

LOCAL ACTION FOR GLOBAL CHANGE

Crown Worldwide Group
Sustainability Report 2017





Our place in the world

At Crown, we aim to do business in a way that positively impacts the communities in which we live and work. We are determined to be an asset in each of our locations, by establishing responsible policies, monitoring our impacts and continuously seeking improvements.

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Who
are we?



The Crown Worldwide Group is made up of several divisions that share a common quality – the experience and insight to accomplish anything, from the complex to the routine. Every day we help people relocate their lives, organizations manage their corporate data and art professionals handle and ship their precious collections.

Crown World Mobility provides strategic assignment management for multinational companies and government organizations. Crown's experts are available in 54 countries, supporting employees and their families on assignment and on repatriation.

Crown Relocations helps individuals and families relocate both domestically and across the world. Our Move Managers are located in 250 offices across the globe, all dedicated to providing a personal service for a successful relocation.

Crown Records Management is a significant force in corporate information management. With impressive facilities worldwide, Crown manages secure archiving and retrieval of information in physical and electronic format – helping clients maximize the value of their corporate memory.

Our care for people and important information is matched by our delicacy in handling unique, sensitive and often priceless works of art. From centers worldwide, Crown Fine Art's experts provide planning, handling, shipping and storage services for fine art to art galleries, auction houses, private collectors and museums around the world.

Other Crown brands, Crown Wine Cellars and Crown Logistics, include more conventional logistics services from storing and managing wine collections, project management of oil and gas equipment, hotel refurbishments, warehousing and distribution of luxury goods.

With offices in 266 locations, we are loyal to our local communities and the environment. Crown leads a sincere and wide-ranging Corporate Social Responsibility (CSR) program – supporting health, education and welfare. In addition, we continually revise our efforts to improve the environmental performance of all our operations.

The Crown Worldwide Group, headquartered in Hong Kong, was established in 1965.

Our commercial activities are balanced with compassion and responsible actions to make the world a better place for future generations. Through environmental, charitable and employee activities, Crown helps sustain itself and the communities it serves.

Crown Worldwide Group | Fast Facts

Privately held company
Established in 1965



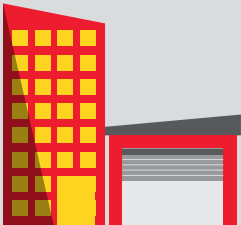
56
Languages



54
Countries



Global/APAC HQ
Hong Kong
Americas HQ
New York
EMEA HQ
Prague



Facilities
266



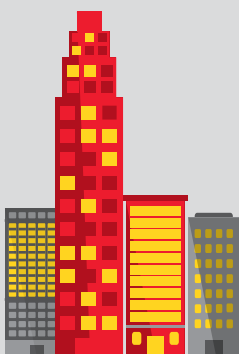
Nationalities
56



Employees over
5,000



Revenue
\$697m



Owned properties
\$623.5m



Clients over
10,000
worldwide corporate clients



Warehouse
space over
**9.5m ft² /
883,000 m²**

Revised March 2017



Supporting **United Nations Global Compact**

In March 2015 Crown joined the UN Global Compact (UNGC), the world's largest corporate citizenship and sustainability initiative. This achievement is a result of an ongoing effort to become a more caring and sustainable business.

To reach this status, Crown's Chairman, Jim Thompson, formally committed to the UNGC's ten principles regarding human rights, labor, environment and anti-corruption. Crown has agreed to set goals in each of these areas and be transparent and accountable in its performance by publicly reporting its progress every year.

The following chart demonstrates how Crown's sustainability initiatives align with the ten UNGC principles.



COMMUNICATION ON
PROGRESS

UN Global Compact principles	Crown initiative →	Environment	Health and safety	Data privacy	Fair labor practices	Community partnership	Stakeholder engagement	Anti-bribery and corruption
	Human rights 1. Support and respect the protection of human rights. 2. Make sure not complicit in human rights abuses.							
	Labor 3. Uphold freedom of association and effective recognition of rights of collective bargaining. 4. Elimination of forced or compulsory labor. 5. Abolish child labor. 6. Elimination of discrimination in respect to employment and occupation.							
	Environment 7. Precautionary approach to environmental challenges. 8. Initiatives to promote greater environmental responsibility. 9. Encourage development and diffusion of environmentally-friendly technologies.							
	Anti-corruption 10. Work against corruption in all forms, including extortion and bribery.							



Living
our values

Our commitment to enhancing and developing our employees, continuing to make the world we live in a better place, and ensuring we continue to operate in an ethically responsible manner that aligns with our corporate goals, remains our focus.



Caring

Our teams continue to put giving back at the center of what they do. In 2016, we saw a 1 percent increase in the number of branches taking part in CSR activities.



Sharing

The CSR activities our teams take part in are tracked on our CSR Activity Database and are shared on internal communication channels. In doing so, we share ideas across our global business, inspiring and motivating each other to get involved. In 2016, we exceeded our target of increasing participation in CSR activities by 15 percent.



There

We stood by our responsibility to being there for our staff and each other by introducing of a new set of training courses covering health and safety, personal development plus health and wellbeing. We also signed up for the Global Corporate Challenge – a global initiative that encouraged our employees to make small changes in their lives in order to improve both their physical and mental health. In 2016, 33 percent of Crown employees took part in the challenge with some very positive results.



Determined

Our determination to limit our impact on the environment meant we were able to exceed our targets. In comparison to the previous year's figures, we saw a 5.2 percent improvement in fuel efficiency and a 10 percent improvement in electricity consumption. In addition, we introduced new initiatives to further reduce our carbon footprint.



Open minded

Crown recognizes and values people's differences and one of our key areas of focus in 2016 was on diversity and inclusion. Crown is, by its very nature, a culturally diverse organization, but we wanted to go one step further and ensure that all employees, irrespective of sex, race, religion and sexual orientation, felt and were represented. As a result, we introduced a Diversity and Inclusion Policy and a stand-alone training course. Plus we formed a women's network – the Crown Coronets.

