



The Crown Estate

Performance against our capitals 2017/18

Introduction


This short report complements, and should be read in conjunction with, our Integrated Annual Report 2017/18: thecrownestate.co.uk/integrated-annual-report. Here we give a complete set of performance data relating to four of our capitals – Natural resources, Our people, Our know-how and Our networks. Data relating to both Financial and Physical resources is already covered in the Integrated Annual Report, as is our general approach to each of our capitals.


Also included are five Total Contribution impact valuations. Our evolving methodology enables us to discuss our overall impact on the six capitals. It applies economic multipliers to a number of non-financial metrics in order to create a comparable assessment of outcomes. Our Total Contribution report and our full methodology can be found at: thecrownestate.co.uk/total-contribution.


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Our capitals


 **Financial resources**
Financial capability to run our business.

 **Physical resources**
Property, plant and equipment we own and use.

 **Natural resources**
The natural resources that we manage and use.

 **Our people**
The skills and experience of our employees.

 **Our know-how**
Our collective expertise and processes.

 **Our networks**
Our relationships with stakeholders; including customers, partners and communities.

2017/18 data in this report does not include Scotland. On 1 April 2017 the management of Crown Estate assets in Scotland was devolved to Scottish Government. That management is now delivered by Crown Estate Scotland. (Interim Management).

△ We engaged KPMG LLP to undertake independent limited assurance over selected data included within our Summary of selected non-financial data report set out at: www.thecrownestate.co.uk/assurance using the assurance standard ISAE 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 at: www.thecrownestate.co.uk/kpmg-statement. The Reporting Criteria that we used as the basis of preparing selected data in the report are set out at: www.thecrownestate.co.uk/assurance and should be read in conjunction with the selected data. The data subject to KPMG's assurance has been reproduced in this Report where you see the symbol[△].

Context

Our purpose

Creating brilliant places through conscious commercialism

See full report (pages 10–11) www.thecrownestate.co.uk/integrated-annual-report



Our business model

Helping us to achieve our purpose and create long term value

See full report (pages 10–11) www.thecrownestate.co.uk/integrated-annual-report



Our capitals

Resources and relationships we depend on

See full report (pages 10–11) www.thecrownestate.co.uk/integrated-annual-report



Our strategic objectives

Helping to drive the business

See full report (pages 12–13) www.thecrownestate.co.uk/integrated-annual-report



Our Aspirations 2030 and targets

Directing the responsible use of our capitals and helping to deliver our strategic objectives and the United Nations Sustainable Development Goals (SDGs)

See next page

1. Climate resilience
2. Healthy places and habitats
3. Super efficiency



Natural resources

Much of our activity affects and draws upon our natural resources, as can be seen by the variety of data sets published in the following pages. We monitor ourselves against our Aspirations 2030: climate resilience, healthy habitats and places, and super efficiency. Our success in mitigating our impact and enhancing natural resources is very much dependent on the work we do with our networks, from our managing agents and supply chain, to our customers and communities.

Climate change

Renewable energy procured for electricity

67%

Supply procured on green tariff

Improvement in carbon emissions intensity

10.8%

22% improvement against 2012/13 baseline

Greenhouse gas (GHG) emissions

20,205tCO₂e

tonnes of CO₂e emitted (scopes 1 and 2)

Impact of greenhouse gas (GHG) emissions

-£482,000

Total Contribution impact Related to negative impacts and social costs from increased concentrations of greenhouse gases*

*See thecrownestate.co.uk/total-contribution

Data in this section relates to our emissions reported in line with the Greenhouse Gas (GHG) Protocol, energy sources, energy costs and renewable energy generation.

Carbon emissions: Scope 1, Scope 2, and Scope 3 emissions¹

Emission source	Location-based method					Market-based method ²		
	2013/14	2014/15	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂ e	tCO ₂	tCO ₂	tCO ₂
Scope 1 Direct emissions from fleet and heating of buildings	6,169	6,443	5,868	5,906	5,663 ^Δ	n/a	n/a	n/a
Scope 2 Emissions from generated electricity usage	21,201	13,548	11,221	12,621	14,542 ^Δ	7,342	7,159	2,637 ^Δ
Gross Scope 1 and 2	27,370	19,991	17,089	18,527	20,205	7,342	7,159	2,637
Indirect emissions from business travel	387	311	265	208	188	n/a	n/a	n/a
Scope 3 Indirect emissions from energy used exclusively by our tenants	1,568	14,499	15,840	13,109	8,722	2,773	3,842	223
Indirect emissions from electricity and transmission distribution losses	1,813	1,185	927	1,142	2,163	n/a	n/a	n/a
Total Scope 3	3,768	15,995	17,032	14,459	11,073^Δ	2,773	3,842	223
Gross Scope 1, 2 and 3	31,138	35,986	34,121	32,986	31,278^Δ	10,115	11,001	2,860
Emissions intensity (indexed kg CO₂e – 2012/13 baseline)								
Current methodology	–	–	–	87 ³	78 ^Δ			
Previous methodology	98	94	89	82	n/a			

¹ We have used the GHG Protocol Corporate Accounting and Reporting Standard to calculate our emissions. This includes reporting all sources of emissions that are under our operational control. For more detail on the breakdown of emissions, please see thecrownestate.co.uk/performance-against-capitals/

² Emissions for market-based reporting are reported in tCO₂ rather than tCO₂e due to the availability of emission factors.

