

# Creating lasting and shared prosperity for the nation

Year in review  
2021/22



**THE CROWN**  
 **ESTATE**

## Who we are

We are an independent commercial business, set up by an Act of Parliament, to manage land and the seabed around England, Wales and Northern Ireland.

The relevance of The Crown Estate has never been clearer. Whether it's the increasing global focus on restoring and protecting our environment for future generations, or the national need to renew and regenerate many of our built environments as we emerge from the pandemic, our assets give us a privileged position from which to contribute meaningfully to these profound challenges and opportunities.

While our performance this year (see page 2) has been against a backdrop of change and disruption, good business is about balancing both a short and sustainable long-term view. Over the last ten years we have generated more than £3 billion for public spending, drawing on a portfolio that has more than doubled in value in that time to £15.6 billion, and supported the development of a strong pipeline of 43GW of offshore energy already in operation, construction or planning, in support of the UK's national ambition of up to 50GW of clean, offshore energy by 2030.

The accelerated pace of change we've seen in recent years is here to stay. Behind much of this lies the disruptive power of technology, alongside the increasing urgency of the dual environmental crises of climate change and biodiversity loss. The role of business is evolving, as governments increasingly look to partner with industry and the private sector for solutions, and business itself takes a more progressive approach to the contribution it wants to make to the world. This is a daunting yet energising challenge, for which we have been transforming ourselves so as to be well placed to play our unique role.

We don't just believe this is a nice to do, but essential to our long-term success. We're aiming to create a company for the country, for the future, with the capability, culture and partnerships to continue the good work we have inherited for years to come.

**Dan Labbad**  
Chief Executive

 This is an extract from the Chief Executive's review which can be read in full on pages 8-10 of our **Integrated Annual Report and Accounts 2021/22**

## Our business at a glance

We comprise four Strategic Business Units: Marine, London, Regional and Windsor & Rural, supported by Group Partners.



### Regional

Our diverse Regional business includes prominent retail and leisure destinations across England, as well as a strategic land portfolio with significant mixed-use development and regeneration potential. We also own business parks, logistics and warehousing. Our aim is to shape successful destinations which meet the evolving needs of our customers, and play our part in creating thriving and climate resilient communities across the country.



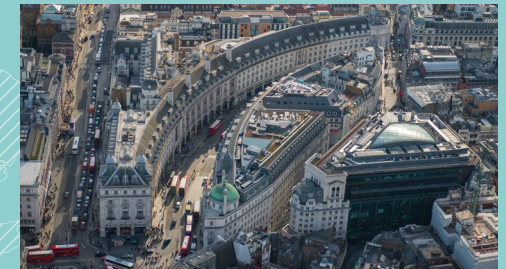
### Windsor & Rural

Our Windsor & Rural portfolio extends across more than 191,000 acres of land, including the Windsor Estate and a number of rural estates predominantly used for primary agricultural production. The Windsor Estate aims to become recognised as a centre of excellence for environmental and ecological best practice. Our rural estates have a critical role in helping drive the UK's sustainable transformation of land use and we strive to demonstrate leadership in terms of diversified, regenerative agricultural and environmental best practice.



### Marine

We're driving the sustainable development of the seabed around England, Wales and Northern Ireland for the benefit of the nation – and we do that for customers across a range of different technologies and uses. Working with others to balance the competing needs for seabed space sits at the heart of what we do. Our role is central to supporting the delivery of the UK's net zero agenda, including growing offshore wind (OSW), supporting the development of carbon capture and hydrogen markets, alongside facilitating the development of other sectors including cables, pipelines and marine aggregates.



### London

As one of the West End's largest property owners, we own and manage some amazing spaces in the heart of London, primarily around Regent Street and St James's. We have a leading role to play in helping London retain its global city status, by fostering vibrant, diverse environments. We are investing to achieve net zero and responding to disruption in sectors such as office and retail, and the way people live, shop and work.