Our next chapter

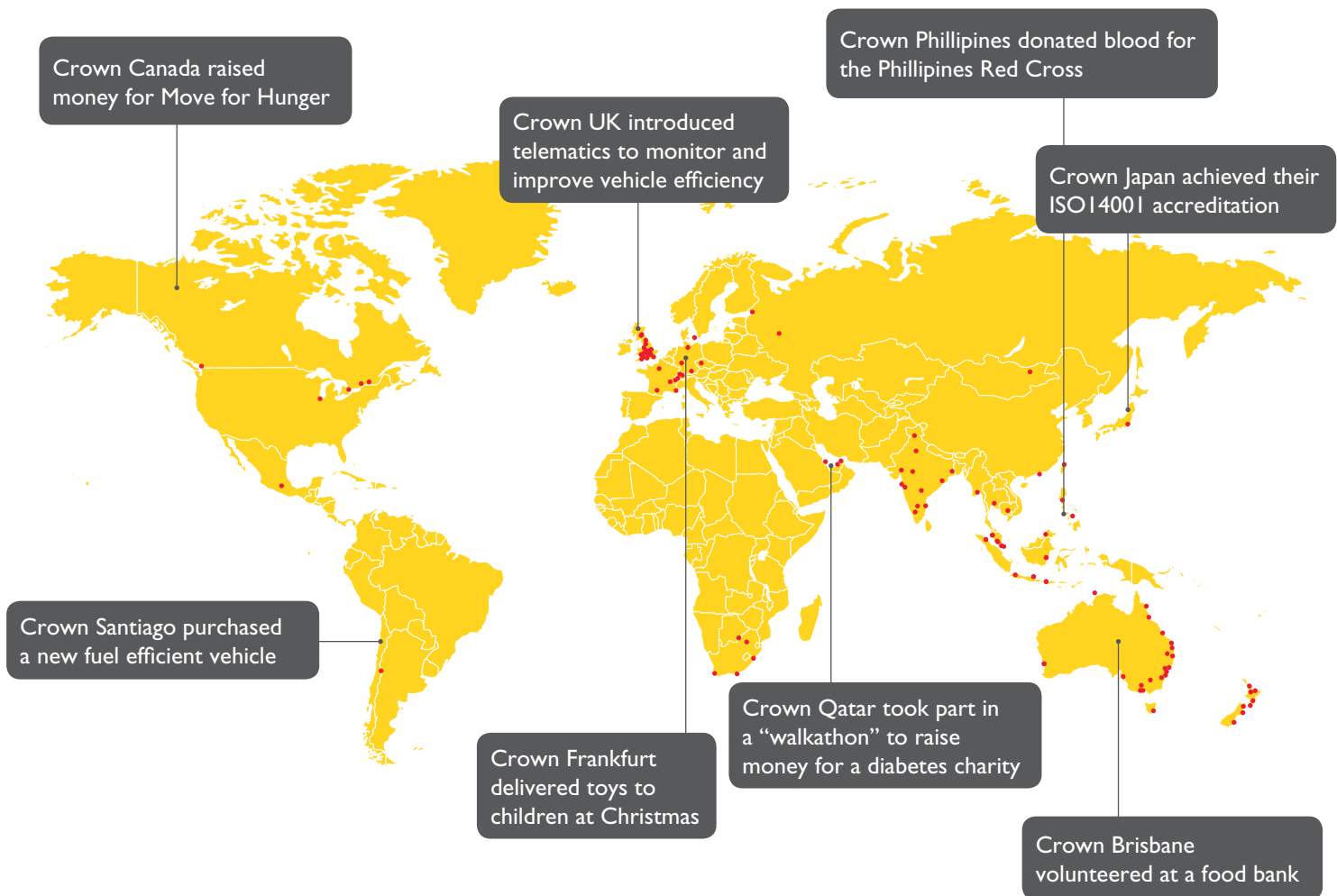
As we move into a new period in our company's history, we will continue to evolve and strengthen our approach guided by our values and aligning our activities with the UN Global Compact to which we are signatories. And as we look forward to the year ahead, we will continue to contribute to society while maintaining the long term success of our business and ensuring that CSR remains at the heart of everything we do.



Our people,
our planet

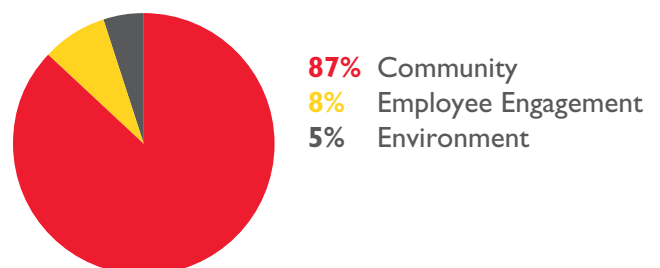
Crown branches are committed to making our organization a sustainable one. They continue to make changes to their operations with the goal of reducing their environmental footprint.

In 2016, staff from 29 branches across the world took part in over 300 CSR activities, an increase of 15 percent from the previous year.



Our employees are our greatest asset. The Crown team continue to put CSR at the top of their agenda. In 2016, 87 percent of CSR activities they took part in supported our communities, the biggest motivator by far. These activities included working with local non-governmental organizations to help street children in Calcutta, donating items to the Salvation Army in New Zealand, fundraising for young refugees on the run in Switzerland and hosting a Christmas party for disadvantaged children in London. Crown teams are really committed to making a difference in the communities in which they live and work.