³ The 2016/17 figure has been restated from 82 to 87 as a result of work undertaken on the methodology to increase accuracy and reduce complexity.

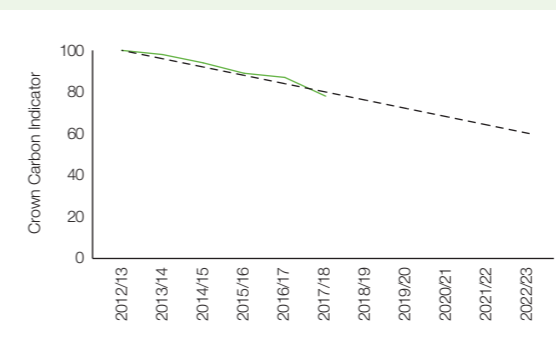
Carbon emissions

The table on the previous page gives three different views of our carbon emissions as measured under the Greenhouse Gas (GHG) Protocol.

When we report in accordance with the Protocol we must report two figures for our Scope 2 emissions (typically from electricity).

The first, Location-based method, uses the standard emissions factor used for electricity for all of the UK. It is based on the National Grid energy mix.

Emissions intensity index: progress against target



Current Crown Carbon Index

The unit of measurement for the Crown Carbon Index is as follows: CO₂e/m² adjusted to serviced floor area and for occupancy. Indexed to 100, with the aggregation weighted by absolute impact on the total portfolio emissions.

The second, Market-based method, reflects emissions based on our actual purchase of energy on a renewable energy tariff. In 2015/16 and 2016/17, a standard UK Residual factor was applied, but in 2017/18 we used emission factors specific to our suppliers, resulting in a significant decrease in emissions reported.

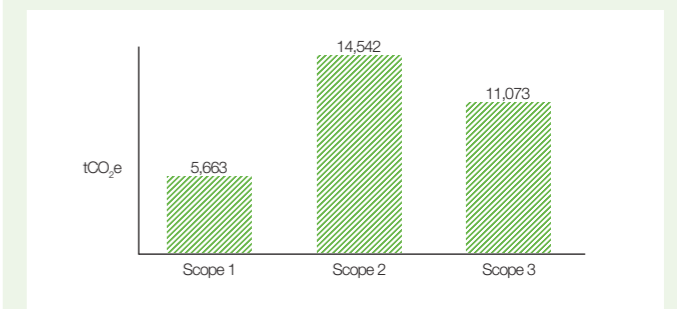
The final lines of the table, on emissions intensity, show our absolute emissions normalised by floor area. This helps to show the impact of measures to have implemented to increase energy efficiency. See the line chart above which shows progress against our target to improve our emissions intensity by 40% from a 2012/13 baseline (by 2022). Our 2030 target is to improve our emissions intensity by a total of 80% from the baseline.

Science based targets

We are awaiting validation of a number of our targets as being science-based by the Science-Based Targets initiative (SBTi). Approved science-based targets are those which are in line with the level of decarbonisation required to keep global temperature increases below 2 degrees Celsius.

Part of the work we undertook to align our targets to the criteria included a detailed review of our Scope 3 emissions, those emissions which are not directly ours but embedded within the products and services that we purchase or deliver.

Carbon emissions: Scopes 1, 2 and 3



Our Scope 3 emissions are significant (see bar chart above). The screening process has improved our understanding of our emissions footprint and how we should be engaging with our supply chain in order to reduce that footprint, and the risks associated with energy and carbon.

Our top three sources of Scope 3 emissions include embodied emissions from the materials and services in the development of our buildings, emissions from energy used by tenants in our buildings, and the electricity lost in transmission to our sites.

Carbon emissions: Direct and indirect GHG emissions by scope, weight and source (CO₂e)

