative additional 'valuable'¹ green space created.

	2022/23	2021/22	2020/21	2019/20
London (2012/13 baseline)	4,000	4,000	3,703	3,362

1. Wild West End adopts the Preliminary Ecological Appraisal methodology for green spaces. For details see online at: <http://www.wildwestend.london/monitoring>

Windsor designated land

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 Area of Conservation (SAC)
- Special Protected Area (SPA)
- Sites of Special Scientific Interest (SSSIs)

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 actually much higher than this).

OUR COMMUNITIES

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

	2022/23	2021/22	2020/21	2019/20
Recruit Regional				
Placements	173	332	88	154
Job Fairs				
Regional job fairs - number attending	1,599	n/a	n/a	n/a
Regional job fairs - number of jobs offered	245	n/a	n/a	n/a
London Hospitality job fair - number attending	242	n/a	n/a	n/a
London Hospitality job fair - number of jobs offered	30	n/a	n/a	n/a
London Retail job fair - number attending	402	n/a	n/a	n/a
London Retail job fair - number of jobs offered	80	n/a	n/a	n/a
Intern programmes				
Participants	11	8	5	6
subsequently employed	3	1	4	4
Secondments				
Civil Service Graduate Fast Stream	4	3	n/a	n/a
Apprenticeships				
Internal	8	3	1	3

HEALTH, WELLBEING AND DIVERSITY

Health & safety

Metrics

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

We had 2 (2021/22: 6) employee RIDDOR incidents (direct) and 5 (2021/22: 7) RIDDOR incidents involving members of the public within those parts of the portfolio managed on behalf of The Crown Estate by third parties (indirect).

RIDDOR type

	2022/23	2021/22	2020/21	2019/20
RIDDORs - direct	2	6	2	-
RIDDORs - indirect	5	7	3	2

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

	2022/23	2021/22	2020/21	2019/20
AFR	0.17 [△]	0.58	0.21	0.00
Construction AFR	0.85 [△]	0.00	0.24	0.00
ASR	0.11	0.06	0.02	0.04
LTIFR	0.34 [△]	0.61	n/a	n/a

Environmental Incidents

Environmental incidents	2022/23	2021/22	2020/21	2019/20
Reportable	-	-	-	2
Non-reportable	8	17	8	12
Fines incurred (£)	-	-	-	-

[△] Independent limited assurance (see inside front cover)

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 the RIDDOR regulations, 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 the RIDDOR regulations, per 100,000 site employee hours worked. This is calculated by: number of site employee RIDDOR injuries at the development sites / 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/ total hours worked x 1,000. Number of employees lost days per 1,000 hours worked (any lost days from 1-180) relating 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 times 100,000.

HEALTH, WELLBEING AND DIVERSITY

Our people

Wellbeing and mental health

Sickness absence rate	2022/23	2021/22	2020/21	2019/20
Sickness rate	1.97	2.03	1.66	2.63
National average	3.2	2.5	2.9	2.7

Source of national average is XpertHR.

Mental health first aiders	2022/23	2021/22	2020/21	2019/20
Number of trained mental health first aiders (volunteers)	94	51	64	73
Number of staff (as at 31 March)	608	543	495	472
Percentage of first aiders to staff members	15%	9%	13%	15%

Employee engagement

Our Group-wide employee engagement survey, One Voice, is completed once a year. In 2022/23 80% of our employees completed the survey (2021/22: 84%).

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:

'I am proud to work for The Crown Estate'

94%

(2021/22: 89%)

10 percentage points above the benchmark (2021/22: 5 percentage points above the benchmark)

The Crown Estate is a 'Great place to work'

87%

(2021/22: 78%)

8 percentage points above the benchmark (2021/22: 2 percentage points below the benchmark)

Wellbeing

91%

12 percentage points above the benchmark

Areas where we need to improve compared to the benchmark:

