

# Social data supplement

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To the Integrated Annual Report  
and Accounts 2020/21

## PURPOSE OF THIS DOCUMENT

This supplement has been prepared to provide a repository of data on subject matter reported in the Social Review (pages 24 to 29) of the Annual Report 2020/21 which can be found online at: [thecrownestate.co.uk/Annual-Report-2021](https://thecrownestate.co.uk/Annual-Report-2021) and should be read in conjunction with it for context.


The data presented appears under the headings given in the Annual Report and is accompanied by the Annual Report page number for ease of reference (where applicable).

A similar supplement exists for data relating to the Environmental Review which can be found online at: [thecrownestate.co.uk/Environmental-Data](https://thecrownestate.co.uk/Environmental-Data).

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### Assurance

KPMG LLP has provided independent limited assurance over selected data included within our integrated Annual Report at: [thecrownestate.co.uk/Annual-Report-2021](https://thecrownestate.co.uk/Annual-Report-2021), 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-reporting](https://thecrownestate.co.uk/assurance-reporting). The data subject to KPMG's assurance has been reproduced in this report where you see the symbol .

## STAKEHOLDER ENGAGEMENT

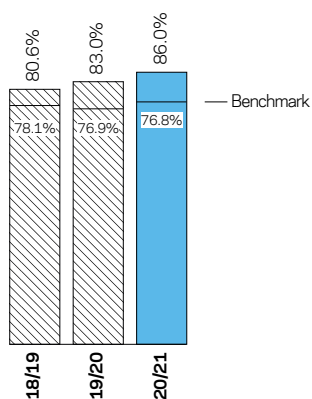
### Customer satisfaction and Net Promoter Score (see related information in the Annual Report on page 25)

#### Customer satisfaction

We have outperformed the Institute of Customer Service benchmark each year

86%

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



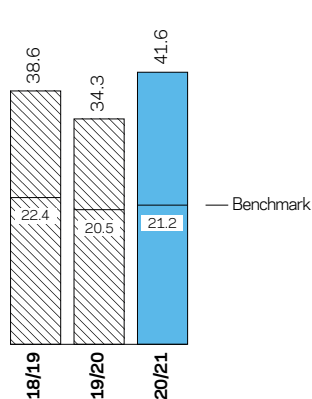
In 2018/19 London, Regional, Marine and Rural customers were surveyed.  
 In 2020/21 and 2019/20 London and Regional customers were surveyed.

#### Net Promoter Score

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

41.6

London and Regional portfolios



In 2018/19 the date of the NPS benchmark was not reported.  
 In 2019/20 the NPS benchmark was as at July 2019.  
 In 2020/21 the NPS benchmark was as at January 2021.

## CONTRIBUTING TO BETTERING THE NATION'S HEALTH, WELLBEING AND EQUALITY

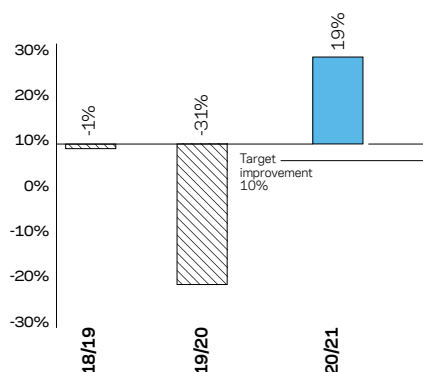
### Health & Safety

(see related information in the Annual Report on pages 25-26)

#### Incident Severity Score

# 19%<sup>▲</sup>

outperformance of our Incident Severity Score target of 10% improvement



This year we outperformed our target to achieve a 10% improvement on the ISS (based on a three-year rolling average) by 19%<sup>▲</sup>. The score was assured as 109<sup>▲</sup> against a target score of 135. The achievement represents a 34%<sup>▲</sup> improvement on the 2019/20 score. The ISS target is being reviewed to ensure that metrics align with our health and safety strategy as it develops. The metrics will be normalised to reflect business activity.

#### Fatalities

We have had no fatalities reported resulting from workplace incidents (direct, indirect or enabled).

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

We had two RIDDOR incidents on directly-managed assets involving members of the public and three RIDDOR incidents within those parts of the portfolio managed by third parties.

Direct RIDDORS:

1. At our Windsor Estate a member of staff picked up a chainsaw to continue work and suffered a twinge in his back which resulted in more than seven days' sick leave due to a work-related incident.
2. At our Windsor Estate a member of staff was diagnosed with Carpel Tunnel Syndrome following the use of vibration tools.