	2013/14	2014/15	2015/16	2016/17	2017/18
Scope 1 emissions					
Direct energy consumption (Scope 1)					
Gas and heating fuel in buildings	5,425	5,845	5,370	5,416	5,246
Fleet (petrol and diesel)	107	197	159	179	172
Machinery fuels	637	400	340	311	245
Total Scope 1 emissions	6,169	6,443	5,868	5,906	5,663
Scope 2 emissions					
Electricity generated – indirect energy consumption (Scope 2)					
Consumed in Central London and Regional buildings in our directly managed portfolio	20,763	13,040	10,907	12,211	14,190
Consumed at Windsor	399	476	275	367	348
Consumed in rural offices and depots	39	32	39	44	4
Total Scope 2 emissions	21,201	13,548	11,221	12,621	14,542
Scope 3 emissions					
Business travel (Scope 3)					
Travel – taxi	7	5	5	4	2
Travel – bus	0	0	0	0	0
Travel – rail	39	28	24	25	17
Travel – tube	0	0	1	0	0
Travel – air	291	228	187	137	137
Travel – ferry	0	0	0	0	0
Travel – personal car	48	42	47	41	32
Car hire	3	7	2	1	0
Electricity T&D – indirect energy consumption (Scope 3)					
Consumed in Central London and Regional buildings in our directly managed portfolio	1,775	1,140	900	1,104	2,130
Consumed at Windsor	34	42	23	33	33
Consumed in rural offices and depots	3	3	3	4	0
Tenant emissions – from energy exclusively used by Crown's tenants (Scope 3)					
Scope 3 emissions from energy exclusively consumed by Crown's tenants	1,568	14,499	15,840	13,109	8,722
Total Scope 3 emissions	3,768	15,995	17,032	14,459	11,073
Gross total emissions	31,138	35,986	34,121	32,986	31,278
Central London and Regional estate coverage (by number of properties)	134	142	143	123	117
Percentage of Central London and Regional buildings to which data applies	100%	100%	100%	100%	100%
Number of other rural and Windsor properties to which data applies	37	18	18	19	10
Emissions from construction operations energy consumption	1,732	2,321	668	1,184	297

Scope 1 energy consumption by primary energy source (Gj)

Fuel Type (Gj)	Use	2013/14	2014/15	2015/16	2016/17	2017/18
Non renewables						
Natural Gas	Consumed in buildings	102,004	112,991	104,024	104,932	101,340
Fuel Oil	Consumed in buildings	2,935	598	467	770	856
Petrol (gasoline)	Company fleet and machinery	44	334	322	230	257
Diesel	Company fleet and machinery	8,318	5,758	4,271	4,200	2,838
Diesel	Consumed at premises	672	13	42	–	0
Renewables	Consumed at premises	78	334	1,927	4,882	5,786
Total		114,051	120,028	111,053	115,014	111,077

- Lubricants have not been included in the direct energy consumption figures as it is not one of the fuels listed by the GRI performance indicator EN3 guidelines
- Gas consumption that is burnt exclusively by the tenant has not been included as direct energy consumption since 2012/13 as under GHG Protocol rules it should be classed as indirect consumption

Expenditure on utilities (£)

	2013/14	2014/15	2015/16	2016/17	2017/18
Electricity	5,122,156	5,877,915	6,118,184	7,267,986	9,142,480
Gas	1,126,245	927,612	1,020,602	595,430	760,795
Oil	18,696	14,187	7,156	12,647	10,267
Diesel	0	0	0	0	0
Total	6,267,097	6,819,714	7,145,942	7,876,063	9,913,542

- This data does not include the Windsor estate.
- This measure covers the expenditure on energy for the majority of buildings for which The Crown Estate purchases energy, therefore the figures do not relate exactly to those used to calculate The Crown Estate's carbon emissions.
- Expenditure on energy sources for business travel, fleet, equipment and non-directly managed buildings are not included in these figures.

Renewables

We report on renewables generated onshore and offshore.

Onshore Renewable Energy Generation Source (MWh)

	2015/16 MWh	2016/17 MWh	2017/18 MWh
Solar	683	30	500
Fuel cell	1,353	938	1,142
CHP	1,674	1,764	0
Total	3,711	2,731	1,642

	2016/17 MWhth	2017/18 MWhth
Biomass (Windsor)	3,426	3,591

The CHP at the Energy Centre at Quadrant 3 has been off for full year, as a result, total MWh generation has reduced in 2017/18.

Some of the onshore renewable energy we generate is on our owner occupied, or directly managed property, and the remainder is generated on leased property which is not directly managed, for example much of the solar energy detailed in table above.

Biomass data is set apart from the other data in the table as energy generated from our biomass is, strictly speaking, not categorised as renewable because of the electricity consumption involved in the process.

Cumulative operational capacity from offshore wind

7.4GW

Enough to power over 5 Million homes

Greenhouse gas (GHG) emissions avoided

23TWh

Terrawatt hours of renewable energy generated over 2017/18

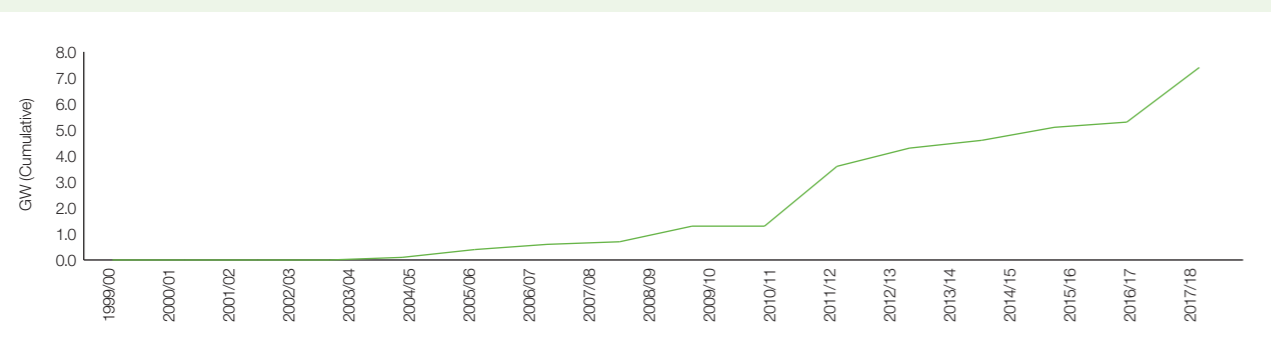
Impact of greenhouse gas (GHG) emissions avoided