Communication

64%

8 percentage points below the benchmark

Leadership

62%

6 percentage points below the benchmark

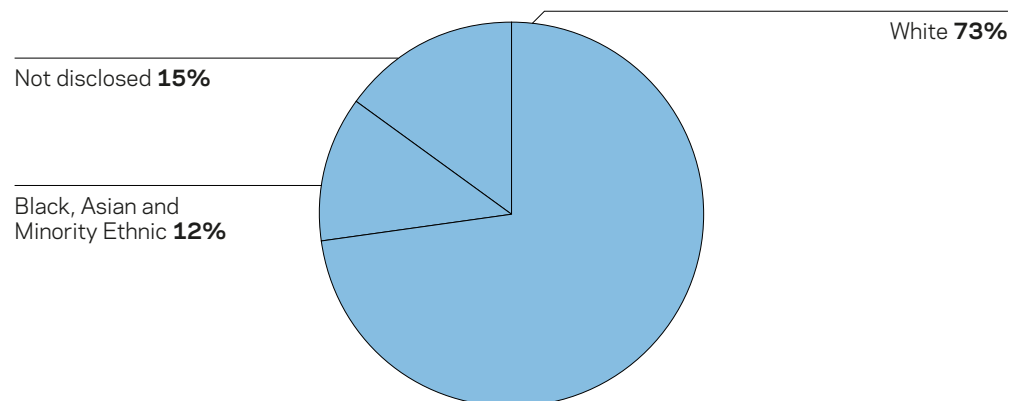
HEALTH, WELLBEING AND DIVERSITY

Our people continued

Diversity, equity and inclusion

	2022/23 %	2021/22 %	2020/21 %	2019/20 %
White	73	56	58	56
Black, Asian and Minority Ethnic	12	8	8	8
Not disclosed (includes prefer not to say and not declared)	15	36	34	36

Colleague diversity as at March 2023



Gender representation

As at 31 March	2022/23		2021/22		2020/21		2019/20	
	%	number	%	number	%	number	%	number
Proportion and number of Board Members and Board Counsellors who are female	67	6	57	4	50	4	50	4
Proportion and number of senior management team (GLT) who are female	45	5	45	5	30	3	50	2
Proportion and number of employees who are female	46	266	43	220	41	199	39	178

Staff breakdown by gender, employment type and region

Based on average number of staff throughout the year	2022/23	2021/22	2020/21	2019/20
Total staff	576	512	481	456
Employment contract				
Full-time	527	470	435	412
as a proportion of total staff	91%	92%	90%	90%
Part-time	49	42	46	44
as a proportion of total staff	9%	8%	10%	10%
Gender				
Female	266	220	199	178
number of females working full time	232	190	167	151
proportion working full time	87%	86%	84%	85%
number of females working part time	34	30	32	27
proportion working part time	13%	14%	16%	15%
Male	310	292	282	278
number of males working full time	295	280	268	261
proportion working full time	95%	96%	95%	94%
number of males working part time	15	12	14	17
proportion working part time	5%	4%	5%	6%
Demographics				
London	403	349	319	288
Windsor	173	163	162	168

HEALTH, WELLBEING AND DIVERSITY

Our people continued

Gender Pay Gap

As at April each year	2022	2021
Mean base pay gap	+7.4% ◇	+8.1% ¹
Median base pay gap	+6.7% ◇	+11.0% ¹
Mean bonus pay gap	+21.6% ◇	+8.1%
Median bonus pay gap	-8.8% ◇	-7.2%

1. The metrics for 2022 have been calculated in accordance with the Reporting Criteria, that sets out the treatment of casual workers which has been changed during the period following further legal advice on the interpretation within The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Metrics for 2021 have been re-stated for a direct comparison. Metrics for 2020 and 2019 have not been re-stated and as such they have not been disclosed.

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

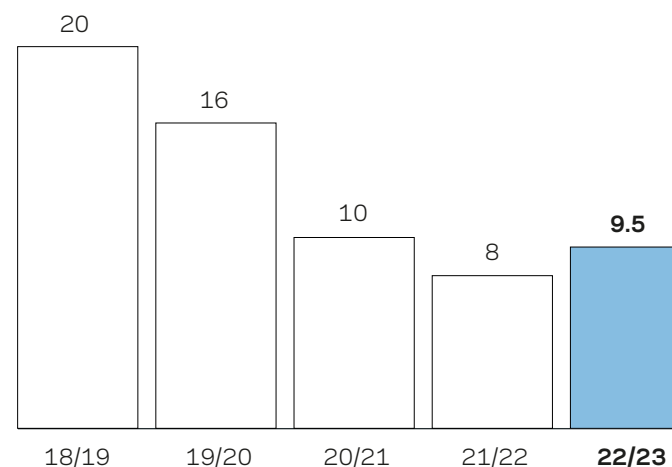
Assurance

◇ 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 per year per person
an increase of 19% on 2021/22

9.5 hours



Volunteering

Volunteering activity included reading with school children, supporting Ukrainian refugees and participating in the Windsor Estate 'Tidy Up' days.

