

# GRAEBEL SUSTAINABILITY REPORT



2016

**GRAEBEL**<sup>®</sup>

Here's to the world ahead.<sup>®</sup>

INTRODUCTION

**LEAVE IT BETTER THAN YOU FOUND IT**

**BECOME THE GLOBAL EMPLOYER OF CHOICE**

**OPERATE IN A SAFE & COMPLIANT MANNER**

GRAEBEL CORPORATE RESPONSIBILITY 2016-17

This report is a reflection of the activities and results that demonstrate the Graebel commitment and willingness to "walk the talk" and an affirmation of how our values integrate into everything we do.

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CEO LETTER

At Graebel, we have maxims: "duty of care," "truth, love, and integrity," and "we're just getting started." These are terms we integrate at every level of our enterprise, and it touches our employees, our clients, and the public in a real, tangible way.

As a global organization that relocates employees to new areas of the world, we see our work as creating that human touch to a very stressful situation - moving. That's why we focus on our people, servant leadership, and embracing the principles of the UN Global Compact.

This set of beliefs can be seen through the lens of high-level strategy, such as our redefined mission, vision, and values that set meaningful goals for Graebel, such as "leave it better than you found it," "become the global employer of choice," and "operate in a safe and compliant manner."

“These tangible watermarks can be witnessed in our community and operational work, positively contributing to the advancement of education, the environment, and human rights issues we address around the globe.”

These tangible watermarks can be witnessed in our community and operational work, positively contributing to the advancement of education, the environment, and human rights issues we address around the globe. Our partnerships with the National Leadership Academy (education), the Boy Scouts of America (education and environment), the American Heart Association (health and human rights), and the National Forests (environment) all address these humane standards.

We also encourage our suppliers to commit to sustainability. In 2015, we implemented an environmental stewardship award to encourage and recognize suppliers for achievements in sustainable initiatives.

For our full-time employees, we afford them 24 work hours per year to participate and celebrate in community-driven volunteer activities.

These examples, alongside our commitment to hiring employees who make our company more inclusive, diverse, and innovative, help us foster a community inside and outside the workplace. We know by developing these values in a constructive, honest way, we will continue to strengthen our business and build a sustainable, value-driven organization.

With this communication, we express our intent to honor and implement the principles found in the UN Global Compact.

Here's to the World Ahead,



Bill Graebel

Bill Graebel

# ABOUT OUR COMPANY

Graebel helps Fortune 500, Global 100, and other organizations with absolutely everything involved in relocating their people. In a world where employees have ever higher expectations and businesses want a higher return on mobility, Graebel delivers a straighter line from A to B, a more inviting experience for everyone, and a new lever for business growth. This comprehensive approach is transforming workforce mobility in 165 countries across six continents.

## Graebel Global Locations



**5 operation centers**

**2,460+ providers**

**10 satellite offices**

# WHY THE UN GLOBAL COMPACT?

Some companies may struggle with this question. What is the ROI of this report? How will it affect business engagements? Do we have the capacity to execute this initiative without losing focus on our core responsibilities? All these questions came under some scrutiny here, but Graebel Companies has always believed that what's good for the earth and our global citizen base belongs on the priority list.

Additionally, as we undertook this initiative, more positive aspects emerged: internally, we were able to consolidate and organize the beneficial efforts we perform operationally and through community service; publicly, we began to view this as an opportunity to celebrate and broadcast that work; and we came across research that proved the need to establish and advance our ethical practices.

In 2014, a PwC study discovered that more than half of recent college graduates seek work at companies that have corporate social responsibility (CSR) values that align with their own, and 56% would consider leaving a company that didn't have the values they expected.

This same workforce, millennials, has a strong appetite for working overseas: 71% expect and want to do a global assignment during their career.

These two stats encourage perspective from our company for two reasons: 1) We're an international company that will relocate these millennials around the globe; and 2) We publicize our values and our positive working environment, principles that the largest workforce looks for in a business.

Moreover as a relocation company, we rely on environments which support global commerce, open borders, and transparent laws and regulations. Human rights and a sustainable society allow us to expand our possibilities, and the UN Global Compact creates a framework for all companies who believe in the prosperity and promise of the future.

# HUMAN RIGHTS AT GRAEBEL

Our human rights policy follows the Universal Declaration of Human Rights, and provides a holistic set of principles that we stand for, which includes but is not limited to: the prohibition of child labor, harsh or inhumane treatment, and anti-discrimination. The following internal policies further prove our commitment to a more just and fair workplace.