 Explore our assets online at [thecrownestate.co.uk/asset-map](https://thecrownestate.co.uk/asset-map)

## Our year in numbers

Financial, environmental and social highlights for the year ended 31 March 2022

### Financial

Net revenue profit

**£312.7m**

(2020/21: £269.3m)

Net assets

**£16.5bn**

(2020/21: £15.2bn)

Total property value

**£15.6bn**

(2020/21: £14.4bn)

Total return

**6.0 percentage points\***

(2020/21: 5.7pp)

Outperformance of our MSCI benchmark on an annualised three-year rolling basis

### Environmental

Year-on-year reduction in absolute Scope 1 and 2 greenhouse gas emissions

**13%**

(2020/21: 21%)

Cumulative operational offshore wind capacity

**10.78GW<sup>△</sup>**

(2020/21: 9.61GW)

Carbon emissions avoided as a result of offshore wind renewable energy generated

**13.3m tCO<sub>2</sub>**

(2020/21: 14.1m tCO<sub>2</sub>)

Operational waste recycled

**57%**

(2020/21: 73%)

### Social

Customer satisfaction score

**81%**

(2020/21: 86%)

Employee engagement: 'Great place to work' score

**78%**

(2020/21: 84%)

Health and safety: Lost Time Injury Frequency Rate

**0.61<sup>△</sup>**

(2020/21: n/a)

Number of unemployed people gaining employment through our Recruit Regional programme

**332**

(2020/21: 88)

\* 2020/21 and 2021/22 performance includes the impact of Offshore Wind Leasing Round 4

All financial figures are prepared on a proportionally consolidated basis. Balance sheet-related items are as at 31 March of each year.

<sup>△</sup> Independent limited assurance (see inside front cover of our Annual Report 2021/22)

## Our year at a glance

This year we have undertaken a number of exciting initiatives as we put our new strategy into practice.



### Starting conversations on mental health

We are proud to have supported a new art trail at Crowngate Shopping Centre, to open conversations about mental health and the support that's available.

The aim of the art trail is to spread positivity by sharing stories of resilience from local people who have experienced grief, illness or postnatal depression and how they managed their mental health. The series has been commissioned by Herefordshire and Worcestershire Health and Care NHS Trust and charity, Onside Advocacy.



### An immersive green journey

Guided by a virtual Sir David Attenborough, more than 10,000 visitors enjoyed an immersive augmented reality journey into the secret kingdom of plants and travelled through six digitally enhanced worlds at 55 Regent Street, created by Factory 42 with BBC Studios, and powered by EE 5G.

Working in partnership with The Green Planet AR Experience, as venue partner we provided space for this exciting experience, as part of a number of sustainability focused pop-ups on Regent Street. It was a unique opportunity to bring the natural world to life in the heart of the West End.

### Career starting opportunities

Our Coast Explorer Internship programme offers people interested in a career in the marine environment a chance to gain skills, knowledge and experience relating to this exciting sector, as part of our Marine team and with partner organisations in the South East.

*"It allowed me to explore, learn and upskill myself, build stakeholder relationships, and network extensively throughout Kent. As a result of the internship, I was employed by Kent Wildlife Trust, where I now work as a Marine Conservation Officer."*

Sherece Thompson, 2021 intern



### Investing for healthy, productive and biologically diverse seas

In January 2022, partnering with Natural England, Scottish Government (Marine Scotland) and the Royal Society for the Protection of Birds (RSPB), our Offshore Wind Evidence and Change programme committed over £12 million to three significant research projects that will help to enable the coexistence of offshore wind farms with a thriving marine environment.

This is part of a wider investment which has seen 23 projects awarded over £22 million of investment and support from our £25 million 'kick-starter' fund since its launch last year.

### Industry first for green travel

Rushden Lakes in Northamptonshire is the first retail and leisure destination to receive accreditation from Modeshift STARS for a sustainable travel plan. Aiming to make active and sustainable travel a feasible choice for as many customers and visitors as possible, initiatives include free bike repairs and maintenance sessions.



## Our strategy

In last year's Annual Report we set out our ambitious new strategy.

Guided by our purpose and informed by the major trends impacting our business, our strategy seeks to leverage our unique strengths and diverse portfolio to create holistic and long-term financial, environmental and social value for our stakeholders, customers and the nation.

Our strategy is anchored around serving three key national needs where we see a role for us to play. These are set out opposite. Overarching this, our ambition is to promote economic growth and support improved productivity through all our activities.

The past year has been one of transition as we put in place the foundations from which to deliver our new strategy. We've built new teams, grown our capabilities and established new ways of working.