Employee volunteering	2022/23	2021/22	2020/21	2019/20
Number of staff volunteering	215	42	175	174
Total number of staff (average)	576	512	481	456
Proportion of staff volunteering	37%	8%	36%	38%
Number of volunteering hours	2,200	276	2,104	1,408
Average number of hours spent volunteering per member of staff	4	0.5	4	3

HEALTH, WELLBEING AND DIVERSITY

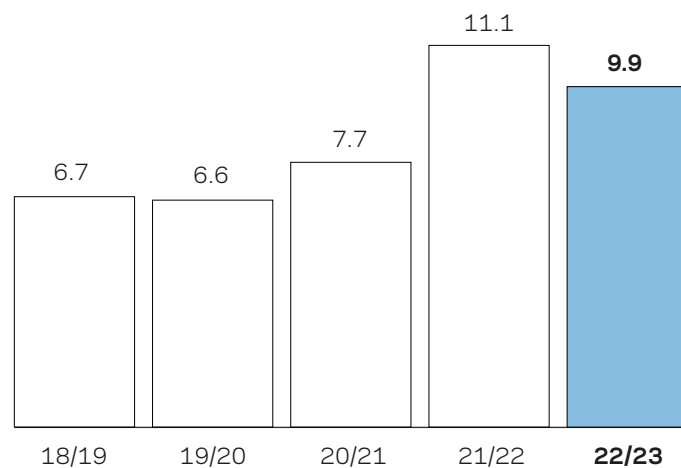
Our people continued

Staff turnover

Staff voluntary turnover rate

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

9.9%



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

	2022/23	2021/22	2020/21	2019/20
Total number of staff leaving during reporting period	57	57	37	30
Turnover rate (% of total staff) based on average number of staff	9.9%	11.1%	7.7%	6.6%
Gender				
Female (number)	18	15	16	12
Male (number)	39	42	21	18
Female turnover rate (% of average number of female staff)	6.8%	6.8%	8.0%	6.7%
Male turnover rate (% of average number of male staff)	12.6%	14.4%	7.4%	6.5%
Age				
16-24	4	1	5	1
25-35	23	18	8	13
36-45	18	17	6	7
46-55	5	13	6	2
Over 55	7	8	12	7
Region				
London	45	38	19	18
Windsor	12	19	18	12

STAKEHOLDER ENGAGEMENT

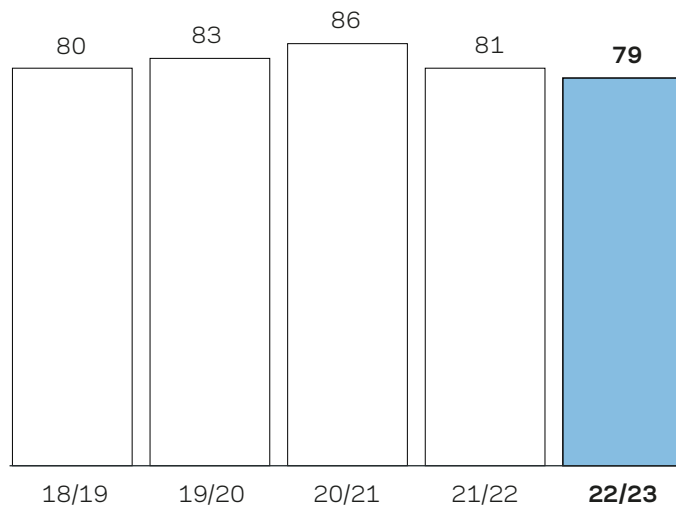
Our customers

Customer satisfaction

We have outperformed the Institute of Customer Service benchmark each year

79%

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



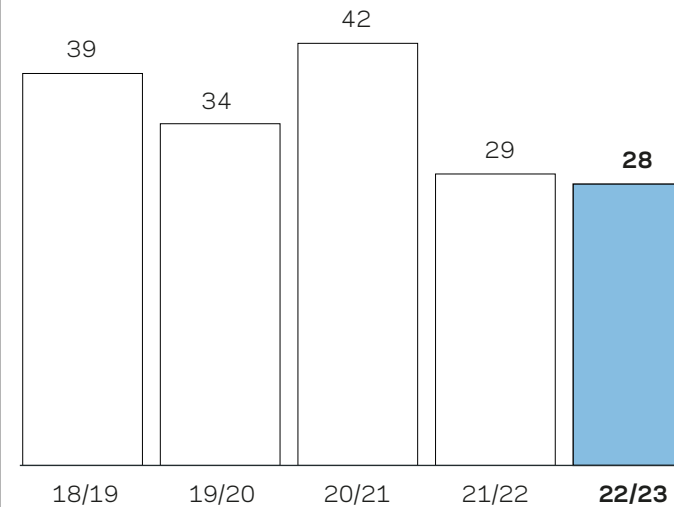
Results are based on surveys of London and Regional customers except for 2018/19 when results are based on surveys of London, Regional, Marine and Rural customers.

Net Promoter Score

We have outperformed the Institute of Customer Service Net Promoter Score (NPS) UK benchmark each year

28

London and Regional portfolios





London
The Crown Estate
1 St James's Market
London
SW1Y 4AH
T 020 7851 5000

Windsor
The Crown Estate
The Great Park
Windsor
SL4 2HT
T 01753 860 222

thecrownestate.co.uk
[@TheCrownEstate](https://www.instagram.com/TheCrownEstate)