**Code of Business Conduct and Ethics / EX-001**

**Human Rights / HR-017**

**Holidays / HR-029**

**Prohibition of Harassment Policy / HR-006**

**PTO Policy / HR-001**

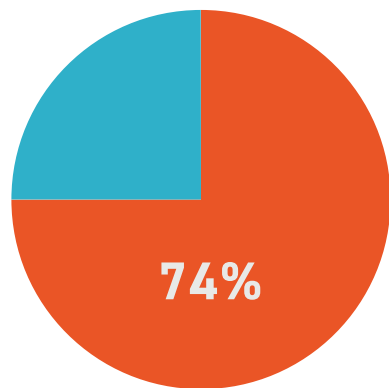
## EMPLOYEE ENGAGEMENT

Graebel's 2017 engagement survey was conducted by CEB, the world's leading research and advisory services company. We compare our results against a Global Benchmark, which includes:

- An overall average of all organizations across industry and geography;
- 300+ mid-sized global organizations;
- 20+ industries;
- over 400,000 individual participants.

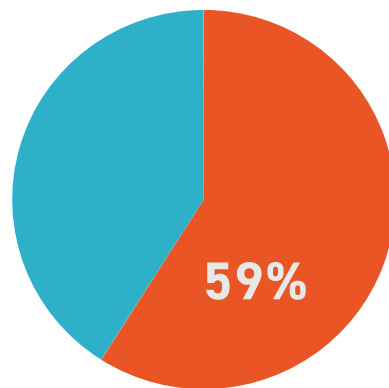
Results allow us to hear directly from our employees, providing us a granular spotlight on our achievements and where we can improve as a company. We believe these stats provide significant insight into our workforce.

Say Graebel is a place of strong culture & values



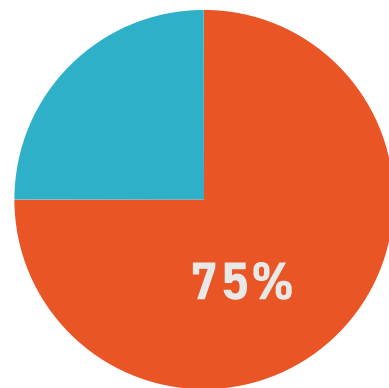
Benchmark = 61%

Say Graebel is a great work environment



Benchmark = 53%

Say Graebel is a place with great customer service



Benchmark = 64%

### Female / Male Employee Ratio

68% Female

32% Male

## THE CLIENT CORNER

In late 2011, our Asia-Pacific (APAC) service center learned that a client was planning to move their service relationship back to HQ. That spurred us to identify an opportunity to better gauge client feedback and customer satisfaction scores. After a deep dive, we made some changes on the front lines, expanding our team and providing communication points to guide our clients.

However, it wasn't just tactics. We also adopted a client loyalty methodology that's well known on a global scale, the Net Promoter Score (NPS). NPS is an index ranging from 0 to 100 that measures the willingness of customers to recommend a company's products or services to others. It also assesses customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

This change ramped up competition among our team members to receive higher scores and led to better engagement with all of our clients in the process. APAC's divisional NPS moved from 34 to 68 in five years, and our consultant satisfaction moved from 88 to 95.

That client who took a hiatus from our APAC service center? They returned in just six short months, recognizing and applauding our new standards. Because we looked contemplatively and pro-actively within our organization, our internal practices became stronger, leaving an indelible mark on our team and clients.



# COMMUNITY ENGAGEMENT

Our employees have been actively involved in their communities for decades. We've only just started to capture their sweat and volunteer equity after establishing a Volunteer Paid-Time Off (VPTO) policy in 2015 with the intention to provide global capacity for our employees to enhance and serve in the communities they work and live in. Employees can donate their time – up to 24 hours per calendar year – toward a charitable organization. Some of that time has been devoted to the following organizations:

American Heart Association

Boy Scouts of America

Cars 4 Christmas

Cops Fighting Cancer

Florence Crittendon Services of Colorado

Girl Scouts of America

Lumos Foundation

National Leadership Academy

Organization for Aid to Refugees

Ronald McDonald House

Rotary International

Special Olympics

Susan G. Komen Race for the Cure

## SCHOLARS-IN-ACTION

At Graebel, we offer our employees tuition reimbursement to advance their careers. Available after three months of employment, this incentive is a valuable resource for many scholars here. Last year 14 employees applied for funds, accounting for over \$23K distributed for academic pursuits.