£193m

Total Contribution impact Related to positive impacts and social benefits resulting from reduced concentrations of atmospheric greenhouse gases*

*See thecrownestate.co.uk/total-contribution

Cumulative GW value of Offshore Renewable Energy Installed



In 2013/14 the historic cumulative capacity includes all turbines installed and operating as well as those installed but not yet operating. From 2014/15 GW capacity from turbines installed but not yet operating (i.e. not installed grid connected) are excluded. This is because the target to facilitate the installation of 5-6 GWs of operational renewable energy on our portfolio by 2015/16 has been tightened to show installed and operational.

During the past year, working closely with our offshore wind customers and partners, over half of the new offshore wind capacity in Europe was delivered – 2.3GW^Δ installed and operational, bringing the total capacity to 7.4GW. This amount supplies electricity needs of over 5 million homes. In April, Britain went more than two days without using any coal-fired power for the first time in more than a century.

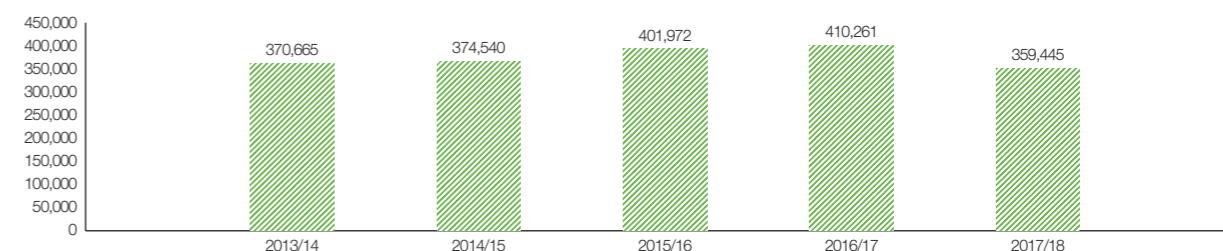
Water

The following data relates to direct water consumption and some customer consumption where we have access to the data. Our Fit Out Guides for office and retail/leisure space encourage occupiers to minimise water demand through specification of water efficient sanitary equipment and fitting and to re-use water on site.

Absolute water consumption

Water consumption (m ³)	2013/14	2014/15	2015/16	2016/17	2017/18
Windsor	138,832	144,436	173,171	138,753	137,481
Central London and Regional portfolios	231,833	230,104	228,801	271,508	221,964
Percentage of properties with water supply to which data applies	100%	100%	100%	100%	100%
Number of Central London and Regional properties included in analysis	84	75	75	72	66
Total water consumption	370,665	374,540	401,972	410,261	359,445

Absolute water consumption (m³)



Total water withdrawal by source (m³)

	2013/14	2014/15	2015/16	2016/17	2017/18
Water from municipal water supplies	370,665	401,972	401,972	410,261	359,445
Water from rainwater harvesting	740	2,543	2,004	3,551	8,668
Total water withdrawal	371,405	404,515	403,976	413,812	368,113

Rainwater harvesting data relates to the systems in place at Tennyson House (Cambridge Business Park), 16 New Burlington Place (Regent Street, London), 20 Air Street (Regent Street, London), 1 New Burlington Place and 10 New Burlington Street (Regent Street, London).

The increase in rainwater harvesting in 2017/18 is attributable to the installation of rainwater harvesting at 10 New Burlington place during the year.

Waste

As a first step towards our aspiration of Super Efficiency we are now focusing on the recycling and reuse of our waste and have set stretching targets (see page 2). Collection of end disposal data from Materials Recovery Facilities (MRFs) is an ongoing challenge.

We report separately on operational and construction waste.

Waste recycled

50%

From our managed assets

Operational waste

Definition: waste generated as a result of our direct activities or those of our customers but the treatment of which is under our management.

This year, for the first time, we are reporting end disposal data.

Waste: Operational waste (tonnes)