CSR activities by type



Crown's CSR stories of 2016



Mexico donates blood and medical equipment

Crown Mexico put its best CSR foot forward by contributing to a blood and medical equipment donation initiative. The team members that could not give blood collected donations to purchase medical equipment for the traumatology hospital in Lomas Verdes, which lacks supplies needed to properly serve the number of patients it receives.



UAE distributes break-fast meals for Ramadan

In the spirit of Ramadan, Crown Abu Dhabi partnered with Al Ihsan Charity Association to help distribute Iftar packs containing food to those in need including motorists and laborers, close to the sunset prayer time. Iftar is the feast that breaks the daily fast and Muslims often share it with family and friends.



LA raise money for pancreatic cancer

Crown LA took part in Purple Stride Orange County at William Mason Regional Park in Irvine, California. The Purple Stride events are critical to raising awareness and funds that advance research and support patients in their fight against pancreatic cancer. This five-kilometer run and family-friendly walk is one of many signature events for the Pancreatic Cancer Action Network. The team raised almost US\$ 500 and in total – it was a powerful and inspiring day.



Johannesburg's food fundraiser supports the local community

Crown Johannesburg took inspiration from Nelson Mandela's wise words: "We can change the world and make it a better place, it is in your hands to make a difference", and embarked on a fundraising journey. The team sold snacks and bunny chows – a local meal of bread and curry, raising US\$ 355. From the proceeds, they built hampers and delivered them to 25 families from [The Children Their Faces](#) (TCTF), a non-governmental organization that supports disadvantaged children and their families.



France supports its community

Crown France took part in an organized clean-up of the Seine river bank in Acheres, a suburb of Paris – clearing 108 kilograms of waste. Additionally, teammates took part in the 15th annual Odyssey event in Vincennes, a race that is organized to support breast cancer prevention. Fund raised were donated to the Institute Gustave Roussy Research Against Cancer.



Hungary help the community

Crown Budapest supported a charity organization helping underserved communities by gathering clothing, shoes and basic foods plus donating US\$ 200.



Malaysia enjoy a day of fun with orphaned children

Volunteers from Crown Malaysia spent time with children living at the Amal Al-Firdaus Orphanage Home, also known as Rumah Amal Al-Firdaus (RAAF). RAAF was established in 2010 to educate children and provide them with a stable environment. It also acts as a day care center and cares for children between two and eight years old. While some of the children come from unstable homes, the majority of them are orphans.

Our team organized fun activities that showcased their talents and donated some small gifts.



Our
birthday gift



A year on from celebrating our 50th birthday, we reflect on what an amazing year 2015 was for Crown. Our employees embraced CSR, getting involved in Crown's "Golden Relay" in which each country organized its own CSR event(s) to raise money for charity. We surpassed our original goal of raising US\$ 50,000, reaching over US\$ 100,000. An amazing achievement which shows how engaged and committed Crown's employees are to making a difference.

Underserved children and young adults have always been at the heart of our CSR activities. To demonstrate our continued commitment to our communities, and to say a huge thank you to all of our employees who each dedicated so much of their time and energy into raising such a remarkable amount of money, the Crown Foundation will be donating US\$ 10,000 for each decade of Crown's life. This totals US\$ 50,000 – a "Birthday Gift" to further support the needs of future generations.

To harness our employees' enthusiasm, we'll be asking them to have their say in deciding how this Birthday Gift should be spent. Each of our branches will be empowered to nominate a local charity from their country that is specifically involved with helping underserved children, and that aligns with one of Crown's five core values. Of the suggestions, five charities will be selected and the US\$ 50,000 will be distributed to those charities equally. As we move into 2017, we'll keep in close contact with those charities to follow their journey, see how they've used the money and who it has helped.



How
well we did

In 2016, we continued to meet and exceed our previous year's targets, showing our determination to put CSR at the front of our business choices.

Environment

Target 1:

Redesign the reporting of our natural resource system for better accuracy and ease of use.

Our achievement

Following reviews and feedback from system users, we now have a defined set of enhancements which have improved usability, efficiency and speed of data availability. Our latest figures are the most accurate that they have ever been.

Target 2:

Improve fuel and electric efficiency by 2 percent.

Our achievement

Fuel efficiency improved by 5.2 percent and electricity improved by 10 percent.

Target 3:

Increase the number of CSR activities to 300 events.

Our achievement

The number of events our teams took part in reached 336, meaning an increase of 15 percent.

Compliance

Target 1:

Achieve a 10 percent increase in external certifications at further Crown locations.

Our achievement

While additional Crown businesses gained ISO14001 and ISO27001 accreditations in 2016, due to market conditions, some Crown facilities faced closure and, thus, we didn't reach a 10 percent increase.

Target 2:

Increase understanding and use of legal registers and improve local practices in environment management.

Our achievement

Greater awareness of the importance of the legal registers means regulatory adherence and compliance is now assured at all sites holding ISO certification. Group site standards ensure compliance at sites without ISO certification.

Stakeholder engagement (supply chain)

Target 1:

Ensure that 100 percent of service partners have completed the CSR-related elements of Crown's qualification process.

Our achievement

We evaluate responses to all questions on our service partner questionnaire, including those related to CSR and only approve partners that have passed the criteria we have set. The questions our service partners are required to answer cover: health and safety, criminal record checks, past involvement in litigation, relationships with government officers, participation in Crown organized community or environmental related events, policy and education on anti-bribery and corruption and environmental impact policies.

Target 2:

Enhance due diligence to ensure responsible conduct for the high-risk parts of the supply chain.

Our achievement

During 2016, we completed risk assessments on all service partners in the top 40 high risk territories as identified in the Transparency International "Corruption Index".



Our
2017 targets

Throughout 2017, we will continue to be committed to monitoring and reporting on all activities of our business in line with the requirements of the UN Global Compact.

Environment

We will continue to monitor vehicle fuel efficiency and electricity consumption. Additionally, we will begin to monitor and report on water and office paper consumption.