Indirect RIDDORS:

1. At Silverlink Retail Park, Leicestershire, a member of the public tripped in a pothole in the car park and was taken to hospital, where no broken bones were found following x-ray.
2. Following a formal investigation into a cluster of COVID-19 infections in Sherwood St, London, it was concluded that it was a work-related incident.
3. An operative sustained an injury to his quadriceps tendon when stepping out of a storage container on a development site at Fosse Park, Leicestershire.

#### Incident Severity Score (ISS) -

annual aggregation of scores allocated to every incident and significant near misses occurring on our property, and as a result of our activity, involving a member of the public, our people or those of our managing agents and their supply chain. Scores depend on the severity of the incident or potential severity (in the case of a serious near miss) and range between 0 and 25 (increasing with severity).

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

incidents which require to be reported to the Health and Safety Executive (HSE).

#### Accident Frequency Rate (AFR) -

measures the total number of injuries sustained by a Crown Estate employee, 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.

#### 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.

#### RIDDOR type

	2018/20	2019/20	2020/21
RIDDORS - direct	2	0	2
RIDDORS - indirect	1	2	3

#### Accident Severity Rate (ASR) & Accident Frequency Rate (AFR)

	2018/19	2019/20	2020/21
ASR	0.06	0.04	0.02 <sup>▲</sup>
AFR	0.24	0.00	0.21 <sup>▲</sup>
AFR on construction projects	0.00	0.00	0.24 <sup>▲</sup>

<sup>▲</sup> Independent limited assurance (see inside front cover)

## CONTRIBUTING TO BETTERING THE NATION'S HEALTH, WELLBEING AND EQUALITY

*continued*

### Environmental incidents

We had no reportable environmental incidents over 2020/21 and eight non-reportable incidents, details of which are summarised below.

1. A small amount of fuel leaked from the fuel cap of a backpack blower onto the operator's clothing at our Windsor Estate.
2. Possible blue/green algae on a pond at Banbury was reported to the Environmental Agency (EA) by a member of the public. No official visit was made by the EA.
3. Following reports of a large gas cylinder on fire in a business park neighbouring our property at Cambridge, the area was evacuated and made safe.
4. A damaged wall in a block at Princesshay, Exeter, was reported along with an oil spillage in a corridor which was cleaned, and salt scattered to prevent it from becoming a slip hazard.
5. At Windsor a driver topped the engine up with oil but forgot to replace the cap. Leaking oil was noticed by another member of staff and the cap replaced.
6. In Windsor Great Park a member of staff noticed a pin missing on his tractor which had led to a leak in hydraulic fluid.
7. At Crowngate, Worcester, a delivery truck pulled onto a loading dock when an oil leak was quickly discovered and dealt with.
8. A gas leak was suspected outside 106 Regent St, London. An engineer confirmed that there was not a leak following readings taken throughout the premises.

### Environmental incidents

	2018/19	2019/20	2020/21
Reportable	NR	2	0
Non-reportable	NR	12	8
Fines incurred (£)	0	0	0

**Data note:**

NR - Not reported

### Wellbeing (see related information in the Annual Report on page 26)

#### Sickness absence rate

	2018/19 (%)	2019/20 (%)	2020/21 (%)
Sickness rate	2.31	2.63	1.66
National average	2.5	2.7	2.9

**Data note:**

Source of national average is XpertHR

### Mental Health (see related information in the Annual Report on page 27)

#### Mental Health First Aiders

	2018/19	2019/20	2020/21
Number of trained mental health first aiders (volunteers)	43	73	64
Number of staff (as at 31 March)	433	472	495
Ratio of first aiders to staff members	1:10	1:7	1:8

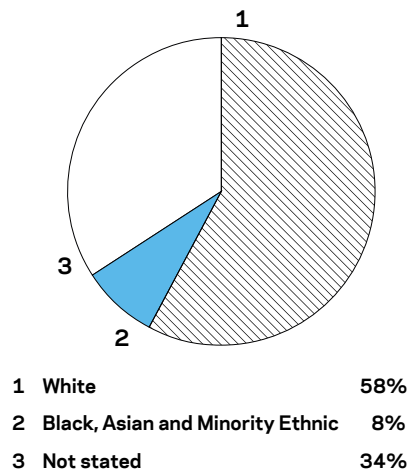
## CONTRIBUTING TO BETTERING THE NATION'S HEALTH, WELLBEING AND EQUALITY

*continued*

### Embracing diversity and inclusion (D&I) (see related information in the Annual Report on pages 26-27)

Ethnicity	2018/19 (%)	2019/20 (%)	2020/21 (%)
White	54	56	58
Black, Asian and Minority Ethnic (BAME)	6	8	8
Not disclosed	40	36	34

Staff ethnicity as at 31 March 2021



### Female representation (as at 31 March)

	2018/19		2019/20		2020/21	
	%	number	%	number	%	number
Proportion and number of Board Members (Non-Executives, CEO and CFO <sup>1</sup> ) who are female	57%	4	57%	4	57%	4
Proportion and number of senior management team (including CEO) who are female	60%	3	50%	2	30%	3
Proportion and number of employees who are female	38%	163	40%	190	41%	205 <sup>2</sup>

**Data notes:**

<sup>1</sup> The CFO retired from the Board on 31 December 2020.