For Isaiah Dubas, International Operations Supervisor, he found his passion lies in the time-honored field of Accounting.

“It was an impetus to build my business acumen. I had the global knowledge through my [undergraduate] International Studies degree, but I felt my business knowledge was lacking.”

Accounting is in his family as well, his grandfather, whom he cited as his mentor, was an expatriate tax consultant, working for many of the Big Four auditors at one time or another.

Isaiah hopes to emulate his grandfather's career by providing relocation management companies expert counsel in this area after he finishes his Master's from the University of Colorado Denver.

Terri Serrano, International Accounting Clerk, is double majoring in Accounting and Financial Management at Upper Iowa University. She cites “expansion of knowledge within the company and elevated confidence in calculations,” as benefits to her studies.

“It was an added bonus coming to Graebel and finding out about this benefit,” says Serrano.

Juliana Davis, an International Consultant, just completed her degree in International Management from Colorado State University. She hopes that this new academic rank will “open doors and opportunities” for her, but mostly, she loved the educational experience and the seamlessness of applying for the program.

Graebel's support of our scholars is born out of our understanding that by helping our employees, we will ultimately cultivate benefits for the entire ecosystem of our business. But it starts on the individual level, and we're proud of all our employees who work hard and study hard.



### Scholars-in-Action

2017  
(as of 6/1/17)



2016



# SERVING OUR GLOBAL COMMUNITY



## Americas (Denver Office)



### *Race for the Cure*

HQ raised over \$1,300 for the Susan Komen Race for the Cure event.

### *Here's to the Next Generation*

Graebel sponsors and volunteers its staff at the National Leadership Academy, a four-day intensive for high school students that focuses on developing heart-led leaders through compassion to others and service to the community. Six Graebel employees participated, serving as counselors and registration liaisons to ensure operational efficacy and to mentor students.

### *Full of Heart*

We participated in our 8th Heart Walk in 2017, raising \$11,450 in support of the American Heart Association. The funds go to support research on how to eliminate heart disease, the number #1 cause of death in the world. Our cause honors the late Ben Graebel, one of our company's great leaders and visionaries.



## APAC (Singapore Office)

### *Caring for our Elders*

The Singapore Office visited the Ministry of Social and Family Development in May 2016. The entire office participated in the packing of groceries at the food bank, and delivered the goods to senior citizens around the city.



## EMEA (Prague Office)

### *Prague Squad Raises Money for Refugees*

Through an annual office bake sale and office donations, the EMEA office raised money to support the Organization for Aid to Refugees. EMEA representative Vera Travnickova said, "We feel the refugee crisis is a problem in Europe, and the people and volunteers who provide aid and help for them deserve our support."

### *Dragon Boat Festival - The "Relo-Gators"*

Our Prague team took to the waters of the Vltava River to participate in Rotary International's Dragon Boat race, raising 15,000 CZK for the local community and serving as a great team building exercise.



STATS



10,000 TREES PLANTED SINCE 2015



45,000 LBS. OF ELECTRONIC WASTE RECYCLED SINCE 2010



35% REDUCTION IN ELECTRICITY CONSUMPTION

## SUSTAINED INDIVIDUAL & COMMUNITY ACTIONS

Another Graebel saying: we're just getting started. That's a motivating stance, considering it's nearly a 70-year old company. In corporate speak, that's continuous improvement, and as stewards of the global environment, we're seeking ways to mitigate the impact of our operations, and evangelize sustainable practices in our offices.

Our Denver office puts on a green fair annually, providing information on home energy options, electronic recycling, and commuter resources, putting on a Green Jeopardy and a vegetable planting workshop, and promoting other CSR-related events, such as the American Heart Association walk. Additionally, all the food truck vendors invited to the event are from the local community.

On the operational level, we have a paperless employee orientation, recycling throughout the enterprise, and a car pooling program.

Our most significant effort to date is helping to reforest 2,000 acres in Deschutes National Forest in Oregon. Five years ago, a fire destroyed 26,000 acres in an arboreal section called Pole Creek. We partnered with American Forests in 2015, planting 10,000 trees the past two years with a new goal of planting 6,500 trees this year. This contribution is not only a massive carbon offset over time, trees contribute to the cleaning of air, protecting water resources, and restoring habitats.



Our environmental policy isn't a static document. We believe that the health of our environment and the prevention of pollution are contingent upon active, operational improvement.