Natural resource	Measurement	Target
Vehicle fuel	Km per liter average across all vehicles, excluding motorcycles	9 km per liter = continued improvement and emissions reductions
Electricity	Per m2 in kwh average	2.7 kwh per m2 = sustained and controlled
Water	Average per employee per liter used	1,800 liters = continued improvement and control
Office paper	Per office employee average	1.20 reams = improvement encouraging technology developments

Compliance

We will continue to encourage and facilitate our businesses across the world to maintain and gain external certifications:

Our target: Increase countries present on each certificate (ISO 1400, OHAS 18001 and ISO 27001) by one country per standard.

Stakeholder engagement

We will continue to find ways of engaging our employees to look after themselves and the world they live in. We will also look to find ways to engage with our supply chain and encourage them to do business better.

Our employee target

- Increase the number of employees or countries taking part in CSR activities and reach for at least 350 recorded activities.
- To have at least 1000 employees across the world taking part in the Global Corporate Challenge.

Our supply chain target

Introduce new e-Learning for our service partners in the following topics:

- Health and safety
- Environment
- Induction to working with Crown



Environment

Different ways of working are allowing Crown to control our impact on the environment, as too is technology.

Going digital

In 2016, Crown Relocations launched its virtual consultation service. This new service removes the need for our consultants to physically be in a customer's home to conduct a survey, saving time and money. We are also reducing our emissions and fuel consumption. Currently, virtual consultations are being delivered in some test markets and we hope to extend this list of countries as we move into 2017.

Improving facilities

We continue to look at different ways of powering our facilities, focusing on environmentally low impact alternatives. With every new purchase, Crown learns more about how to make these investments financially sustainable so that we can continue to expand their use around our world.

In 2010, Crown London made a forward thinking decision to install a 25 kW PV (solar panel) system. In a little under six years, this system has generated sufficient funds to cover the cost of the initial investment and we look forward to the benefits lasting upwards of 20 years.

Our natural resource consumption and vehicle fuel efficiency databases enable us to monitor our consumption rates, plus keep track of all environmental initiatives that each of our offices and facilities are involved in around the world. In 2017 we are drawing plans to enhance these databases to more easily monitor our natural resource use and impact.

Reducing carbon emissions

From 2010 to 2016, Crown UK planted nearly 15,000 new trees working with PATT, a tree planting charity in Thailand. While PATT is no longer in operation, Crown's goal for 2017 is to create a new charity partnership that will allow us to continue offsetting our carbon emissions.

Our "Big CO2" project for 2017 is the installation of LED lighting in some of our facilities around the world. This will see a reduction of energy consumption of between 50–75 percent and, with a bulb life of up to 10 years, this means our bulb waste will be significantly reduced. In addition, unlike fluorescent bulbs containing hazardous materials, LED bulbs are less damaging to the environment when disposed.

ISO accreditations

ISO 14001 is an externally audited international standard that specifies requirements for an effective environmental management system. Crown is continuing to gain ISO accreditations across its operations and in 2016, four new branches gained their ISO 14001 accreditation.



Our people
their goals

Australia attain ISO 27001

Crown Australia has added a further string to their bow with the successful certification of ISO 27001 – Information Security.

Over the past eight months their project team of Carl Pearson (National IT Manager), Melissa O'Connor (National HR Manager) and Peter Schacht (National Alliance and Quality Manager), have been working behind the scenes in preparation for this ISO 27001 accreditation.

The project team underwent four days of intense auditing where SGS reviewed all Crown Australia's processes in detail. We were able to demonstrate our true commitment to Information Security.

This certification, together with certificates the branch already holds: ISO 9001, 14001, and 18001, allows us to fully demonstrate to all of our customers our total commitment to best in class processes and commitment to quality.



Tokyo attain ISO 14001

In 2016, our Tokyo office spent many months planning and preparing to gain their ISO 14001 certification and, with the hard work of three Tokyo Environmental Committee members, they were successful.

As well as achieving their accreditation, Crown Tokyo has been actively participating in a number of CSR activities, including a beach clean-up where volunteers spent a half day cleaning one of the nearby beaches for Mother Earth Day. The branch will continue to support this initiative in 2017.



Santiago “drives” top quality standards

In correspondence with Crown’s initiative to reduce costs and increase competitiveness, Crown Santiago recently unveiled a brand new moving van. The previously unused Mercedes Benz Vito has a cargo capacity of up to six cubic meters of volume and is optimized to give outstanding fuel economy and reduced emissions. This supports Crown’s initiative to reduce our carbon footprint and optimizes our resources for the operation of materials handling and packaging for international moves.



Joint CSR event with one of Crown's key accounts – Unilever

In September 2016, 11 Crown and Unilever employees worked as a team by volunteering at the Society for the Prevention of Cruelty to Animals (SPCA) Singapore. Their role was to help clean the animal shelter, walk rescue dogs and tend to some of the other animals. It was a fulfilling day for all volunteers and demonstrates true partnership between Crown and their valued clients.



More achievements for the United Kingdom and Ireland

For the second consecutive year, Crown UK&I has been awarded a Gold in The Royal Society for the Prevention of Accidents Occupational Health and Safety awards. Crown has taken part in this award scheme since 2008, encompassing every branch in the UK&I region. Crown's Health and Safety Policy and Manual was written and is maintained in the UK, therefore the same standard and approach is applied across each of our branches around the world.



In 2016, Crown UK achieved Bronze membership of the Fleet Operator Recognition Scheme (FORS). FORS is a voluntary accreditation scheme that promotes best practice for commercial vehicle operators, driving best practice across the European fleet industry in terms of safety, efficiency and environmental protection. In gaining this certification in the UK and seeing the good practice and cost savings benefits, we are hoping to replicate this in other locations in which we operate.





