

# Our people: How we are performing 2015/16



The individual skills, competencies and experience of our people which collectively create value and deliver our business objectives.

## Our people report



We depend on our talented, professional and experienced people to turn our vision and strategy into results. We aim for our business to be a great place to work so that we can continue to attract, develop, retain and inspire the best people and empower them to deliver our strategic objectives.

Our shared purpose, vision and core values – together with great leadership – play a key role in our performance, particularly in the way they encourage innovation, creativity and growth. We look to all of our people to embody our core values of commercialism, integrity and stewardship.

Ⓐ

PwC has provided limited assurance against ISAE 3000 and ISAE 3410 standards for selected key data in 2015/16. Where you see the Ⓐ 'Assurance Symbol' in this report it indicates data has been externally assured. For the full limited assurance opinion and our reporting criteria see [www.thecrownestate.co.uk/pwc-statement](http://www.thecrownestate.co.uk/pwc-statement).

# Our people report continued

Number of employees volunteering increased by

# 51%

Our Living Wage commitment pay per hour in London

# £9.40

Number of working hours without a reportable health and safety incident improved by

# 29%



## Our people

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business to be a great place to work so that we can continue to attract, develop, retain and inspire the best people and empower them to deliver our strategic objectives.

The table below gives an overview of the composition of our employees and where they are based.

### Total workforce by employment type, employment contract, and region

	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Total employees</b>	446	456	458	458	<b>457</b>
Employment contract					
Full-time employees	410	420	425	425	<b>416</b>
as a proportion of total employees	92%	92%	93%	93%	<b>91%</b>
Part-time	36	36	33	33	<b>41</b>
as a proportion of total employees	8%	8%	7%	7%	<b>9%</b>
<b>Gender</b>					
<b>Female employees</b>	145	144	147	148	<b>155</b>
number of females working full-time	123	122	126	127	<b>132</b>
proportion working full-time	85%	85%	86%	86%	<b>85%</b>
number of females working part-time	22	22	21	21	<b>23</b>
proportion working part-time	15%	15%	14%	14%	<b>15%</b>
<b>Male employees</b>	301	312	311	310	<b>302</b>
number of males working full-time	286	298	299	298	<b>284</b>
proportion working full-time	95%	96%	96%	96%	<b>94%</b>
number of males working part-time	15	14	12	12	<b>18</b>
proportion working part-time	5%	4%	4%	4%	<b>6%</b>
<b>Business area</b>					
Energy & Infrastructure	89	74	78	70	<b>61</b>
Rural & Coastal	29	42	34	29	<b>26</b>
Urban	35	36	39	41	<b>49</b>
Windsor	192	193	191	187	<b>176</b>
Corporate functions	101	111	116	131	<b>145</b>
<b>Demographics</b>					
London	225	222	227	233	<b>238</b>
Windsor	192	193	191	187	<b>180</b>
Other estates in England	29	3	3	2	<b>2</b>
Scotland		38	37	36	<b>37</b>

Data note:

2012/13 onwards data has been based on the average number of employees throughout the year. For all previous years data has been based on the total number of employees as at 31 March each year.

# Our people report continued

## Inclusion and diversity

Our policy on equality and diversity covers: age, disability, gender, race, religion and sexual orientation. This year we worked collaboratively with networking groups and other like-minded organisations to share best practice regarding inclusion and diversity. As a result, we committed to the RICS Inclusive Employer Standard and we will use this as a framework for continued improvement. During the year we ran mentoring and career events to promote opportunities for individuals from less privileged backgrounds. We also hosted networking events for LGBT organisation networks, and we supported the development and progression of senior women in the business.

## Reward

We offer competitive reward packages, aiming to set these around the market median for the majority of roles. Reward is benchmarked against comparable organisations in the relevant sector. We continue to align performance and reward.

We are proud to be the first UK-wide property company accredited as a Living Wage employer by the Living Wage Foundation. This commitment ensures that everyone working for The Crown Estate, regardless of whether they are employees or contractors, will receive a minimum hourly wage of £9.40 in London and £8.25 outside London, significantly above the new National Living Wage of £7.20 per hour.