<sup>2</sup> This figure is based on the actual number of female staff on 31 March 2021 and therefore differs from the figure of 199 given in the staff diversity table page 5 which is based on the average number of staff during 2020/21.

## CONTRIBUTING TO BETTERING THE NATION'S HEALTH, WELLBEING AND EQUALITY

*continued*

### Staff diversity

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

	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Total staff</b>	444	404	420	456	<b>481</b>
<b>Employment contract</b>					
Full-time staff	409	372	378	412	<b>435</b>
as a proportion of total staff	92%	92%	90%	90%	<b>90%</b>
Part-time	35	32	42	44	<b>46</b>
as a proportion of total staff	8%	8%	10%	10%	<b>10%</b>
<b>Gender</b>					
Female staff	158	150	156	178	<b>199</b>
number of females working full-time	134	129	130	151	<b>167</b>
proportion working full-time	85%	86%	83%	85%	<b>84%</b>
number of females working part-time	24	21	26	27	<b>32</b>
proportion working part-time	15%	14%	17%	15%	<b>16%</b>
Male staff	286	254	264	278	<b>282</b>
number of males working full-time	275	243	248	261	<b>268</b>
proportion working full-time	96%	96%	94%	94%	<b>95%</b>
number of males working part-time	11	11	16	17	<b>14</b>
proportion working part-time	4%	4%	6%	6%	<b>5%</b>
<b>Demographics</b>					
London	244	231	248	288	<b>319</b>
Windsor	168	173	172	168	<b>162</b>
Scotland	32	N/A	N/A	N/A	<b>N/A</b>

#### Data note:

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.

### Gender Pay Gap (see related information in the Annual Report on page 27 and the full report on our website at: [thecrownestate.co.uk/gender-pay-gap](http://thecrownestate.co.uk/gender-pay-gap))

This year we reported our gender pay gap data for the fourth time and as at April 2020.

The median gap narrowed from  
**-13.0% to**

**-6.3%** <sup>◇</sup>

The mean gap moved  
from **-3.2% to**

**5.9%** <sup>◇</sup>

◇ This data has been reproduced from our website disclosure and has been independently assured by KPMG LLP under ISAE(UK)3000. KPMG's unqualified Limited Assurance Opinion can be viewed online at: [thecrownestate.co.uk/assurance-reporting](http://thecrownestate.co.uk/assurance-reporting)

## CONTRIBUTING TO THE UK'S AGENDA FOR DECENT WORK, ECONOMIC GROWTH AND PRODUCTIVITY

### Supporting people into employment in our communities (see related information in the Annual Report on page 28)

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

#### Employment programmes

	2018/19	2019/20	2020/21
<b>Recruit Regional</b>			
Placements	154	154	<b>88</b>
sustained employment (at least 13 weeks)	N/K	28	<b>22</b>
<b>Mentoring Circles</b>			
Participants	N/A	12	<b>12</b>
subsequently employed	N/A	5	<b>5</b>
<b>Intern programmes</b>			
Reading Real Estate Foundation (RREF) <sup>1</sup> - interns	N/A	2	<b>2</b>
subsequently employed (in related sector)	N/A	-	<b>1</b>
Marine Futures North West <sup>1</sup> - interns	N/A	1	<b>2</b>
subsequently employed (in related sector)	N/A	1	<b>2</b>
Marine Research - interns	1	-	<b>1<sup>2</sup></b>
subsequently employed (in related sector)	1	-	<b>1</b>
Coastal explorer - interns	3	3	<b>-<sup>3</sup></b>
subsequently employed (in related sector)	1	3	<b>-</b>
<b>Apprenticeships</b>			
Internal (Windsor)	5	3	<b>1<sup>4</sup></b>
Bike Drop <sup>5</sup>	N/A	N/A	<b>7</b>

#### Data notes:

- <sup>1</sup> The Mentoring Circles, RREF intern and the Marine Futures North West programmes started in 2019/20.
- <sup>2</sup> This intern was placed in 2019/20 and continued into 2020/21.
- <sup>3</sup> Due to COVID-19 no interns were taken on in 2020/21. Instead time was taken to refocus the internship for 2021/22 and to collaborate with partner organisations to provide greater internship opportunities for the years ahead.
- <sup>4</sup> We had three apprentices at the start of the year. Two left during the year, one of which accepted a permanent role with another employer and where we made arrangements to ensure that they could complete their apprenticeship with the new employer.
- <sup>5</sup> We partnered with London Progression Collaboration to use part of our unused apprenticeship levy to fund apprenticeship schemes on behalf of our customers. Bike Drop took the opportunity.