Health
and safety

Health and Safety is relevant to every part of Crown's businesses and in 2016 we developed additional ways to create a safe place for our employees to work.

Sharing knowledge

Crown has implemented a globally accepted Health and Safety Manual, available to all employees and accessed via the Crown SharePoint site. The manual is the basis for our global OHSAS 18001 policy. Following external audits from SGS (the world's leading inspection, verification, testing and certification company), Crown has now retained and grown to 32 certified sites, up from 20 in 2014.

To further embed good practices, we have improved access and knowledge of global processes, policy and standards in health and safety through the company's internal SharePoint platform. This now gives our people better access to manuals, documents and local records to ensure the well-being of our employees. Certified sites can use this to manage required documentation; locations aiming for initial certification have access to guidelines enabling them to achieve certification. In addition, we continue to maintain easy-to-read pocket guides on general health and safety advice and on safe driving for all our employees.

Accident reporting

During 2016, we implemented a globally-shared Accident Reporting tool via SharePoint. All Crown facilities must report complete details relating to an accident, including cause and prevention. We now have the power to read real time information regarding accident type, frequency and benchmarking data. This allows us to determine whether our health and safety systems are supporting our objective of constantly improving Crown's record as a safe environment for our employees and customers.

OHSAS certifications

One of our goals for 2017 is to expand our OHSAS 18001 health and safety certification to additional locations. In doing so, we will further spread and embed safe work habits for our employees around the globe.



Data **privacy**

Being a responsible company means protecting customers' and employees' right to privacy. We do this by abiding to consistent policies and practices to safeguard their personal information.

Crown's Binding Corporate Rules (BCR) on data privacy – which comply with international legislative requirements and recommendations – are mandatory privacy procedures for all our sites.

Crown's standardized data processing rules help keep personal information safe and ensure prompt reporting to management if there is any data breach. We are certified with the EU-US Privacy Shield Program which means handling of customer data according to EU requirements.

In some cases, sensitive information is also handled by Crown's service partners. Therefore our supply chain management system emphasizes compliance with data privacy policies through the qualifying and contractual stages of an engagement. This process is led by Crown's Chief Risk Officer and a Group Compliance Officer, both appointed in 2014.

ISO 27001 is an externally audited information security standard that Crown has achieved and is extending to its businesses around the globe. At the end of 2016, we'd increased the number of Crown sites with this certification to 29, including our Hong Kong headquarters – this is an increase from 2015. Now our headquarters have reached this goal, it will positively impact other Crown branches across the organization. During 2016, four new sites gained certification and we hope to further increase this number in the coming year.



A young man with short, light brown hair and a slight smile is looking towards the camera. He is wearing a dark navy blue polo shirt with red piping on the collar and sleeves. He is holding a large, folded blanket with thick horizontal stripes in grey, white, red, and yellow. Behind him is a large red moving truck. The side of the truck features the word "CROWN" in large, white, bold, sans-serif capital letters. Below it, the word "WORLDWIDE" is partially visible in smaller white capital letters. To the right of the text is a yellow crown logo. The background shows green trees and a clear sky, suggesting an outdoor setting on a sunny day.

CROWN
WORLDWIDE

Human rights
and labor

We are committed to treating our employees fairly. In addition to complying with local employment laws, we support the labor principles of the UN Global Compact, which include:

- Equal opportunity employment
- Prohibiting child labor
- Prohibiting mistreatment by workplace bullying
- Prohibiting sexual harassment
- Prohibiting retaliation to employee seeking to invoke his/her rights

These policies are detailed in our formal Code of Conduct that documents a zero-tolerance for discriminatory practices, forced labor or the employment of children under 16 years of age – all of which Crown views as violations of basic human rights. Our Code of Conduct is acknowledged annually by all employees; any suggested violation of these principles will result in investigation and corrective action.

Crown's Group Vice President of Human Resources and our global HR team maintain and manage these labor policies.

Diversity and Inclusion has been an area of strong focus for Crown in 2016, seeing the creation of a specific D&I Policy and the formation of the Crown Coronets – a women only network.



Where it all began

In 1965 a young American man traveled to Yokohama in Japan. With little spoken Japanese but a dream five times bolder than his plan, he established Crown. The business has today expanded to 265 locations in almost 60 countries, with employees of 74 nationalities speaking 58 languages.

However diversity is more than just a collection of people from different countries. Fifty years down the track, we're proud of the fact that 41 percent of Crown employees are women; 41 percent of management positions are held by women and 43 percent of our Executive Management Group (EMG) are women. Today, we embrace diversity in all its forms: culture, education, gender, ethnicity, sexual orientation, nationality, disability, religious background, age, experiences and ways of looking at things.

While almost half of Crown's EMG members are female, this does not translate across the organization. Even in companies where women are in the majority, they often need support to get in, get heard, take career risks and take on new challenges. Crown is committed to ensure that women's skills and insights are represented throughout our company.

Crown Coronets was created in 2016 to support and inspire the growth of women working for Crown Worldwide Group. This voluntary, employee driven network helps with the exchange of ideas, experience, the sharing of best practices, and the development of leadership skills. Our goal is that Crown women, benefitting from a network of peer support, role modeling and a mentoring environment, will develop the confidence to drive their personal career development and ultimately, Crown's success.



Thinking forward

Diversity is one part of the equation, but inclusion is the real commitment. In 2017, we will be implementing unconscious bias training at all levels of the organization. Plus, we're looking at growing networks for other diversity groups.

There are also some countries with legal and/or social barriers to certain types of diversity, the most common example is sexual orientation. Crown measures diversity in many ways: ideas, geographies, economic and cultural backgrounds, religion, disabilities, race, gender, work experiences, generational differences, sexual orientation, education and more. Tolerance, equality and fairness are a big part of this initiative. D&I increases innovation and creative problem solving. We want to focus on universal assumptions around D&I and there will be many ways in how we put it into practice. So, in 2017 we will also be enhancing our HR system to allow us to confidentially collect diversity data, which will ensure we can continue to keep diversity at the forefront of what we do.