Our range of employee core benefits includes pensions, private medical insurance, enhanced maternity and paternity leave, sick pay, season ticket travel loans and annual medical screening at a senior level. During the year we opened an easy-to-use online benefits portal that enables employees to manage their voluntary benefit choices and access a range of other employee discounts.

## Female representation (as at 31st March 2016)

	2011/12	2012/13	2013/14	2014/15	2015/16
Female employees as proportion of total employees (%)	33%	33%	32%	32%	<b>34%</b>
Proportion of Non-Executive Board (Commissioners, including CEO) who are female (%)	33%	33%	25%	14%	<b>20%</b>
Proportion of Management Board (employee executives, including CEO) who are female (%)	n/a	33%	43%	43%	<b>29%</b>
Female employees paid more than 60k as a proportion of total female employees (%)	12%	12%	13%	18%	<b>22%</b>

## Employee salaries by gender (2015/16)

	Under £20k	£20-£29,999	£30-£39,999	£40-£49,999	£50-£59,999	£60-90k	£90k+	Total
Total	47	148	57	48	30	81	46	<b>457</b>
Female	19	32	42	13	15	25	9	<b>155</b>
Male	28	116	15	35	15	56	37	<b>302</b>
Female – as a proportion of total	4%	7%	9%	3%	3%	6%	2%	<b>34%</b>
Male – as a proportion of total	6%	25%	4%	8%	3%	12%	8%	<b>66%</b>
Female – as a proportion of salary band	40%	22%	74%	27%	50%	31%	20%	<b>34%</b>

## Employee salary ratios by gender 2015/16 (66% male, 34% female) <sup>(A)</sup>



# Our people report continued



Alison Nimmo, CEO, volunteering at The Connection's pop-up shop

## Human rights

Following the enactment of the Modern Slavery Act 2015, we have a legal obligation to outline how we prevent slavery and human trafficking occurring within our business or organisations we do business with. We take this obligation extremely seriously and have put in place processes to ensure we can demonstrate to our stakeholders that slavery and human trafficking do not occur within our workplace and supply chain. For further details on how we are complying with the Modern Slavery Act, please visit our website: [www.thecrownestate.co.uk/modern-slavery-act](http://www.thecrownestate.co.uk/modern-slavery-act).

We adhere to all applicable laws in the UK including those relating to human rights and employment. For our supply chain, which stretches beyond the UK, we are committed through our contractors and business partners to operate in accordance with the Universal Declaration of Human Rights (UDHR), the International Labour Organisation (ILO) Core Conventions, and the Guiding Principles on Business and Human Rights endorsed by the United Nations Human Rights Council. We are not aware of any breaches during the year.

## Wellbeing

We help our employees to lead a healthy life to increase their wellbeing. We believe that, in turn, this helps them to contribute even more in their job, enhancing our performance. Throughout 2015/16 we ran a series of health and wellbeing events that provided employees with information on health and lifestyle, together with access to health screenings and medical consultations.

As outlined in last year's report, we have introduced BUPA health insurance cover for our employees. During the year we extended the offer, enabling employees to purchase cover for family members also. The new health benefit enables employees to access a 24/7 medical helpline for advice and support, and discounted online health and wellbeing offers. We continue to provide beneficial rates for dental services as well as a free comprehensive employee assistance facility. During the year we also extended access to an on-site occupational health nurse. All of the above is having a

positive impact on sickness levels and performance. Our overall sickness level for 2015/16 was 2.3%, including a short-term sickness rate of 0.7%.

## Culture and behaviours

The results of our 'One Voice' survey demonstrate the pride our employees feel about working for The Crown Estate. Building on the successful launch of the survey last year, we saw improvements this year with high response rates and a "Great Place to Work" staff engagement score of 83% compared to the UK National normal rating of 78%. In addition to organisation-wide action plans, we have also encouraged teams to find improvements that will have the biggest positive impact at a local level.