We know we are best placed to create value by building on what makes us unique. We will draw on these attributes as we seek to maximise the value we can create. As a commercial entity sitting between the Sovereign and the Treasury, we have a unique status which creates valuable differentiators. These are:

### Trusted brand and reputation

We are known for quality and integrity, delivered over generations. We act in the public interest and invest for the long term.

### Independence and simplicity of role

We have clear targets and operate independently. We are required to have regard to 'good management', which enables us to be flexible in the long term.

### Power to convene and catalyse

We can bring to bear our networks of public and private partners, stakeholders and customers to tackle challenges and issues of common interest that cannot be solved alone.

### Our broad ownership

We have a diverse footprint across England, Wales and Northern Ireland.

### Long-term view

We have an obligation to create value over the long term, maintaining and enhancing our holdings in a sustainable way.

Our Value Creation Framework allows us to set out and measure the direct financial, environmental and social value we create, alongside the wider value we can enable through our strategy, in pursuit of our purpose.

### Financial

We aim to balance short-term and long-term financial value, achieving returns today while also creating value for future generations.

### Environmental

Our strategy is committed to help tackle the global climate and biodiversity crises by creating greener, healthier and more sustainable places.

### Social

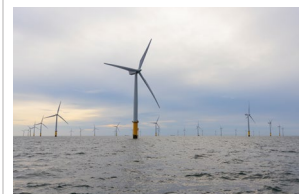
Through tackling inequalities, putting health and safety first and foremost in our decision-making, and creating inclusive opportunities and outcomes, we will play a positive role for our stakeholders.

### Enabled value

We actively manage the indirect value we enable through our activity, for example new jobs created through the offshore wind industry.

## OUR STRATEGY

Our ambition is to promote economic growth and support improved productivity through all our activities.



Be a leader in supporting the UK towards a net zero carbon future



Help create thriving communities and renew urban centres in London and across the UK



Take a leading role in stewarding the UK's natural environment and biodiversity

## HOW WE DELIVER OUR STRATEGY

Each of our Strategic Business Units has a defined role to play in delivering our strategy, ultimately creating financial, environmental and social value by enhancing both the value of our portfolio and the return obtained from it.

## STRIVING FOR EQUALITY OF OUTCOMES

Our strategy delivers an ambitious set of long-term outcomes that can support the national policy agenda, drive economic growth across the UK and maximise returns to the Treasury.



Financial impact



Environmental impact



Social impact

## Find out more

This document contains extracts from The Crown Estate's Annual Report and Accounts 2021/22. You can find the full report at: [thecrownestate.co.uk/Annual-Report-2022](https://thecrownestate.co.uk/Annual-Report-2022)

## Photography credits

Cover  
Courtesy of Sophie Morton

Cover and Page 5  
Ben Barden

Cover and IFC  
© Daniel Hopkinson, 2021

Page 1  
© Underwater Photographer of the Year 2022/  
Alison Pettitt

Page 2  
Global Street Art  
© Andy Hay ([rspb-images.com](https://rspb-images.com))

Page 3  
© Seamus Ryan (@seamusphoto)  
Courtesy of Sherece Thompson

Pages 3 and 5  
Dennis Davies Photography

## Supplementary reports

---



Wales Highlights  
[thecrownestate.co.uk/  
Wales-highlights-2022](https://thecrownestate.co.uk/Wales-highlights-2022)

Wales Highlights (Welsh)  
[thecrownestate.co.uk/  
Wales-highlights-Welsh-2022](https://thecrownestate.co.uk/Wales-highlights-Welsh-2022)

Northern Ireland Highlights  
[thecrownestate.co.uk/  
NI-highlights-2022](https://thecrownestate.co.uk/NI-highlights-2022)

Environmental and  
Social data supplement  
[thecrownestate.co.uk/  
environmental-social-data](https://thecrownestate.co.uk/environmental-social-data)

---

## Social media

---

Twitter: [@TheCrownEstate](https://twitter.com/TheCrownEstate)  
LinkedIn: [The Crown Estate](https://www.linkedin.com/company/the-crown-estate)  
Instagram: [@thecrownestate](https://www.instagram.com/thecrownestate)

---