The real commitment

Diversity is at the heart of Crown and will help us to innovate as we grow through the next 50 years. Inclusion is about leveraging this diversity to achieve results. It is about creating an environment where everyone is valued, where everyone is safe to bring their differences to work each day and where they can always contribute.





“When Crown values employee diversity, we have a better balance of views, more effective decision making, it leads to innovation, and to put it simply, diversity makes Crown a better place to work.”

— Barry Koolen, Executive Board



Stakeholder **engagement**

Engaging our stakeholders is key to successful relationships with our employees, our clients and our services partners. In 2016 we implemented strategies enabling us to foster all of these relationships.

I. Developing our employees

From the top down, every manager and employee sets performance goals – including those aligned with Crown's CSR goals. CSR goals help each employee reflect on the impact of their role and find measurable ways to improve their commitment to CSR. Crown's global Employee Volunteering Policy encourages employees to get involved in making a positive impact to their local communities. Every single employee is provided with two paid volunteering days per year. This initiative:

- Enables volunteers to give back to the communities in ways that are personally and locally meaningful
- Builds teamwork and strengthens relationships between colleagues
- Develops self-confidence by meeting new challenges outside of the workplace
- Helps develop management and other skills that are professionally and personally beneficial

Studies show that employees of companies involved in CSR activities are more engaged in their workplace and therefore more productive.

CSR activities grew by 15 percent in 2016, which evidences the growing engagement of our employees.

The health and well-being of our employees is also of great importance to Crown. In 2016 we took part in the Global Corporate Challenge (GCC), an annual challenge which sees thousands of employees from upwards of 1000 companies around the world getting involved and competing, over a 100 day period, to improve their mental and physical health.

In 2016, our first challenge year, we gained some amazing results:

- One third of our workforce across the globe registered to take part in the program
- The same percentage of employees completed the pre-GCC survey and post-GCC survey
- In comparing the results of pre versus post GCC journey, we found the following:
 - 71 percent of staff reported a decrease in their stress levels – either home or work
 - 57 percent reported an increase in productivity
 - 89 percent said they were more aware of their exercise
 - 91 percent said they would participate again

Equally important through tracking the overall data in GCC's system, we found that 64 percent of employees increased their exercise levels to 10,000 steps or more per day.

We had some real success in 2016 and we want to apply that knowledge to make our participation in the 2017 campaign even better.



2. Engaging our employees

The Crown Employee Survey measures employee engagement throughout all levels and across all geographies. The survey was conducted for the second consecutive year in 2016. There was a marked increase in response rate, up from 65 percent in 2015 to 80 percent, which is encouraging and something we want to continue to improve on in the coming year.

The results

The Employee Engagement score increased from 79 percent in 2015 to 81 percent in 2016, based on four criteria – “Crown is a great place to work”, “I plan to be working for Crown in two years’ time”, “Crown is making a difference” and completion rate.

The Inspired Employees (Active Engagement) score increased to 70 percent in 2016, based on four criteria – “Crown is serious about making the world a better place”, “Crown gives me the opportunity to make a difference”, “Crown senior leadership team believes in and shares the company’s values”, and “I consider our senior leaders to be inspirational role models”.

While there were some minor variations in the results, the three areas of celebration remained the same as 2015 - employees feeling they are contributing to Crown success, building Crown values into everything they do, and enjoying a good and safe working environment:

Although there was improvement in the three lowest statements related to benefits, career discussion and praising employees, those remain the areas of concern and ones we will continue to monitor in 2017.

Drivers with a decline from 2015 to 2016 are teamwork and relationship, inspirational leadership and making a difference.

Compared to last year

Comparing the engagement score of 81 percent with the active engagement score of 70 percent, a differential of just 9 percent indicates that employees are not only engaged with their job and team but also inspired by the company’s mission and leaders.

Generally, employees are proud of Crown’s values, company culture, work environments, diversity and CSR.

“Crown is committed to bringing awareness and knowledge to all our staff. Through the next year our staff will have the opportunity and choice to belong to groups that are important and meaningful to them...a chance to self-reflect, learn, share wisdom, collaborate with others who have different skills, knowledge and perspectives, and at the same time share the same values and foundation.”
Magali Delafosse, Group VP – HR

3. Investing in our employees

Professional development

In 2016, we launched Crown's Accredited Skills training courses, which aim to provide our employees with opportunities to continuously improve and develop their skills.

- In total 3052 accredited skills courses were taken across all regions
- The top three courses were (1) Managing Stress (2) Team Working Excellence (3) Communicating Effectively

Employees can also learn from the 64 different courses on Crown University, where in 2016 a total of 9387 courses were taken.

In 2017 we are releasing two new programs aimed at up-skilling and developing our managers throughout the Crown network. These highly participative programs will introduce our employees to management models and tools used to ensure that their teams progress and become more productive in their approach. We will also be holding career development workshops open to any employee who would like to take control of their career.

Also in 2017, all employees will be using Insights Discovery, a self-development tool which allows individuals to increase their self-awareness and self-understanding. It will aid all areas of skills development from communication to change through to leadership where the outcome will improve employee engagement, productivity and teamwork.

As well as the above, we will also be developing and reviewing our e-learning tools and implementing a new learning management system and a new survey tool.



Crown UKI has been awarded an Investors in People (IiP) Bronze Award. Securing this award means we've been recognized for our investment and commitment to "defining what it takes to lead, support and manage people for sustained success".

4. Flexibility and support

Crown has also developed a robust set of policies designed to provide flexibility and support to our employees.

Volunteering

Our commitment to CSR means we encourage our employees to positively impact local communities by volunteering time and talent. Our policy provides every employee with two volunteering days per year.