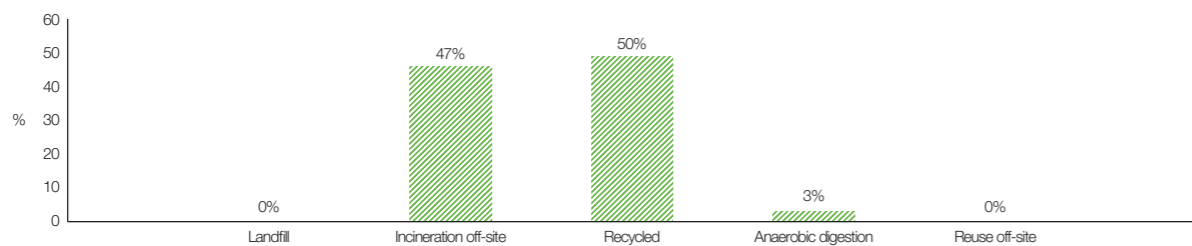
	2013/14	2014/15	2015/16	2016/17	2017/18
Waste generated from buildings where we collect the waste (tonnes)	5,246	4,782	6,792	7,523	6,281
Non-hazardous waste diverted from landfill	99%	100%	99%	100%	100%
Waste Disposal Route					
Landfill (Non-hazardous or inert)					0%
Incineration off-site (with energy recovery)					47%
Recycled (following on-site segregation)					50%
Anaerobic digestion					3%
Re-use off-site					0%
Waste Cost					
Avoided landfill costs (£)	372,109	382,529	561,016	654,184	540,794
Landfill tax costs paid (£)	5,611	0	41	0	0
Cost of waste disposal services (£)	772,296	616,348	741,329	874,891	1,690,652

The Crown Estate does not benefit directly from all of the cost savings as part of the waste costs are borne by tenants through the service charge. Savings are passed back to tenants through reduced service charge.

Having moved on from our previous target of 100% diversion of waste from landfill, and in line with Circular Economy principles, we are now have targets on reuse and recycling of waste. These have served to focus our minds on the accuracy of data we receive with regard to the end disposal of our waste, as opposed to its immediate disposal at a Materials Recycling facility (MRF).

With others in the property sector, we have realised that the definitions of reuse and recycling are quite specific and that it cannot be assumed that waste is recycled just because waste is diverted from landfill and goes to a MRF. As a result we have not reported data for previous years in the chart above. Waste generated on our Central London portfolio is segregated on site which enables us to be confident of its end disposal. We are working with our waste contractors and the MRFs we use in other parts of the portfolio to obtain better quality data.

Operational waste by end disposal



Construction waste

Definition: waste generated by construction partners on our behalf (excluding demolition and excavation waste).

We do not yet report on reuse and recycling of our construction waste as processes and systems need to be put in place with our construction partners and reflected in our Development Sustainability Principles (DSP) to collect data at this level of granularity. Consequently, the table below reflects the amount diverted from landfill only.

Waste: Construction waste (tonnes)

	2013/14	2014/15	2015/16	2016/17	2017/18
Construction waste generated	5,160	12,199	4,247	2,350	2,007
Number of projects	6	9	8	10	14
Diversion from Landfill					
% diverted from landfill	91%	96%	96%	95%	98%
Waste Cost					
Avoided landfill costs (£)*	337,296	936,100	338,528	187,791	170,125
Landfill tax costs paid (£)	34,223	39,780	12,270	10,508	2,653

Ecology

Sites of Special Scientific Interest (SSSIs)

We have over 3,000 hectares of directly managed SSSIs at the Windsor Estate which gives us the ability to control their condition. Condition is monitored by Natural England, no more regularly than every three years. The ongoing challenge is not only to improve the condition of those SSSIs in less than favourable condition, but to maintain those already in favourable condition. We are currently ahead of the Government target is to achieve 50% in favourable condition and 95% in favourable or recovering condition by 2020 (see opposite).

Percentage of SSSIs under direct management in 'favourable' condition

72%

Outperforming target of 50%

Greenspace and biodiversity

Working in partnership with others we have formed Wild West End (www.wildwestend.london) to encourage birds, bees and bats into this part of London and connect people with nature. Under this initiative we set ourselves a target to create 5000m² of additional, valuable green space by 2022 (see opposite for achievement to date).

Of the space created, 80% of the area is given to extensive green roofs (requiring a thinner substructure and therefore ideal for existing buildings and lighter loads); 10% to intensive green roofs (usually created as part of the development process and supporting heavier loads); 7% to green walls and 3% to planters.

Percentage of SSSIs under direct management in 'favourable or recovering' condition

100%

Outperforming target of 95%

Additional valuable green space since 2012/13 baseline

2,984m²

Target – 5000m² by 2022



Our people and know-how

Within our Integrated Annual Report we report on Our people and Our know-how capitals together as they are inextricably linked.

In this section we cover employee turnover, training, inclusion and diversity, health and safety, and wellbeing.

Workforce context

Total workforce by employment type, employment contract, and region (based on average number of employees throughout the year)

	2013/14	2014/15	2015/16	2016/17	2017/18
Total employees	458	458	457	444	404
Employment contract					
Full-time employees	425	425	416	409	372
as a proportion of total employees	93%	93%	91%	92%	92%
Part-time	33	33	41	35	32
as a proportion of total employees	7%	7%	9%	8%	8%
Gender					
Female employees:	147	148	155	158	150
number of females working full-time	126	127	132	134	129
proportion working full-time	86%	86%	85%	85%	86%
number of females working part-time	21	21	23	24	21
proportion working part-time	14%	14%	15%	15%	14%
Male employees:	311	310	302	286	254
number of males working full-time	299	298	284	275	243
proportion working full-time	96%	96%	94%	96%	96%
number of males working part-time	12	12	18	11	11
proportion working part-time	4%	4%	6%	4%	4%
Business area					
Energy, Minerals & Infrastructure	78	70	61	54	34
Rural & Coastal	34	29	26	23	7
Central London and Regional	39	41	49	52	47
Windsor	191	187	176	168	173
Corporate functions	116	131	145	147	143
Demographics					
London	227	233	238	244	231
Windsor	191	187	180	168	173
Other portfolios in England	3	2	2	0	0
Scotland	37	36	37	32	N/A*

*On 1 April 2017, the management of Crown Estate assets in Scotland was devolved to Scottish Government; and that management is now delivered by Crown Estate Scotland (Interim Management). Those assets are therefore not accounted for in The Crown Estate's 2017/18 data.