## CONTRIBUTING TO UK'S AGENDA FOR DECENT WORK, ECONOMIC GROWTH AND PRODUCTIVITY

*continued*

### Volunteering (see related information in the Annual Report on page 28)

Volunteering activity included delivering food parcels to pensioners at Windsor, the Windsor Great Estate tidy, AGE UK befriending, working with Reading Real Estate Foundation students, International GIS Day volunteering, taking part in Mentoring Circles, and volunteering with Drive Forward Foundation (a charity supporting young care leavers into employment).

Employee volunteering	2016/17	2017/18	2018/19	2019/20	2020/21
Number of staff volunteering	217	208	180	174	175
Total number of staff (average)	444	404	420	456	481
Proportion of staff volunteering	49%	51%	43%	38%	36%
Number of volunteering hours	1,554	2,705	1,915	1,408	2,104
Average number of hours spent volunteering per member of staff	4	7	5	3	4

### Employee engagement (see related information in the Annual Report on page 28)

Our Group-wide employee engagement survey, One Voice, is usually completed once a year but given the exceptional year with the advent of COVID-19, we also ran regular, shorter 'pulse surveys' to give a clear idea of how our people were feeling. The One Voice mid-year survey was completed by 79% of employees (down 9% from the previous survey).

Percentages stated in the following results refer to the total favourable response 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:

**I am proud to work for The Crown Estate (11 percentage points above the benchmark)**

93%

(2019/20: 96%)

**The Crown Estate is a 'Great place to work' (6 percentage points above the benchmark for employee engagement)**

84%

(2019/20: 86%)

**Wellbeing (12 percentage points above the benchmark)**

86%

(2019/20: 85%)

#### Areas where we need to improve:

**Talent and opportunity (2 percentage points below the benchmark)**

58%

(2019/20: 72%)

**Empowerment - (8 percentage points below the benchmark) - a new measure**

78%

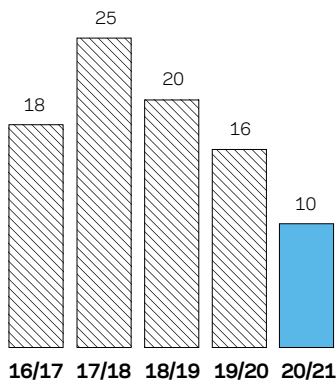
## CONTRIBUTING TO UK'S AGENDA FOR DECENT WORK, ECONOMIC GROWTH AND PRODUCTIVITY

*continued*

### Our learning and development (see related information in the Annual Report on page 29)

#### Average hours of training per year per person

**10 hours**  
A reduction of 38% on 2019/20



#### People attended a development programme, day course, coaching session or other development activity

**8%**

#### Recruitment activity - permanent positions and secondment opportunities have been filled by internal candidates

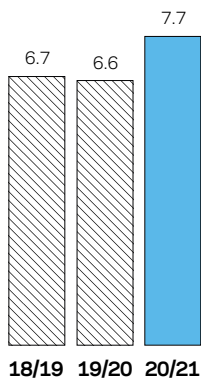
**26%**

### Staff turnover (see related information in the Annual Report on page 29)

#### Staff voluntary turnover rate

Turnover rate (% of total staff) based on average number of staff for each financial year

**7.7%**



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

	2017/18	2018/19	2019/20	2020/21
Total number of staff leaving during reporting period	28	28	30	<b>37</b>
Turnover rate (% of total staff) based on average number of staff	6.9%	6.7%	6.6%	<b>7.7%</b>
<b>Gender</b>				
Female (number)	10	12	12	<b>16</b>
Male (number)	18	16	18	<b>21</b>
Female turnover rate (% of average number of female staff)	6.7%	7.7%	6.7%	<b>8.0%</b>
Male turnover rate (% of average number of male staff)	7.1%	6.1%	6.5%	<b>7.4%</b>
<b>Age</b>				
16-24	1	-	1	<b>5</b>
25-35	7	3	13	<b>8</b>
36-45	12	9	7	<b>6</b>
46-55	5	6	2	<b>6</b>
Over 56	3	10	7	<b>12</b>
<b>Region</b>				
London	21	21	18	<b>19</b>
Windsor	7	7	12	<b>18</b>