Flexible working

Crown recognizes that flexible working arrangements can provide benefits to both the employer and employees. As part of its commitment to providing a positive working environment, Crown is committed to enabling employees to achieve an appropriate work-life balance. At the same time the guidelines will support managers in developing a more flexible workforce in line with service needs.

Career break

Crown recognizes that some employees may wish or need to take an extended break from work, for a variety of personal reasons, during the course of their employment. Developed in accordance with Crown's policy on equal opportunities, it aims to provide a sympathetic response to employees wishing to take time away from work and ensure that all employees are treated in a fair and consistent manner.

Code of Conduct

We also ensure that every employee at Crown reads and commits to Crown's Code of Conduct. The Code of Conduct governs the way we act in Crown: how we do business, our stance on discrimination and equal opportunities, our commitment to fairness and ethical behavior, our zero tolerance of bribery and how we communicate externally and internally – very important rules about the way we "conduct" ourselves. All Crown employees must confirm that they have read and accept the terms of the policy when they start with Crown and when the policies are reviewed and updated.

5. Recognizing our employees

Employee Awards Program

In 2015 Crown launched its Crown Worldwide Employee Awards Program, the objective of which is to measure employee performance against our five brand values. The scheme recognizes and rewards our brightest and best employees, across all divisions and throughout all regions. The awards take place every year (with winners announced at the end of the year). In its inaugural year and to celebrate Crown's 50th anniversary, the 2015 winners were awarded inter-regional trips and in 2016, they were able to travel to a Crown location of their choice:

- **Outside the Box Award**

Hiroki Naoyoshi, our Operations Manager in Tokyo, chose to visit Crown Sydney for winning the Outside the Box Award as a result of his open-minded approach and outlook.



- **I'll be There Award**

Jacintha Ferrao, our Senior Move Coordinator in Bahrain, chose to visit Crown Paris for winning the I'll Be There Award.



- **Giving Back Award**

Marion Wright, our Personal Assistant in Sydney, chose to visit Crown London for winning the Giving Back Award.



- **Great Communicator Award**

Jane Margetts, our Marketing Manager in UKI & Northern Europe, chose to visit Crown Hong Kong for winning the Great Communicator Award.



- **Strive to Succeed Award**

Michelle Coughlin, our Director IT World Mobility, won the Strive to Succeed Award and is yet to take her trip.

In 2016, the awards program's second year, we once again received over 400 nominations and chose a number of regional winners, as well as five overall winners in each of the award categories that match our core values.

Long-serving employees

At Crown, we recognize the value of long-serving employees and believe in rewarding their commitment. In 2017 to bring consistency to our global practice, our Tenure Awards policy will be applied to all countries, across all brands and functions.

6. Partnering with clients

A focus of 2016 was to increase Crown's partnerships with key clients and external stakeholders in CSR activities. Partnering with clients to help the community has the added benefit of helping teams to communicate and function even more successfully in business activities. This will continue to be a main focus in 2017.

7. Working with our supply chain

Crown has embarked on a project, the objective of which is to review the way we manage and monitor our external suppliers and how we govern ourselves. This project will span all of our businesses and upon successful implementation, we can prove that we apply the same strict criteria for measuring quality, performance and cost efficiencies to our Crown offices, that we apply to external partners. In the long term, this will ensure that in any instance of continual failure to deliver satisfactory results to our clients, we have the means and resources to identify the issue and make necessary changes.

As part of our evolving supply chain management program, we continue to work with our service partners and suppliers to ensure that their efforts are, and continue to be, aligned to Crown's sustainability goals.

Crown's Service Partner Network is a collection of carefully selected companies in every country we work that help us provide services to our clients. Technology used to manage Crown's Service Partner network continues to develop. It is the platform for the gathering of information that enables us to assess the existing efforts within our supply chain in the existence of sustainable, ethical and legally compliant management processes. Using this information, we provide feedback and guidance to our partners that encourages them to continually improve their efforts.

Over the past year we have:

- Increased our service partners' agreement to our codes of conduct relating to Data Privacy and Anti-Bribery and Corruption to 85 percent, resulting in better service delivery to Crown and our clients.
- Engaged a third-party specialist to manage our hotline to aid reporting of any suspected code breaches, non-compliance and unethical behavior, which ensures our objective and impartial review.
- Monitored the use of recycled and recyclable materials where appropriate.
- Analyzed our supply chain ownership in all territories to support the local governments' diversity efforts.
- Improved contractual documentation to further support Crown's commitments to its clients relating to employment practices.
- Encouraged our supply chain to participate in Crown organized events that support our community related activities.

Crown provides services considered high-risk, that is, immigration services and customs brokerage, to some high-risk territories. We apply enhanced due diligence on all partners involved in those service types and territories, particularly where there is a financial and reputational risk by association. Using a financial risk platform, in 2016 we completed risk assessments on all partners in the top 40 high-risk territories as identified in the Transparency International "Corruption Index".

In 2017, we will extend this further and embark upon creating a Risk Profile for our service partners. Our aim is to establish a system where we can apply a risk rating to all our partners based upon a number of factors. This will ensure we mitigate any associated risks of using a service partner.