**Over the past nine fiscal years, we've dropped our electricity consumption by 35%. This is equivalent to the following:**

Converting 27,516 lightbulbs from incandescent to LED

164 cars being taken off the road for one year

82 houses being taken off the grid for one year

Avoiding the use of 87,342 barrels of oil

We achieved these results by minimizing use through infrastructural improvements such as:

Installing motion sensors in restrooms and conference rooms to save electricity

Replacing all desktop computers with energy-efficient laptops

Installing new light timers throughout the building

## ACTIVATE ENERGY SAVINGS!

Performance Metric Chart  
Electricity Consumption Per Year

Year	(kWh)
2008	3,148,146
2009	2,899,482
2010	2,576,568
2011	2,168,987
2012	2,232,004
2013	2,529,728
2014	2,099,987
2015	1,906,920
2016	2,043,657

## WE HAVE STANDARDS

Graebel actively seeks to identify and mitigate the impacts of its operations, and meets or exceeds all regulatory requirements imposed upon the company.

For the environment, our ISO 14001:2004 certification documents that we've implemented an Environmental Management System in accordance with defined internationally-recognized standards for our Graebel Movers International Inc. (GMII) division in Denver.

FIDI-FAIMplus is the most stringent, all-encompassing quality program recognized for more than a decade as a supreme seal of quality by customers of the international moving industry. As part of the accreditation, it requires service providers to have documented environmental policies that work to mitigate the negative impacts of their activities on the environment and promote sustainable practices. We've applied this certification to our GMII division.

## GRAEBEL SUPPLIERS COMPETE FOR PRIZE

The Graebel Environmental Stewardship Award is given annually to a partner who demonstrates a unique commitment to sustainability. Effective programs incorporate many different facets of sustainability, encompassing anything from reducing one's carbon impact to cutting consumption of electricity and natural resources, to encouraging recycling, carpooling, and much more.

In 2016, Paxton Companies won the award due to significant operational changes that saw their facility reduce their heat usage by 45%, and prevent over 20,000 lbs. of material entering the landfill through the donation of reusable office equipment to a partner in Africa who requested the items. One unique initiative involved switching to the use of paper from eucalyptus trees, a less carbon-intensive alternative to that of wood pulp.



**n. a requirement that a person act toward others and the public with the watchfulness, attention, caution, and prudence that a reasonable person in the circumstances would use.**

In non-legalese and at Graebel, acting with honesty and care for others means protecting their valuable goods, their identity, their financial resources, and working with others who believe in that same mission. Compliance, customer care, and promoting corporate ethics are core principles of ours, and it's absolutely crucial to our line of business, with moving being the third biggest stressor in one's life.

Additionally, reputational risk is a growing concern for companies, especially those like Graebel who work with many third parties. Many of the largest and most publicized recalls involve third parties, not the actual parent or umbrella organization. As we relocate people around the world, we're dependent upon many other companies to ensure compliance, act appropriately, and get people from A to B in a responsible manner.

We apply stringent measures to our supply chain and vendors to lower risk and gain trust in the marketplace.



DUTY OF CARE





## SPOTLIGHT ON RICHARD PAYNE'S CERTIFICATION

Richard Payne was recently minted as a Certified Compliance and Ethics Professional – International (CCEP-I), passing the test for this certification in Prague. This elevates Graebel's position as an ethically-forward organization, but we went straight to the source to ask how.

### *In what ways does your recent CCEP-I certification help influence our corporate social responsibility?*

We actually have two Graebel employees, myself and Murielle Arn, who have earned the Certified Compliance and Ethics Professional Designation. This domestic and international designation further shows Graebel's commitment on a global basis to champion ethical practices and compliance standards, and dovetails nicely with our commitment to social responsibility.

It also allows Graebel to continually stay abreast of changing regulations and benchmark and network with peers from around the globe.

### *How does Graebel's commitment to Risk Management impact corporate social responsibility?*

Graebel addresses Risk Management on an enterprise-wide level, and establishes our internal controls with our global partner network, which includes 2400+ providers. By incorporating and extending risk awareness into our everyday operations, we establish a culture that is a) aware of risk and b) has the capacity to address it.

We're big on the term, "Always On," a mantra that we are building into our employees' and supply chain partners' lexicon to help us identify risks on a continuous basis. By extending our Risk Management approach and by building in CSR best practices, we broadcast and, somewhat, demand ethical behavior, so that we can improve the quality of life for our workforce and their families.