Employee engagement

88%

Employees think that The Crown Estate is a 'great place to work'

Employee engagement impact

£111,000

Total Contribution impact Related to positive impacts and social benefits of engaged employees (workplace productivity and reduced sickness absence days)*

*See thecrownestate.co.uk/total-contribution

Employee turnover

Employee turnover (voluntary)

Total number and rate of employee by gender, age group, and region	2017/18
Total number of employees leaving during reporting period	28
Turnover rate (% of total employees) based on number of employees on the 31st March 2018	7%
Gender	
Female (number)	10
Male (number)	18
Female turnover rate (% of female employees)	7%
Male turnover rate (% of male employees)	7%
Age	
16-24	1
25-35	7
36-45	12
46-55	5
Over 56	3
Region	
London	21
Windsor	7

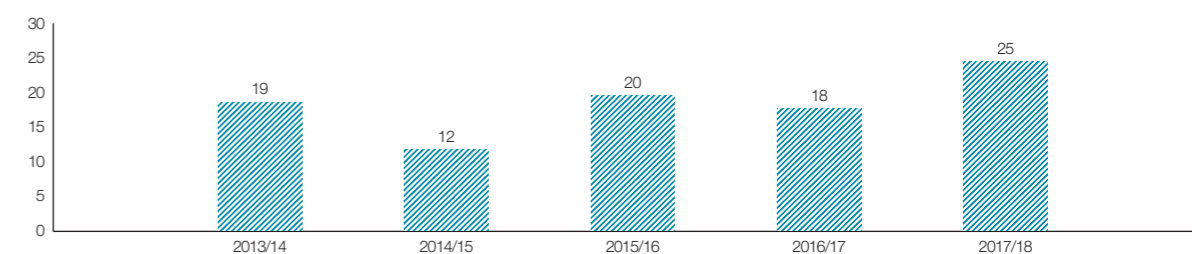
For the first time we have reported on voluntary turnover as opposed to total turnover. Voluntary turnover is more meaningful as it relates to employees choosing to leave the business. Careful monitoring and a better understanding of this can help us to influence the rate of voluntary turnover. Over 2017/18, principal reasons for leaving include: career progression or change, management, retirement, relocation or unsatisfactory job content.

Training and Development

Employee Training

	2013/14	2014/15	2015/16	2016/17	2017/18
Average hours of training per year per employee	19	12	20	18	25
Total hours of training	8,733	5,356	9,348	7,824	10,300
Total number of different training events	113	67	159	187	152

Average hours of training per year per employee



Inclusion and diversity

Inclusion and diversity covers an increasing number of facets (as reported in the Integrated Annual Report). Data on a number of aspects of gender are reported below. This year, we also published our Gender Pay Gap, which showed an average business-wide pay gap of -3% mean and -31% median (thecrownstate.co.uk/gender-pay-gap), putting us well ahead of our competitors and most other companies.

Female representation (as at 31st March 2018)

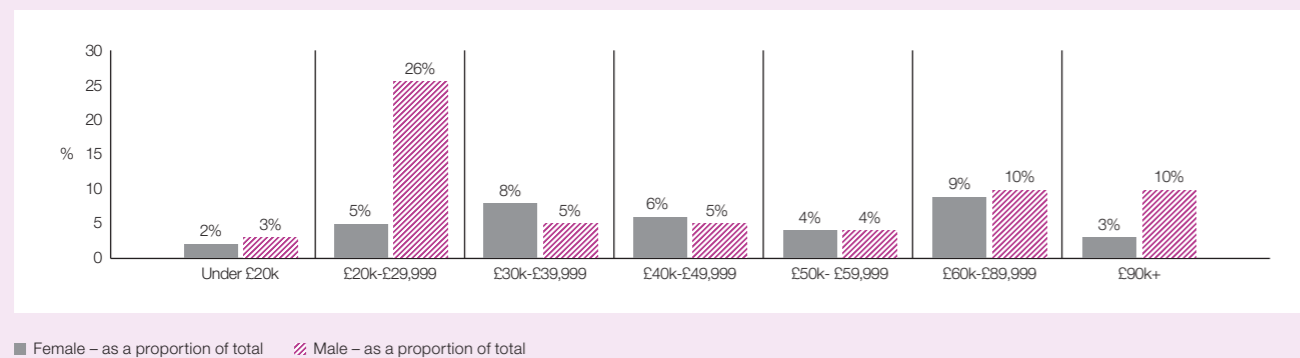
	2013/14	2014/15	2015/16	2016/17	2017/18
Female employees as proportion of total employees (%)	32%	32%	34%	36%	37%
Proportion of Board who are female (%)	25%	14%	20%	38%	50%
Proportion of Executive Committee who are female (%)	43%	43%	29%	75%	75%
Female employees paid more than 60k as a proportion of total female employees (%)	13%	18%	22%	25%	32%

In 2016/17 the Management Board was renamed the Executive Committee.