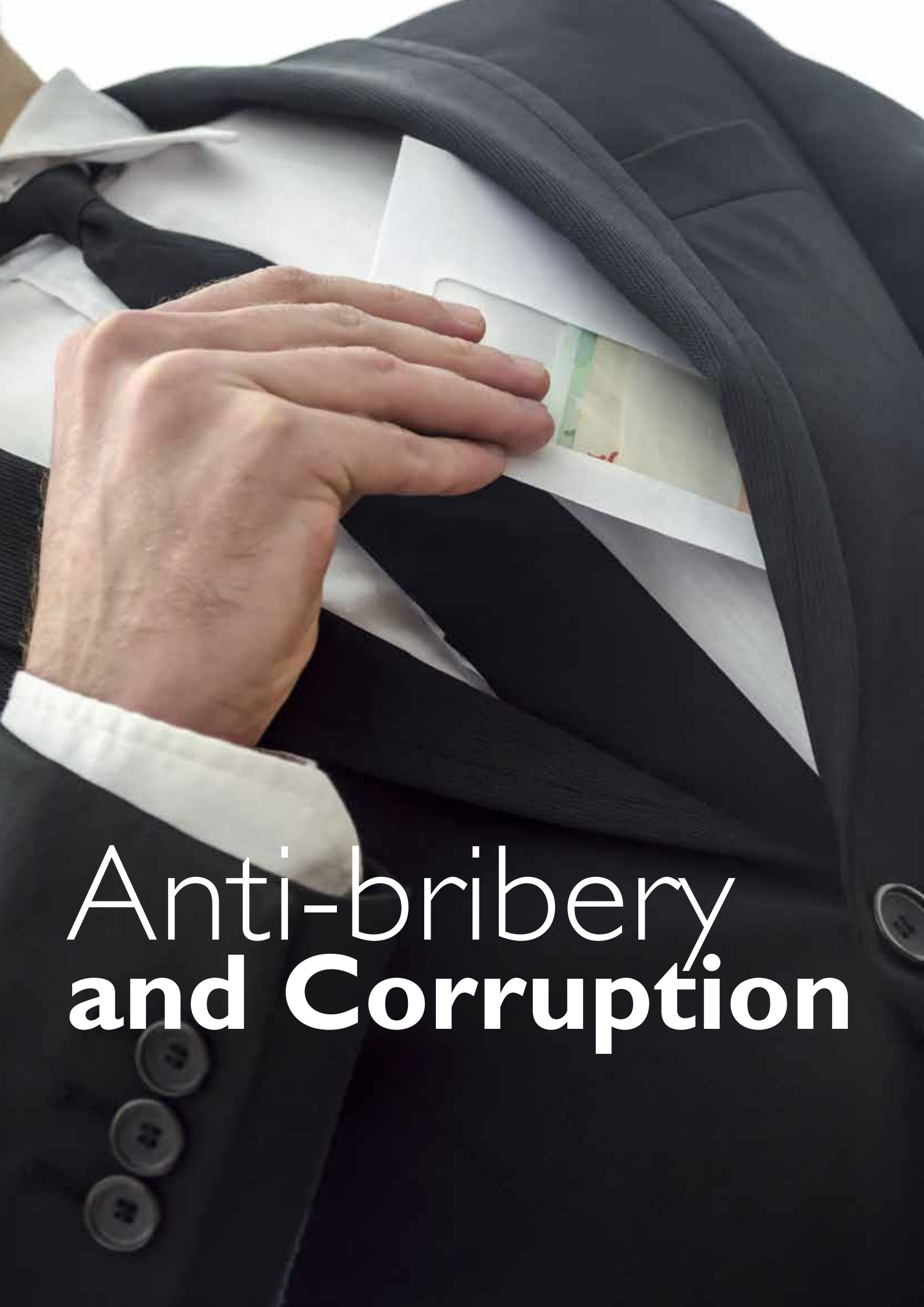
All Crown service partners, whether new or re-certifying, must meet certain criteria when going through Crown's qualification process, covering:

- Health and Safety
- Anti-Bribery and Corruption
- Environmental Impacts

All responses are evaluated and only partners that have passed the criteria are approved. This ensures that Crown is working with service partners who share its values and commitments.

We will continue to expand our knowledge portfolio to further educate and engage our supply chain where appropriate.

Crown has mandatory e-Learning programs on Data Privacy and Doing Business without Bribery, which all of our service partners, whether new or recertifying, must undertake.



Anti-bribery and Corruption

It is Crown's policy to conduct business with a zero-tolerance approach to bribery and corruption. Crown is committed to acting professionally, fairly and with integrity in compliance with global anti-corruption laws. We continue to improve, implement and enforce systems to counter bribery and corruption in our business dealings and relationships.

As with any global business, this comes with challenges when doing business in almost every country of the world. In 2015, Crown focused on further assuring full compliance in every country, including those with less developed legislation on anti-bribery and corruption (ABC). This requirement covers every service segment, even those most at risk. To facilitate 100 percent compliance, all service providers are being vetted, trained and sign our Service Partner Agreement (which includes a provision that we can audit their accounts/processes at any time). This will enable us to more easily conduct periodic audits, especially in high-risk locations.

These enhancements are targeted to be fully implemented by the end of 2016. Service partners undergo training on anti-bribery and corruption through our "Doing Business without Bribery" program. In 2015, 23 percent of service partners completed the course and in 2016, we had completion by 85 percent of partners. We are specifically targeting service partners in areas with low levels of existing corporate governance.

Every year, Crown employees receive training on our Anti-Bribery and Corruption Policy; this also helps our people learn how to identify and avoid supporting improper practices of others.

Employees also receive awareness training on our documented global Code of Conduct. This details expectations of every employee when it comes to business integrity. Acknowledged by employees annually through Crown's performance management system, these include rules on appropriate practices related to:

- Conflicts of interest
- Securities and antitrust laws
- Agreements/collusion with competitors, customers or licensees
- Relationships with public officials
- Bribery, kickback and fraud
- Sanctions and trade embargoes

Also available to all our employees is a third-party hosted ethics and compliance hotline to anonymously report any suspicious activities. These programs are driven by Crown's Chief Risk Officer and Group Compliance Officer, roles which work independently and impartially to uphold our objective to work against corruption in all forms.

BS 10500 is a new standard intended to help an organization to implement an effective anti-bribery management system. Crown's UK entity is the first to gain accreditation.

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