### *What does duty of care mean for Graebel and our partners?*

The industry we service, by its very nature (relocation services and in particular moving), deals with what is often cited as one of the most stressful activities that people experience in their lives. This is accentuated when an individual is moving globally and having to deal with new countries, languages, and cultural norms.

Given this fact, Duty of Care is the focal point of Graebel's Mission and can be defined as: To be a trusted fiduciary on behalf of our customers and their employees to maximize their ROI, to develop and foster a network of partners who align with our values and client needs, and to become the global employer of choice.

Duty of Care also is implicit in Graebel's overall values of Truth, Love, and Integrity. Graebel strives to create an environment of respect, honor, and care for all of those who we interact with, operate in a safe and compliant manner, and as Bill Graebel often cites, "leave it better than you found it." These principles apply to Graebel employees, but we infuse these values in our all interactions, whether that be with our partners/suppliers, clients, customers, or the public at large.

GMII is a member of TRACE International, a non-profit membership association that specializes in anti-bribery due diligence reviews and compliance training for international commercial intermediaries. TRACE member intermediaries are "pre-vetted" partners for multi-national companies seeking to do business with entities that share their commitment to transparent business practices.

Our Supplier Security Policy affords protections for Graebel and its associated business personnel who work with vendors where sensitive information is exchanged between Graebel and the vendor.

GMII is a member of the Customs-Trade Partnership Against Terrorism (C-TPAT), which seeks to safeguard the world's vibrant trade industry from terrorists, maintaining the economic health of the U.S. and its neighbors. The partnership develops and adopts measures that add security but do not have a chilling effect on trade, a difficult balancing act. C-TPAT is a voluntary government-business initiative to build cooperative relationships that strengthen and improve overall international supply chains and U.S. border security and the prevention of human trafficking.

Graebel Relocation Services Worldwide (GRSW) performs SOC-2 compliance audits annually, which creates reports as it relates to security, availability, processing integrity, confidentiality, and privacy. They are intended for use by stakeholders (e.g., customers, regulators, business partners, suppliers, directors) to provide insight into Graebel's operation, including:

- Oversight of the organization
- Vendor management program
- Internal corporate governance and risk management processes
- Regulatory oversight

# UN GLOBAL COMPACT ALIGNMENT INDEX

The following principles show our Communication on Progress (COP) to the United Nations Global Compact (UNGC).

As part of their commitment to the Global Compact, businesses have a responsibility to uphold human rights both in the workplace and more broadly within their sphere of influence.

# 1

## Policy & Implementation Alignment

- Code of Ethics
- Global Diversity Policy
- Global Human Rights Policy
- Global Prohibition of Discrimination and Harassment
- Mission / Vision / Values
- PTO Policy

## Policy & Implementation Alignment

Businesses should ensure that they are not complicit in human rights abuses.

- C-TPAT
- FIDI-FAIMplus
- Supplier Contracts
- Business Conduct and Ethics with Providers

# 2

# 3

## Policy & Implementation Alignment

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

- Business Conduct and Ethics with Providers
- Supplier Contracts

## Policy & Implementation Alignment

Businesses should uphold the elimination of forced or compulsory labor.

- Business Conduct and Ethics with Providers
- Supplier Contracts
- UK's Modern Slavery Act 2015 Statement

# 4

# 5

## Policy & Implementation Alignment

Businesses should uphold the effective abolition of child labor.

- Business Conduct and Ethics with Providers
- Supplier Contracts

# 6

## Policy & Implementation Alignment

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

- Business Conduct and Ethics with Providers
- Supplier Contracts

## Policy & Implementation Alignment

Business should support a precautionary approach to environmental challenges.

- Management Review for ISO 14001:2004

# 7

# 8

## Policy & Implementation Alignment

Businesses should undertake initiatives to promote greater environmental responsibility.

- Graebel Companies Environmental Objectives
- Supplier Environmental Award

## Policy & Implementation Alignment

Businesses should encourage the development and diffusion of environmentally-friendly technologies.

- ISO 14001 Environmental Management System (General)

# 9

# 10

## Policy & Implementation Alignment

Businesses should work against corruption in all its forms, including extortion and bribery.

- Anti-Bribery and Anti-Corruption Policy
- FIDI-FAIMplus
- Supplier Contracts
- TRACE International



**WE'D LIKE TO THANK ALL THOSE WHO'VE  
CONTRIBUTED IN THE MAKING OF OUR  
FIRST SUSTAINABILITY REPORT.**

For questions or information, please e-mail [marketing@graebel.com](mailto:marketing@graebel.com)

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