Total workforce by gender and salary

	Under £20k	£20-£29,999	£30-£39,999	£40-£49,999	£50-£59,999	£60-£89,999k	£90k+	Total
Total	20	127	51	45	31	75	55	404
Female	8	22	31	25	16	35	13	150
Male	12	105	20	20	15	40	42	254
Female – as a proportion of total	2%	5%	8%	6%	4%	9%	3%	37%
Male – as a proportion of total	3%	26%	5%	5%	4%	10%	10%	63%
Female – as a proportion of salary band	40%	17%	61%	56%	52%	47%	24%	37%

Employee salary ratios by gender 2017/18 (63% Male, 37% Female)^Δ



The calculation used to generate the data in the above chart was based on the actual base salary of employees (excluding bonus) at 31 March 2018. The average headcount was also applied, meaning an employee working for six months during the financial year equated to a headcount of 0.5.

Health and safety

Improvement in incident severity score

12%

Target - 10% year-on-year improvement

Workplace injuries

52

All direct minor (52) and major (0) workplace injuries this year

Impact of workplace injuries

-£21,000

Total Contribution impact Related to negative impacts and social costs from workplace injuries (poorer health, medical costs and reduced workplace productivity)*

*See thecrownstate.co.uk/total-contribution

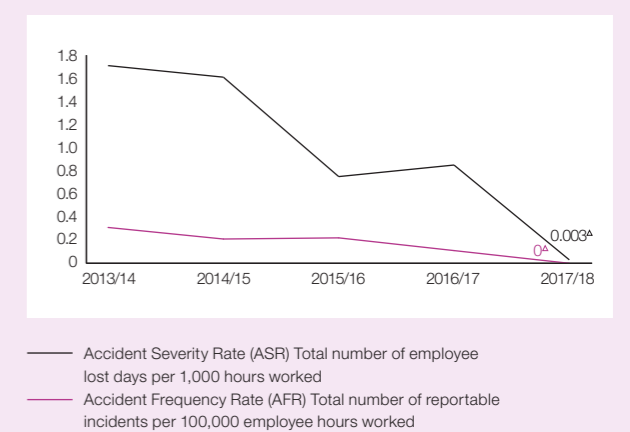
We continue to promote reporting of all incidents. Zero reportable incidents (RIDDOR) to the HSE occurred on directly managed assets and there were three incidents reportable to HSE within those parts of the portfolio managed by third parties.

We measure our health and safety performance using an Incident Severity Score. Given the unique range of risks we manage, this is a measure developed specifically for us to track our incident performance across our directly managed activities and our indirectly managed property portfolio. We have a target to achieve a 10% year-on-year improvement in the Incident Severity Score which we have outperformed by 2%^Δ with a score of 144^Δ.

Our Accident Frequency Rate (AFR) is 0^Δ and our Accident Severity Rate (ASR) is 0.033^Δ (see chart opposite). Both figures are much lower this year, as they relate purely to absence from workplace injuries. Prior year figures included both sickness absence and data on staff now employed by Crown Estate Scotland.

Workplace injuries include all injuries sustained by employees that occurred whilst at work and undertaking a work activity.

Health and safety incidents



Employee wellbeing

Our sickness absence rate for 2017/18 was calculated as 1.86%. We have been measuring ourselves against the national median absence rate of 2.9% of working time, based on a national survey completed by XpertHR (2016) and which translates to 6.6 days a year per employee. Leesman surveyed our people before and after our move to our new HQ. They were asked which workplace activities are important to them and how supported they feel with carrying out those activities in terms of workplace facilities. Our employee score increased by 25 points, achieving 78.3 on a scale of 0-100, putting our office in the top 2% of buildings worldwide for workplace effectiveness and performance.

Volunteering

All of our employees have two days of volunteering time that they can use to support any cause they choose. This year we achieved a 74% increase in volunteering hours, largely driven by the Windsor 'Great Estate Tidy', beach cleaning and mock interviews with candidates from our Restart and Recruit employment programmes.

Employee volunteering

	2013/14	2014/15	2015/16	2016/17	2017/18
Number of staff volunteering	52	63	95	217	208
Total no. staff	458	458	457	444	404
Proportion of staff volunteering	11%	14%	21%	49%	51%
Number of volunteering hours	391	433	797	1,554	2,705



Our networks

Our relationships with customers, partners, government and communities are central to everything that we do. They are important in ensuring that we do business the right way. We are working to collect accurate and meaningful data to reflect our impact on our networks and intend to report more in future years.