Recognising the importance of the way we work with each other and external stakeholders, we have refined our approach to performance management to include an objective on consistent demonstration of The Crown Estate behaviours.

These improvements, combined with further training and the implementation of an improved HR system, will enhance individual and manager ownership, focussed on getting the best from our people.

## Volunteering

As a result of active promotion of volunteering and the offer of more opportunities with a link to our business activity, volunteering numbers rose in 2015/16. 95 people volunteered (51% increase on 2014/15) for a total of 800 hours (85% increase on 2014/15 hours). The most popular opportunities were serving breakfast and lunch at The Connection, St Martin's in the Field to the homeless, beach cleaning at Whitstable, tidying gardens for pensioners and giving time to host work experience students from IntoUniversity and Reading Real Estate foundation.

## Employee volunteering

	2011/12	2012/13	2013/14	2014/15	2015/16
Number of staff volunteering	67	82	52	63	95
Total no. staff	446	456	458	458	457
Proportion of staff volunteering	15%	18%	11%	15%	21%
Number of volunteering hours	629	658	391	433	800

## Windsor schools visit programme

	2011/12	2012/13	2013/14	2014/15	2015/16
No. staff participating in the Windsor schools visit programme held every two years	0	150	0	75	0

# Our people report continued

## Health and safety

We are committed to protecting the health and safety of our employees and those who enjoy the use of our assets. Our overall performance has been very good. The number of hours without a reportable incident under the Reporting of Injuries, Disease and Dangerous Occurrence Regulations (RIDDOR) increased from 490,916 to 632,920<sup>(A)</sup> hours – a 29% improvement. Our incident rates this year demonstrate that our reporting culture is improving while serious incidents are reducing.

Given the unique set of risks we manage, it is difficult to identify an industry rate on which to base our improvement target. To overcome this, and to set a stretching target that drives continuous

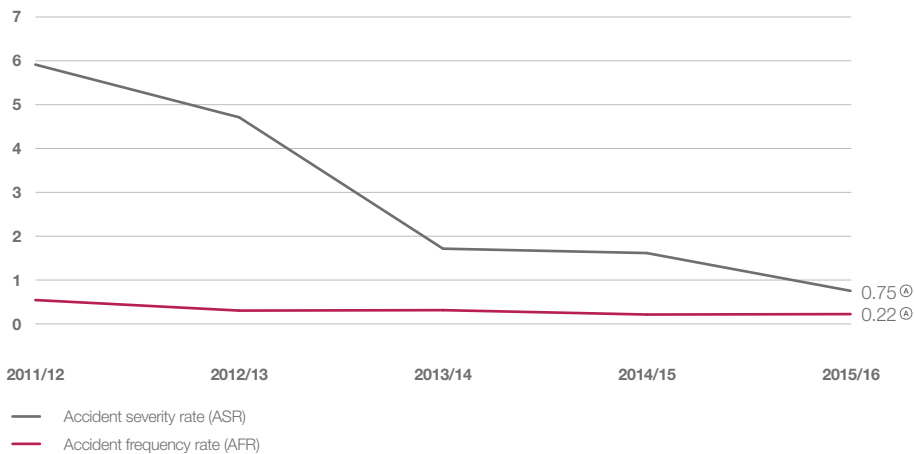
improvement, we have introduced an incident severity rate. Each incident is rated in relation to its severity and the results are collated at the end of the year. The target for 2015/16 was to achieve an incident severity score of less than 225. Our final score was 174.4, which is 22% better than the target.

Our accident frequency rate (AFR) remained consistent. The number of serious incidents that were reportable under RIDDOR remained consistent with two reports during 2015/16.

At Windsor Great Park we have continued to deliver a bespoke behavioural safety programme designed to improve overall safety performance. Employees are surveyed annually and we continue to see an improving trend in relation to safety behaviour, culture and attitudes.



### Health and safety incidents



ASR — Total number of employee lost days per 1,000 hours worked  
 AFR — Total number of reportable incidents per 100,000 employee hours worked