Customer satisfaction

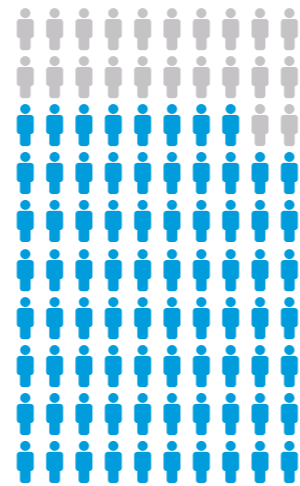
We achieved an overall customer satisfaction rate of 78.0%, against the Institute of Customer Service benchmark of 78.1%. This means that more than three quarters of our customers are either satisfied or highly satisfied with the service they receive from us. This puts us in the top quartile for the real estate sector.

We have also achieved a Net Promoter Score (NPS) of 31.5, ahead of the UK Customer Service Institute benchmark average of 15.3. The NPS measures the loyalty that exists between a provider and a customer. At a time when customer expectations are increasing, these insights have helped us to understand how well we are meeting our customers' needs and deepened our knowledge of what matters most to them.

Customer satisfaction rating across the whole portfolio

78.0%

Institute of Customer Service benchmark 78.1%. Top quartile



Community

Over the last year we invested over £700,000 in projects under our well established stewardship programme. We worked with 63 delivery partners, on 28 projects, directly helping almost 400 people and indirectly benefitting over 36,000 people. Example projects include our employment placement programmes Recruit Regional and Restart.

Since 2009 we have been working with various partners to place over 1800 unemployed into employment, beginning in the London's West End with Recruit London, and now in a number of our Regional retail assets. The Recruit Regional programme has been in operation for only a couple of years but has had great results with 170 placements made over the last year (see opposite for the economic impact of this). Alongside our Recruit London programme, and working with partners, we are involved in Restart, a programme to help place the homeless, or those at risk of homelessness, into employment and which has seen 23 placements over the past year.

Employment placements

170

Unemployed people placed into employment through our Recruit Regional programme

Impact of employment placements

£6m

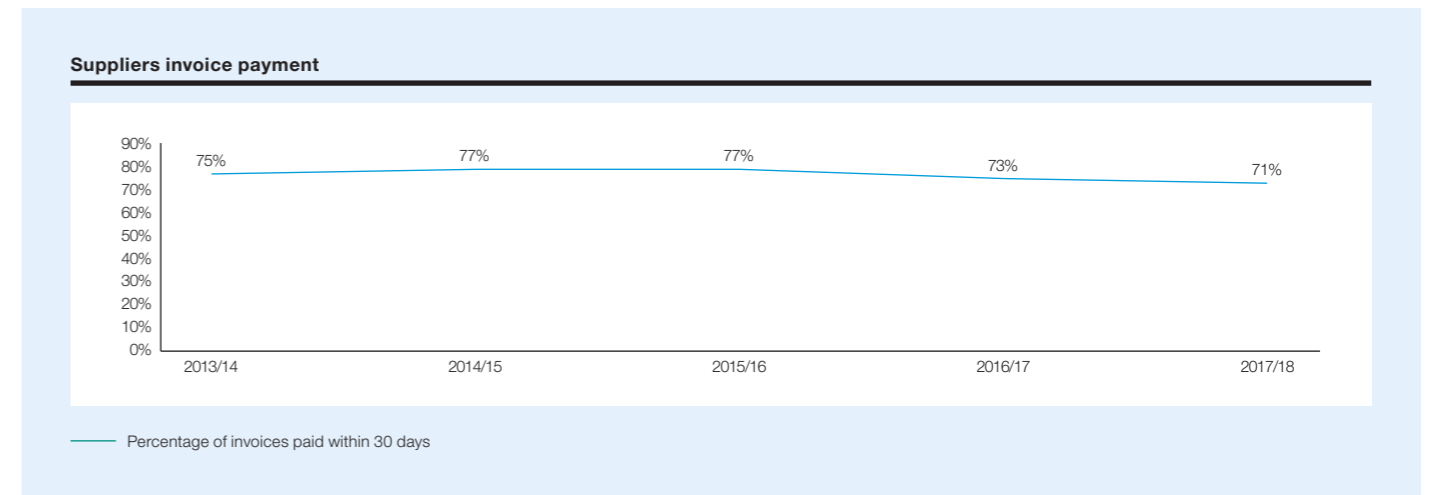
Total Contribution impact Related to positive impact and social benefits of unemployed people placed into employment (income received and reduced state support).*

*See thecrownstate.co.uk/total-contribution

Suppliers

Suppliers Invoice Payment					
	2013/14	2014/15	2015/16	2016/17	2017/18
Total invoices paid	43,002	42,060	39,741	34,343	31,963
Percentage of invoices paid within 30 days	75%	77%	77%	73%	71%
Average time taken to pay suppliers (days)	30	29	26	32	36

The figures include invoices under dispute and amounts recoverable from third parties.



We aim to pay our suppliers within 30 days of receipt of a correctly documented invoice, or on completion of a service where a fee is recoverable from a third party, or in a shorter period according to contract. We are actively considering how to streamline our payment processes in order to ensure that suppliers are paid in line with our target. We observe the principles of the Better Payment Practice Code.

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